

# OREGON BOARD OF FORESTRY

## 2021 Planning Retreat

Wednesday, October 6 and Thursday, October 7, 2021

Virtual Retreat hosted by ODF Headquarters

2600 State St, Salem, OR 97310

The Board of Forestry will conduct its annual two-day planning retreat virtually. The planning retreat offers the Board and Department leadership the opportunity to connect and explore policy issues in an informal setting. No public comment or testimony will be accepted during the retreat, but the public can observe both days of the retreat via a livestream on the department's [YouTube page](#). Prior meetings' audio and this retreat's written material are available on the web, <https://www.oregon.gov/odf/Board/Pages/BOFMeetings.aspx>.

Link to view Board of Forestry Retreat is available at <https://www.youtube.com/oregondepartmentofforestry/live>

---

### Retreat Purpose

During this informal annual retreat, Board members will:

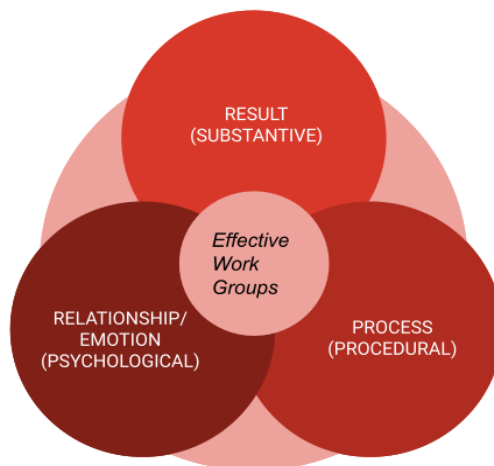
- Connect with each other and discuss leadership effectiveness and desired working relationships in support of sound public policy decision making,
- Tee up the Board's future review and update of the Forest Program for Oregon,
- Engage with ODF's Executive Team on current and future strategic initiatives, and
- Discuss Board priorities and Board work plan items for the upcoming two years and provide thoughts to inform the 2023-2025 biennium.

---

### Retreat Agenda Day One

**Facilitator:** Robin Harkless

- 9:00 a.m.      **Opening Remarks, Morning Overview and Facilitator Introduction**  
*Discussion leaders: Chair Kelly and State Forester Nancy Hirsch*
- 9:30 a.m.      **Board Introductions, Intention Setting**  
*Discussion leader: Chair Kelly*
- 10:30 a.m.     **Board Process Check-in on Effectiveness:**  
*Discussion leader: Robin Harkless*  
*Facilitator will reintroduce the "Group Effectiveness Wheel" shared in April.*



*Adapted from "The Mediation Process", Christopher Moore, 1986*

- 11:15 a.m.      **Break**

- 11:30 a.m.      **Board Self-evaluation**  
*Discussion leaders: Sabrina Perez and Robin Harkless*  
*The Board's self-evaluation results for 2020 and connection to effectiveness measures will be discussed.*
- 12:45 p.m.      **Lunch**
- 2:00 p.m.      **Forestry Program for Oregon Update and Values Discussion**  
*Discussion leaders: Ryan Gordon and John Tokarczyk*  
*The plan's purpose, evolution, and current version summarized for the Board. The scope, engagement, and investment into a plan revision will be discussed. Exploration of Board values for the planning process.*
- 3:15 p.m.      **Closing Thoughts for Retreat Day One**  
*Discussion leaders: Chair Kelly and State Forester Nancy Hirsch*
- 4:00 p.m.      **Adjourn Retreat - Day One**

---

## Retreat Agenda Day Two

**Facilitator:** Robin Harkless

- 8:00 a.m.      **Morning Overview, Facilitator Bridges between Day One to Two**  
*Discussion leaders: Chair Kelly and State Forester Hirsch*
- 8:30 a.m.      **Agency Strategic Initiatives and Board 2-Year Work Plans Review**  
*Discussion leaders: State Forester, Division Chiefs, and Partnership & Planning Program staff and Board dialogue on components related to biennial planning.*
  - *Division/Program provide overview for Board work plans 2022-2024*
  - *Work plans may include strategic initiative concepts towards 2023-2025*
  - *Board / ET discussion and feedback loops*
- 10:00 a.m.      Break
- 10:15 a.m.      Continue dialogue around the work ahead
- 11:30 a.m.      **Tying it all Together: Forestry Program for Oregon, Agency Strategic Initiatives, 2-year Work Plans, and Upcoming 2023-25 Budget Cycle**  
*Discussion leaders: State Forester Hirsch, Board, and retreat planning team*  
*Opportunity to come full circle around shared leadership and the important work ahead.*
- 12:30 p.m.      **Adjourn Retreat - Day Two**

**Oregon Board of Forestry  
Governance Performance Measure  
2021 Summary of Best Practices Performance Evaluations**

**Performance Measure:** Percent of total best practices met by the Board.

**Target:** 100%


**Period:** Annual



**ODF Key Performance Measure:** #2

**Board Adopted:** September 6, 2006





**Summary of Individual Board Member Evaluations – July 21, 2021**

**Key:** Within Each Criteria:

#’s  
 = Board member tally count  
 = range of ratings

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p><b>1. Executive Director’s performance expectations are current.</b>  <i>The Board understands this to mean that the State Forester’s Position Description is current.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• Some changes will need to be made however generally the performance expectations are current.</li> <li>• It is current for the position when he was hired, but the PD needs to be updated.</li> <li>• We will be in active conversations shortly as we update the State Forester’s job description in anticipation of initiating the search.</li> </ul>	0	4 	1	0
<p><b>2. Executive Director’s performance has been evaluated in the last year.</b> <i>The Board understands this to mean that the State Forester’s Position Description is current and that the annual performance appraisal has been completed.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• The State Foretser annual performance appraisal was completed. As said, the position description is about to be updated.</li> </ul>	1 	4	0	0

**Oregon Board of Forestry  
Governance Performance Measure  
2021 Summary of Best Practices Performance Evaluations**

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p><b>3. The agency’s mission and high-level goals are current and applicable.</b> <i>The Board understands this to mean that the Board’s <u>Forestry Program for Oregon</u> and Oregon Forest Practices Act/Rules are current.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• The strategic initiatives are current, but the approach to achieve them need to align better with expectations of the governor around climate actions and around priorities described by the majority of Oregonians (e.g., drinking water protection, use of chemicals).</li> <li>• The Forestry Program for Oregon should be updated every eight years. We will begin that process later this year.</li> <li>• Several need review and update, especially to reflect proactive response to climate change.</li> </ul>	0	3 	2	0
<p><b>4. The Board reviews the <u>Annual Performance Progress Report</u>.</b> <i>The Board understands this to mean that the Board reviews the report annually as a meeting agenda item.</i></p> <p><u>Comments:</u> n/a</p>	0	5 	0	0
<p><b>5. The Board is appropriately involved in review of agency’s key communications.</b> <i>The Board understands this to mean agency and Board communications at a policy level, versus a day-to-day operating level.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• Oftentimes communications are sent out without board review although they may have been discussed in a board meeting. Final language was not reviewed.</li> <li>• The board should be more involved in policy communications with the legislature.</li> </ul>	0	3 	2	0
<p><b>6. The Board is appropriately involved in policy-making activities.</b> <i>The Board understands this to mean those policy activities that particularly have a statewide perspective, including holding Board meetings at different geographic locations around the state.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• The Board should be an active participant in the discussions between industry and the environmental community regarding modifying policies (e.g., the Siskiyou Rules, private lands, HCP</li> </ul>	1 	0	4	0

**Oregon Board of Forestry  
Governance Performance Measure  
2021 Summary of Best Practices Performance Evaluations**

<b>Oregon Board of Forestry Best Practices Criteria</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<p>possibilities, etc.) Covid-19 prevented holding meetings across the state.</p> <ul style="list-style-type: none"> <li>• We have not had a Board meeting outside of Salem in at least three years.</li> <li>• Covid limitations precluded holding Board meetings at different geographic locations around the state during 2020. Hope this is rectified “post COVID.”</li> </ul>				
<p><b>7. The agency’s policy option packages are aligned with their mission and goals.</b> <i>The Board understands this to mean the packages included in the biennial budget process as part of the Agency Request Budget.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• Yes, in general but ODF POPs should align with and leverage POPs requested by other agencies to develop more collaborative approaches to policy development and day to day management.</li> <li>• Although, packages to reflect some Board priorities were not advanced (e.g., diversifying State Forest finances), presumably due to assessment of political realities.</li> </ul>	1 ←→	4 ←→	0	0
<p><b>8. The Board reviews all proposed budgets.</b> <i>The Board understands this to mean the Department of Forestry’s biennial budget at the Agency Request Budget level.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• Yes at a very high level. The detailed review by MGO revealed a need for more regular and more detailed review than the Board has been engaged with.</li> </ul>	1 ←→	4 ←→	0	0
<p><b>9. The Board periodically reviews key financial information and audit findings.</b> <i>The Board understands this to mean significant financial issues and as audits are released.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• Not regularly enough.</li> <li>• While the Board does review financial information, past history indicates that the communication/review process is not adequate to prevent major problems.</li> <li>• This received greater attention during 2020 than previously, however, oversight still could be improved.</li> </ul>	1 ←→	3 ←→	1 ←→	0

**Oregon Board of Forestry  
Governance Performance Measure  
2021 Summary of Best Practices Performance Evaluations**

<b>Oregon Board of Forestry Best Practices Criteria</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<p><b>10. The Board is appropriately accounting for resources.</b> <i>The Board understands this to mean critical issues relating to human, financial, material and facilities resources by providing oversight in these areas. This means that the Board receives briefings on such issues as succession management, vacancies, the budget, and financial effects of the fire program.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• At a very high level.</li> <li>• But, see comment under previous item.</li> </ul>	0	5 ↔	0	0
<p><b>11. The agency adheres to accounting rules and other relevant financial controls.</b> <i>The Board understands this to mean the receipt of the annual statewide audit report from Secretary of State which highlights any variances in accounting rules or significant control weaknesses.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• MGO report documents major deficiencies that need to be corrected.</li> </ul>	0	4 ↔	1	0
<p><b>12. Board members act in accordance with their roles as public representatives.</b> <i>The Board understands this to mean that they follow public meeting rules, the standard of conduct for Board members, and the public input process. Members received training and information from the Governor’s Office upon appointment.</i></p> <p><u>Comments:</u> n/a</p>	1 ↔	4	0	0
<p><b>13. The Board coordinates with others where responsibilities and interests overlap.</b> <i>The Board understands this to mean other public agencies and boards with statutory authority connections or overlaps, e.g. the Forest Trust Land Counties, the Oregon Environmental Quality Commission/Department of Environmental Quality; the Oregon Fish and Wildlife Commission/Department of Fish and Wildlife; the State Land Board; local fire districts; the United States Forest Service; the Bureau of Land Management..</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>• We continue to push for more collaboration and coordination among state agencies.</li> <li>• For the most part this is true, however interagency/interboard coordination could be improved with the OFWC/ODFW particularly with respect to endangered/sensitive species management, and climate change.</li> </ul>	1 ↔	4	0	0

**Oregon Board of Forestry  
Governance Performance Measure  
2021 Summary of Best Practices Performance Evaluations**

Oregon Board of Forestry Best Practices Criteria	Strongly Agree	Agree	Disagree	Strongly Disagree
<p><b>14. The Board members identify and attend appropriate training sessions.</b> <i>The Board understands this to mean the workshops, symposia, and field tours that accompany some Board meetings, and that the Board receives adequate technical information.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>This has been true generally, however the COVID year conditions inhibited availability of and participation in training sessions.</li> </ul>	0	3 ←→	1	0
<p><b>15. The Board reviews its management practices to ensure best practices are utilized.</b> <i>The Board understands this to mean carrying out this self-evaluation on an annual basis, conducting the annual Board work plan status check, and by conducting the periodic scan of issues on a biennial basis.</i></p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> <li>Special attention should be given to this item during 2021 due to the high turnover in Board membership.</li> </ul>	0	5 ←→	0	0
<p><i>Listed below is an additional best practice for the Board of Forestry; not included in calculating the percentage adherence to best practices.</i></p>				
<p><b>16. The Board values public input and transparency in conducting its work through outreach to and engagement of stakeholders and by using its work plan communication tools. The Board also values input and communications with its standing advisory committees, special ad hoc committees and panels and external committees with board interests.</b></p> <p><u>Comments:</u> n/a</p>	1 ←→	4	0	0
<b>Total Number (Criteria 1-15)</b>	7	55	12	0
<b>Percentage of Total in Each Evaluation Category (Criteria 1-15)</b>	9.46%	74.32%	16.22%	0%
<b>Percentage of Total in “Agree” and “Disagree” (Criteria 1-15)</b>	84%		16%	

**Oregon Board of Forestry  
Governance Performance Measure  
2021 Summary of Best Practices Performance Evaluations**

**Summary Questions for Consideration:**

**1. How is the Board doing?**

- With significant changes of Board Members this year it is too early to tell.
- I am hopeful that the new Board members will lead us to be a more functional and decisive board.
- Much better!
- The Board was significantly more functional during 2020 than the previous year.

**2. What factors are affecting the Board's results?**

- Too much focus on process and not enough on actions.
- Lack of trust of the Department and the Board, primarily in the Legislature, is potentially affecting funding and the willingness to delegate appropriate authority to the Board and Department to deal with emerging issues.
- Board and Staff paid more attention to basic principles of respect during 2020 than the previous year.

**3. What needs to be done to improve future performance?**

- The Board Chair needs to set the agendas and the agendas need to lead us in a timely manner to real improvements in forest management to benefit all Oregonians.
- Hire a strong and capable State Forester, first and foremost. Continue to work together to foster strong relationships and a shared vision. Have a meeting outside of Salem and a field trip or two.



## OREGON BOARD OF FORESTRY

### Highlighted Text from the [2011 Forestry Program for Oregon](#)

---

#### MISSION

The current Board of Forestry defines its mission as:

*Leading Oregon in implementing policies and programs that promote sustainable management of Oregon's public and private forests.*

Agency's published mission

*To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forest to enhance environmental, economic, and community sustainability.*

#### What is sustainable forest management?

The Board of Forestry defines "sustainable forest management" as meaning:

*Forest resources across the landscape are used, developed, and protected at a rate and in a manner that enables people to meet their current environmental, economic, and social needs, and also provides that future generations can meet their own needs [based on Oregon Revised Statute 184.421].*

On a statewide basis, sustainable forest management will provide:

- Healthy and diverse forest ecosystems that produce abundant timber and other forest products;
- Habitat to support healthy populations of native plants and animals;
- Productive soil, clean water, clean air, open space, and recreational opportunities;
- Healthy communities that contribute to a healthy state economy; and
- Accountability and trust between all parties, where human well-being and equity are goals of the process as well as outcomes of the decisions.

---

#### VISION

If the *Forestry Program for Oregon* is implemented successfully, the Board of Forestry's vision is that Oregon will have:

1. Healthy forests providing an integrated, sustainable flow of environmental, economic, and social outputs and benefits.
2. Public and private landowners willingly making investments to create and maintain healthy forests.
3. Statewide forest resource policies that are coordinated among natural resource agencies.
4. The Board of Forestry recognized as an impartial deliberative body operating openly and in the public interest to achieve the Board's mission.
5. Citizens who understand, accept, and support sustainable forestry and who make informed decisions that contribute to achievement of the vision of the Forestry Program for Oregon.
6. Adequate funding for the Department of Forestry to efficiently and effectively accomplish the mission and strategies of the Board of Forestry, and department personnel policies that encourage and recognize employees, allowing them to meet their full potential in providing excellent public service.

---

## VALUES

- 1. A global context.** We believe Oregon's forests are important to the global environment, economy, and society, and that forest landowners, managers, government agencies, interest groups, and all other Oregonians should consider the impact of their decisions at local, state, national, and international levels.
- 2. The dynamic nature of Oregon's forests.** We recognize that Oregon's forests are diverse, dynamic, and resilient ecosystems at a landscape scale. A broad range of forest conditions exists naturally, and various forest values, in proper proportion, are mutually compatible over time.
- 3. The intrinsic value of Oregon forest resources.** We believe that while Oregon's native forest plants, animals, and ecosystems provide economic, scientific, cultural, recreational, and aesthetic values, their existence alone warrants their stewardship and enhancement.
- 4. Active management.** We believe Oregon's forests should be actively managed to maintain forest health, to conserve native plant and animal species, and to produce the products and benefits people value. In this context, we define "active management" as the application of practices through planning and design, over time and across the landscape, to achieve site-specific forest resource goals. Active management uses an integrated, science-based approach that promotes the compatibility of most forest uses and resources over time and across the landscape.
- 5. Meeting current and future needs.** We believe forest resources should be used, developed, and protected at a rate and in a manner that enables people to meet their current environmental, economic, and social needs, and also provides that future generations can meet their own needs.
- 6. Landowners and the public sharing responsibility for sustainable forests.** We believe forest sustainability depends on the contributions of both landowners and the public. We support the private landowner's right to practice forest management in a manner that meets or exceeds Oregon's Forest Practices Act. The public must also play an active role by supporting incentives and other non-regulatory methods that encourage continued investment in Oregon's forests to maintain and increase the public values provided by private forests.
- 7. Forests that contribute to quality of life.** Oregon's forests and the state's rural and urban populations are interdependent. We believe Oregon's forests play a significant role in providing all Oregonians a high quality of life, including products, jobs, water and other ecosystem services, recreation, tax revenues for community well-being, and a quality environment.
- 8. Healthy rural Oregon.** We believe a healthy rural Oregon, which relies on working landscapes, is vital to the quality of life enjoyed by all Oregonians. Forests contribute to this healthy rural economy through generating traditional forest sector jobs and tax revenue and also through a healthy environment that supports associated trades such as salmon fisheries and forest recreation.
- 9. Different landowners playing different roles.** We believe different land ownerships play different roles in achieving the full suite of environmental, economic, and social needs met by the forested landscape. Private forest landowners play unique and valuable roles in Oregon's forest landscape, and their continued vitality must be assured in the face of threats by development, inequitable regulation, reduced technical and financial assistance, and economic challenges.
- 10. Informed public participation.** We value broad-based, informed public participation and consensus-based decision-making whenever possible.

11. **Continuous learning.** We are committed to continuous learning. The results of forest management policies and programs should be evaluated and appropriately adjusted based upon ongoing monitoring, assessment, and research.

---

## **GOALS AND OBJECTIVE TOPICS**

*Please note the order in which the seven goals of the 2011 Forestry Program for Oregon are listed is not intended to indicate priority, nor is it intended that all strategies should be applied equally on every forest ownership. Instead, the goals should be viewed from a statewide, landscape perspective, with different landowners making different contributions.*

### **Goal A: Promote a fair legal system, effective and adequately funded government, leading-edge research and education, and publicly-supported environmental, economic, and social policies.**

1. Stable funding
2. Effective regulatory and non-regulatory programs
3. Adaptive management
4. Active federal forest management
5. Forest cluster economic development
6. Board of Forestry lands
7. Human well-being and equity
8. Landslides and public safety

### **Goal B: Ensure that Oregon's forests make a significant contribution towards meeting the nation's wood product needs and provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner.**

1. Landowner challenges
2. New markets
3. Employment and revenue
4. Strategic industry investment
5. Coordination with Oregon tribes
6. Urban and community forests
7. Forest cluster and rural vitality
8. Forest recreation

### **Goal C: Protect and improve the productive capacity of Oregon's forests.**

1. Land use planning
2. Active federal forest management
3. Residential emphasis forests
4. Forest land base retention
5. Diverse management objectives
6. Climate change adaptation and mitigation
7. Wood growth, harvest, and mortality

### **Goal D: Protect and improve the physical and biological quality of the soil and water resources of Oregon's forests.**

1. Forest Practices Act administration
2. Water quality standard administration
3. Watershed research
4. Forest land base retention
5. Ecological processes and dynamics
6. Oregon Plan for Salmon and Watersheds
7. Drinking water
8. Soil productivity protection

### **Goal E: Conserve diverse native plant and animal populations and protect and improve their habitats in Oregon's forests.**

1. Board of Forestry lands
2. At-risk plant and animal species
3. Invasive species
4. *Oregon Conservation Strategy* expectations
5. *Oregon Conservation Strategy* tools
6. Old growth definition and delineation
7. Fire-dependent/sensitive ecosystems

**Goal F: Protect and improve the health and resiliency of Oregon’s dynamic forest ecosystems, watersheds, and airsheds.**

1. Active fuels and vegetation management
2. Wildfire suppression cost control
3. Wildfire risk reduction/ecosystem improvement
4. Wildfire, insects, and diseases protection
5. Wildfire suppression priorities
6. Climate change adaptation and mitigation
7. Forest landscape resilience
8. Smoke management

**Goal G: Improve carbon sequestration and storage and reduce carbon emissions in Oregon’s forests and forest products.**

1. Forest land base retention
2. Public and landowner education
3. Accessible carbon-offset markets
4. Advantages of Oregon forest products
5. Biomass as a renewable energy source
6. Biomass/bioenergy/bio-based products
7. Forest sector energy efficiency



Oregon Department of Forestry  
 2021 Agency Strategic Initiatives  
 Board of Forestry Planning Retreat | October 6-7, 2021

The following table consists of current and conceptual agency strategic initiatives, those that require interaction with external processes such as budgeting, legislative action, rulemaking, or Board of Forestry work plans to successfully implement over time.

Board Work Plan or Agency Division / Program Lead	Strategic Initiative or Board Work Plan Issue	22-24 BOF WP	OAR	23 LC	23-25 ARB
Emerging & Overarching Issues	Forestry Program for Oregon - Values Statements, Climate Change Goal, Process for Strategic Plan Revisions	X			
	SB 762 – 20 -Year Plan	X			
	Federal Forest Restoration Position/Funding Fix				TBD
Climate Change and Forest Carbon	Climate Change Goal in Forestry Program for Oregon	X			
	Analysis of Existing Policies to Achieve Outcomes in face of Climate Change; ID Gaps; Address Implementation	X			
	Carbon and Climate Modeling – American Forests	X			
	Climate change and Carbon vision POP: Capacity and funding may be needed depending on priorities for implementation.				TBD
Private Forests	Western Oregon Streamside Protections Review***	X	TBD		
	FPA Marbled Murrelet Specified Resource Sites***	X	TBD		
	FPA Coho Salmon Specified Resource Sites***	X	TBD		
	FPA Policy Review for Specified Resource Sites***	X	TBD		
	Supporting Family and Community Forestry / Urban and Community Forestry Program***				TBD
	FPA Effectiveness and implementation – capacity and monitoring – could be cross-divisional research and monitoring effort***				TBD
	Forest Products Harvest Tax (+ budget interface)- Legislature did not pass for this biennium and discussions/solutions will be coming after first of the year.			TBD	

Matrix Key:

- X Existing priorities, implementation occurring, or conceptual planning underway
- TBD To be determined by outcomes of existing processes or Board of Forestry direction
- \*\*\* Private Forest Accord may have an impact
- 22-24 BOF WP Issue/Topic is included in the 2022-2024 Board of Forestry Work Plans
- OAR Requires rulemaking to Oregon Administrative Rules
- 23 LC Legislative Concept positioned for the 2023 Legislative Session, BOF approval in March 2022
- 23-25 ARB Agency Request Budget development for the 2023-2025 biennium, BOF approval in July 2022

Board Work Plan or Agency Division / Program Lead	Strategic Initiative or Board Work Plan Issue	22-24 BOF WP	OAR	23 LC	23-25 ARB
State Forests	Forest Management Plan	X	X		
	Habitat Conservation Plan	X			
	Species Management Plan	X			
	Tillamook Forest Restoration				TBD
	Recreation, Education, and Interpretation				TBD
Fire Protection	SB 762 Implementation (Governor's Wildfire Council Recommendations)	X	X		
	Prevention Program Advancement			X	X
	Bureau of Land Management (West Oregon Operating Plan)				X
Administrative	MGO Implementation Management Plan and Board of Forestry Policy on Financial Oversight	X			
	MGO Recommendation #10 – Electronic Records Project – Fire Finance Document Management				X
	MGO Recommendation #20 – Placeholder for any outstanding technical adjustments in organizational structure				X
	MGO Recommendation #21 – Human Resources Classification Review Capacity				X
	ODF Facilities Capital Management - Building B Remodel				TBD
	Position Authority – cross division or existing, i.e. State Forests reclass, capacity to support federally-funded initiatives				X
	Large Fire Funding Fix	TBD	TBD	TBD	TBD

## Matrix Key:

X	Existing priorities, implementation occurring, or conceptual planning underway
TBD	To be determined by outcomes of existing processes or Board of Forestry direction
***	Private Forest Accord may have an impact
22-24 BOF WP	Issue/Topic is included in the 2022-2024 Board of Forestry Work Plans
OAR	Requires rulemaking to Oregon Administrative Rules
23 LC	Legislative Concept positioned for the 2023 Legislative Session, BOF approval in March 2022
23-25 ARB	Agency Request Budget development for the 2023-2025 biennium, BOF approval in July 2022

# Work Plan Summary

Oregon Board of Forestry | January 2022 through March 2024

## 2022-2024 Board of Forestry meetings projected topics based on draft Board work plans

Topics are subject to change as Agency responds to COVID-19 and other shifting priorities. Board Executive Sessions not included.

*January 5, 2022 – Virtual Board Meeting	*March 9, 2022 – Board Meeting	April 6, 2022 – Board Policy Workshop
Decision or Preceding Decision Item	Decision or Preceding Decision Item	Decision or Preceding Decision Item
<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Legislative Concepts – guiding principles and draft list of potential concepts</li> <li>Budget Development – guiding principles</li> <li>Board Governance Self-Evaluation – initiate review of evaluation criteria</li> <li>MGO - Intro to Board policy on financial oversight (MGO#16)</li> </ul> <p><b>SF:</b></p> <ul style="list-style-type: none"> <li>Draft Western Oregon Forest Management Plan – management focus of the lands decision</li> </ul>	<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Legislative Concepts – approval</li> <li>State Forester Financial Transactions - approval</li> </ul> <p><b>EOI:</b></p> <ul style="list-style-type: none"> <li>Forestry Program for Oregon – revision scope</li> </ul> <p><b>FP:</b></p> <ul style="list-style-type: none"> <li>WUI Definition &amp; Criteria rulemaking decision</li> <li>Wildfire Risk Classification rulemaking decision</li> </ul> <p><b>SF:</b></p> <ul style="list-style-type: none"> <li>Endangered Species Management Plan – agency role and content framework decision</li> </ul>	<p><b>BOF:</b></p> <ul style="list-style-type: none"> <li>Forestry Program for Oregon – revision scope and process</li> <li>Review past and potential indicators</li> <li>Discuss Board policy development (as needed)</li> <li>Explore 20-year strategic plan</li> </ul> <p>PLACEHOLDER FOR POTENTIAL BOARD/DEPT. POLICY DISCUSSION. SCHEDULED AS DESIRED BY BOARD.</p>
Informational / Update Item	Informational / Update Item	
<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Financial dashboard report</li> <li>MGO - interim update, ODF IMP update</li> </ul> <p><b>EOI:</b></p> <ul style="list-style-type: none"> <li>SB 762 Implementation – mitigation and resilience investment</li> <li>Small woodland grant</li> </ul> <p><b>FP:</b></p> <ul style="list-style-type: none"> <li>Placeholder: Bureau of Land Management West Oregon Operating Plan</li> </ul> <p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Operator of the Year Awards</li> </ul>	<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Financial dashboard report.</li> </ul> <p><b>CC:</b></p> <ul style="list-style-type: none"> <li>Placeholder: Carbon flux in forests</li> <li>Placeholder: Temperate Forest Memorandum of Understanding Collaboration</li> </ul> <p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Specified Resource Sites Rule Analysis: Marbled Murrelet</li> <li>Specified Resource Sites Policy Review</li> <li>Forest Practices Agency Meeting Report</li> </ul> <p><b>SF:</b></p> <ul style="list-style-type: none"> <li>Draft Western Oregon Forest Management Plan – strategies and engagement update</li> </ul>	

\*Statutorily required meetings

**Admin** – Administrative

**CC** – Climate Change and Forest Carbon

**EOI** – Emerging & Overarching Issues

**Fire** - Fire Protection

**PF** - Private Forests

**SF** - State Forests

**BOF** – Board

Board Retreat

Attachment 4

Page 1 of 5

<b>April 27-28, 2022 – Offsite Board Meeting &amp; Tour</b> <i>Tour idea: Nexus of fire (EOA or SWOA)</i>	<b>*June 8, 2022 – Board Meeting</b>	<b>July 20, 2022 – Offsite Board Meeting</b>
<b>Decision or Preceding Decision Item</b>	<b>Decision or Preceding Decision Item</b>	<b>Decision or Preceding Decision Item</b>
<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Budget Development – draft budget concepts</li> <li>• Board Governance Self-Evaluation – approval of 2021 evaluation criteria</li> </ul> <p><b><u>CC:</u></b></p> <ul style="list-style-type: none"> <li>• Framework for climate change assessment</li> </ul> <p><b><u>EOI:</u></b></p> <ul style="list-style-type: none"> <li>• Forestry Program for Oregon – adopt plan for revision scope and process</li> </ul>	<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Budget Development – final budget concepts</li> </ul> <p><b><u>FP:</u></b></p> <ul style="list-style-type: none"> <li>• WUI Definition &amp; Criteria final rulemaking</li> <li>• Wildfire Risk Classification final rulemaking</li> <li>• Forest Protection District and Rangeland Protection Association annual budget approval</li> </ul>	<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Budget Development – Approve 2023-25 Agency Request Budget and Transmittal Letter</li> <li>• Board Governance Self-Evaluation – Approve summarized report</li> </ul> <p><b><u>CC:</u></b></p> <ul style="list-style-type: none"> <li>• Framework for climate change assessment</li> </ul> <p><b><u>FP:</u></b></p> <ul style="list-style-type: none"> <li>• Certified Burn Manager/Prescribed Fire rulemaking</li> <li>• Baseline Fire Protection Standards rulemaking</li> </ul> <p><b><u>PF:</u></b></p> <ul style="list-style-type: none"> <li>• Committee for Family Forestlands Appointments</li> </ul>
<b>Informational / Update Item</b>	<b>Informational / Update Item</b>	<b>Informational / Update Item</b>
<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Financial dashboard report</li> <li>• MGO - interim update, ODF IMP update</li> </ul> <p><b><u>SF:</u></b></p> <ul style="list-style-type: none"> <li>• Western Oregon Habitat Conservation Plan status update</li> </ul>	<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Financial dashboard report</li> <li>• Human Resources Dashboard</li> <li>• Facilities Capital Management Plan</li> <li>• Public Information Request Report.</li> </ul> <p><b><u>CC:</u></b></p> <ul style="list-style-type: none"> <li>• American Forests – Carbon and Climate Change Modeling</li> </ul> <p><b><u>FP:</u></b></p> <ul style="list-style-type: none"> <li>• Letters to State Forester from FPAs</li> <li>• Fire season readiness report.</li> </ul> <p><b><u>SF:</u></b></p> <ul style="list-style-type: none"> <li>• Draft Western Oregon Forest Management Plan – modeling outcomes analysis, draft FMP and engagement updates</li> </ul>	<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Financial dashboard report</li> <li>• MGO - interim update, ODF IMP update</li> <li>• Annual Performance Progress Report review</li> </ul> <p><b><u>FP:</u></b></p> <ul style="list-style-type: none"> <li>• Prevention program advancement report</li> <li>• Fire season report</li> </ul> <p><b><u>PF:</u></b></p> <ul style="list-style-type: none"> <li>• Specified Resource Sites Rule Analysis: Marbled Murrelet</li> <li>• Committee for Family Forestlands annual report</li> </ul> <p><b><u>SF:</u></b></p> <ul style="list-style-type: none"> <li>• Endangered Species Management Plan update</li> </ul>

\*Statutorily required meetings

**Admin** – Administrative

**CC** – Climate Change and Forest Carbon

**EOI** – Emerging & Overarching Issues

**Fire** - Fire Protection

**PF** - Private Forests

**SF** - State Forests

**BOF** – Board



*September 7, 2022 – Board Meeting	October 12-13, 2022 – Offsite Board Planning Retreat	November 16-17, 2022 – Offsite Board Meeting & Tour
<b>Decision or Preceding Decision Item</b>	<b>Decision or Preceding Decision Item</b>	<b>Decision or Preceding Decision Item</b>
<p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Regional Forest Practices Committee Appointments</li> </ul> <p><b>SF:</b></p> <ul style="list-style-type: none"> <li>Draft Western Oregon Forest Management Plan – Final draft FMP, Implementation Plan framework, IP modeling, and engagement decision</li> <li>Draft Western Oregon FMP rulemaking initiation</li> </ul>	<p><b>BOF:</b></p> <ul style="list-style-type: none"> <li>Leadership intent</li> <li>Board and Department working relationships</li> <li>Good Governance</li> <li>Forestry Program for Oregon Revisioned – Work Session</li> <li>Work plan mid-course correction</li> <li>Performance review of State Forester</li> </ul> <p>BOARD CHAIR AND STATE FORESTER DETERMINE AGENDA</p>	<p><b>FP:</b></p> <ul style="list-style-type: none"> <li>Certified Burn Manager/Prescribed Fire Program final rulemaking</li> </ul> <p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Specified Resource Sites Rule Analysis: Marbled Murrelet final decision</li> </ul> <p><b>SF:</b></p> <ul style="list-style-type: none"> <li>Endangered Species Management Plan – approval of ESMP and final decision</li> </ul>
<b>Informational / Update Item</b>		<b>Informational / Update Item</b>
<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Financial dashboard report</li> </ul> <p><b>FP:</b></p> <ul style="list-style-type: none"> <li>Fire season report</li> </ul> <p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Western Oregon Streamside Protections review</li> <li>Forest Practices Act Implementation Study review</li> <li>Forest Health Report</li> <li>Forest Practices Monitoring Report</li> <li>Urban and Community Forestry Report</li> <li>Non-Industrial Forest Landowner Report</li> </ul> <p><b>SF:</b></p> <ul style="list-style-type: none"> <li>Western Oregon Habitat Conservation Plan status update</li> </ul> <p>MEETING MAY BE ABBREVIATED DUE TO FIRE SEASON</p>		<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Financial dashboard report</li> <li>MGO - interim update, ODF IMP update</li> </ul> <p><b>EOI:</b></p> <ul style="list-style-type: none"> <li>SB 762 Implementation – mitigation and resilience investment</li> <li>Small woodland grant</li> </ul>

\*Statutorily required meetings

**Admin** – Administrative

**CC** – Climate Change and Forest Carbon

**EOI** – Emerging & Overarching Issues

**Fire** - Fire Protection

**PF** - Private Forests

**SF** - State Forests

**BOF** – Board

*January 4, 2023 – Board Meeting	February 8, 2023 – Special Board Meeting	*March 8, 2023 – Board Meeting
<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Budget Development – Budgetary outcomes update</li> <li>• Board Governance Self-Evaluation – initiate review of evaluation criteria</li> </ul> <p><b><u>PF:</u></b></p> <ul style="list-style-type: none"> <li>• Operator of the Year Awards.</li> </ul>	<p><b><u>SF:</u></b></p> <ul style="list-style-type: none"> <li>• Western Oregon Habitat Conservation Plan approval and final decision</li> <li>• Draft Western Oregon Forest Management Plan – approval and final decision</li> </ul>	<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Financial dashboard report</li> <li>• State Forester Financial Transactions – approval</li> <li>• MGO - interim update, ODF IMP update</li> </ul> <p><b><u>CC:</u></b></p> <ul style="list-style-type: none"> <li>• Framework for climate change assessment – final decision</li> </ul> <p><b><u>FP:</u></b></p> <ul style="list-style-type: none"> <li>• Prevention Program Advancement rulemaking decision</li> <li>• Smoke Management annual update</li> </ul> <p><b><u>PF:</u></b></p> <ul style="list-style-type: none"> <li>• Forest Practices Agency Meeting Report</li> </ul>
April 26, 2023 – Offsite Board Meeting	*June 7, 2023 – Board Meeting	July 19, 2023 – Offsite Board Meeting
<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Financial dashboard report</li> <li>• Board Governance Self-Evaluation – approval of 2021 evaluation criteria</li> </ul> <p><b><u>PF:</u></b></p> <ul style="list-style-type: none"> <li>• Climate Smart Forestry Awards</li> </ul> <p><b><u>BOF:</u></b></p> <ul style="list-style-type: none"> <li>• Opening and Closing comments</li> <li>• Public comment available</li> </ul>	<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Financial dashboard report</li> <li>• Human Resources Dashboard</li> <li>• Facilities Capital Management Plan</li> <li>• Public Information Request Report</li> <li>• MGO - interim update, ODF IMP update</li> </ul> <p><b><u>CC:</u></b></p> <ul style="list-style-type: none"> <li>• American Forests – Carbon and Climate Change Modeling</li> <li>• Forest Carbon – enhanced forest change</li> </ul> <p><b><u>FP:</u></b></p> <ul style="list-style-type: none"> <li>• Prevention Program Advancement final rulemaking</li> <li>• Forest Protection District and Rangeland Protection Association annual budget approval</li> <li>• Letters to State Forester from FPAs</li> <li>• Fire season readiness report</li> </ul>	<p><b><u>Admin:</u></b></p> <ul style="list-style-type: none"> <li>• Legislative Concepts – Legislative outcomes update</li> <li>• Budget Development – Budgetary outcomes update</li> <li>• Board Governance Self-Evaluation – Approve summarized evaluation report</li> <li>• Financial dashboard report</li> <li>• Annual Performance Progress Report</li> </ul> <p><b><u>FP:</u></b></p> <ul style="list-style-type: none"> <li>• Fire season report</li> </ul> <p><b><u>PF:</u></b></p> <ul style="list-style-type: none"> <li>• Committee for Family Forestlands Report and Appointments decision</li> </ul>

\*Statutorily required meetings

**Admin** – Administrative

**EOI** – Emerging & Overarching Issues

**PF** - Private Forests

**BOF** – Board

Board Retreat

**CC** – Climate Change and Forest Carbon

**Fire** - Fire Protection

**SF** - State Forests

Attachment 4

Page 4 of 5

*September 6, 2023 – Board Meeting	October 11-12, 2023 – Offsite Board Planning Retreat	November 15-16, 2023 – Offsite Board Meeting & Tour
<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Financial dashboard report</li> </ul> <p><b>FP:</b></p> <ul style="list-style-type: none"> <li>Fire season report</li> </ul> <p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Western Oregon Streamside Protections review</li> <li>Regional Forest Practices Committee Appointments</li> <li>Forest Health Report</li> <li>Forest Practices Monitoring Report</li> <li>Urban and Community Forestry Report</li> <li>Non-Industrial Forest Landowner Report</li> </ul> <p>MEETING MAY BE ABBREVIATED DUE TO FIRE SEASON</p>	<p><b>BOF:</b></p> <ul style="list-style-type: none"> <li>Leadership intent</li> <li>Board and Department working relationships</li> <li>Good Governance</li> <li>Forestry Program for Oregon Revisited – Work Session</li> <li>Strategic Initiative and work plan discussion</li> <li>Performance review of State Forester</li> </ul> <p>BOARD CHAIR AND STATE FORESTER DETERMINE AGENDA</p>	<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Financial dashboard report</li> </ul>
*January 5, 2024 – Board Meeting	*March 8, 2024 – Board Meeting	Work Plan items to-be-determined for 2022-2023
<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Legislative Concepts – Guiding principles and draft list of potential concepts</li> <li>Budget Development –Guiding principles</li> <li>Governance Best Practices Self-Evaluation – initiate review evaluation criteria</li> <li>Financial dashboard report</li> </ul> <p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Operator of the Year Awards</li> <li>Climate Smart Forestry Awards</li> </ul>	<p><b>Admin:</b></p> <ul style="list-style-type: none"> <li>Legislative Concepts – approval</li> <li>Financial dashboard report</li> <li>State Forester Financial Transactions - approval</li> </ul> <p><b>FP:</b></p> <ul style="list-style-type: none"> <li>Baseline Fire Protection Standards final rulemaking</li> </ul> <p><b>PF:</b></p> <ul style="list-style-type: none"> <li>Forest Practices Agency Meeting Report</li> <li>Western Oregon Streamside Protections Review final decision</li> </ul>	<ul style="list-style-type: none"> <li>Private Forests Accord outcomes</li> <li>Legislative session outcomes (e.g., Harvest tax)</li> <li>Large fire funding fix</li> <li>SB 762 – 20-year strategic plan</li> <li>Forestry Program for Oregon</li> <li>BLM West Oregon Operating Plan placeholder</li> </ul>

\*Statutorily required meetings

**Admin** – Administrative  
**CC** – Climate Change and Forest Carbon

**EOI** – Emerging & Overarching Issues  
**Fire** - Fire Protection

**PF** - Private Forests  
**SF** - State Forests

**BOF** – Board

Board Retreat  
Attachment 4  
Page 5 of 5