

Peter Hayes
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Dear Peter Daugherty,

May 2, 2020

I appreciate the hard work you and ODF staff are doing in leading the agency through times that are challenging in numerous ways. Because I know that you are in the process of preparing a report to the Governor on the ways that the agency is responding and plans to respond to Executive Order 20-04, I write to share thoughts on goals and strategies that I hope will be part of the response. Because I know that current circumstances force the agency to be more focused on what you will not do than on new work to be added, I will be brief and have tried to focus on actions that could lead to the greatest positive change for the least expenditure of scarce resources. I also want to acknowledge the important work that ODF is already doing that advances the goals of the EO in powerful ways. This includes ongoing work focused on wildfire and increasing understanding of and attention to carbon in Oregon forests. These should be acknowledged and never taken for granted.

My suggestions on items to be included are summarized in the attached document. I am ready and willing to provide more detail or help in other ways. We look to you and the board for vision and thoughtful, forward looking leadership, particular related to adaptation to and mitigation of climate change. As we all know, forest do and will play a crucial role.

Thank you and sincerely,

Peter Hayes

Comments on Department of Forestry EO 20-04 Plan – From Peter Hayes – June 2, 2020:

I am grateful for the invitation to provide comments on the plan. My comments are informed by my experience as a forest and small sawmill owner, a former member of the Board of Forestry, and as an engaged citizen.

I thank the staff for the work they have done and I appreciate the ways that the plan highlights the valuable work that they have done, are doing, and are committed to doing. I acknowledge that even in the best of times ODF leaders have an extremely hard assignment finding constructive pathways forward in a state where many have strong and often opposing beliefs regarding what forests are for and how we should treat them. The responses of all state agencies to the executive order are important and I feel that the response from the Department of Forestry is particularly important. Changing climate is already stressing our forests and our forests' untapped potential to catch and store carbon represent Oregon's greatest opportunity to contribute to solutions.

I feel that ODF's response does not adequately respond to what's required by the executive order. Even during these challenging times, the response can and should be strengthened.

Outlined below are six elements that I expected to see in the plan and did not:

1. **Statement of Context, Responsibility and Commitment** – Reading the plan I looked for and failed to find clarity on the agency's attitude toward and commitment to effectively addressing climate issues. I looked for a clear, simple statement along the lines of "we acknowledge that climate change is a serious threat ... we have less than a decade to alter behaviors if we want to avoid catastrophic impacts... we, as an agency, accept responsibility to act quickly to provide effective leadership." In contrast, the introductory overview leaves readers with no sense of clarity, urgency and strong commitment by the agency's leaders. The work of Washington State's Dept. of Natural Resources in relation to forests and climate provides a strong example of how this can be done.
2. **Leadership and Vision** – I looked for acknowledgement that circumstances demand vision, leadership, imagination and courage from both agency staff and board members that results in effective problem solving. Effective leadership challenges the staff and

board to learn to work in close partnership, with each group fulfilling their specific responsibilities. In contrast, in the current plan, staff repeatedly defer from leadership by explaining that they cannot lead until the board provides clearer guidance. While stronger policy guidance is called for, it seems that Goal G of the Forestry Plan for Oregon already provides the policy foundation required to direct decisive leadership by the staff – “Improve carbon sequestration and storage and reduce carbon emissions in Oregon’s forests and forest products”. In contrast, the plan reflects the current level of ineffective leadership partnership between the staff and the board and lacks clarity about who will take responsibility for leadership and vision within the agency. An example of how this could be done would be to have the plan jointly signed by the Board Chair and the State Forester as a reflection of their partnership and shared commitment. Absent this, the reader is left wondering “is this the work of the board and staff, or only the staff?”.

3. **Integrated Versus Balkanized** – State agencies are means to the larger ends of serving the state and its people. Accordingly, an effective response should highlight the many opportunities we have to address the climate challenge by working cooperatively across the agency boundaries and other lines of division. Examples include with ODFW seeking ways to better protect water flows and temperatures and ODF seeking forestry that better catches and holds carbon, the agencies could develop strategies that achieve the goals of both agencies. Additionally ODOT, ODF, and ODA could work together to reshape trucking to reduce emission of greenhouse gases in all working lands sectors. The plan highlights positive examples of cross boundary cooperation such as the Pacific Temperate Forest MOU and the Forest Ecosystem Carbon Report. In contrast, ODF staff have a pattern of being quicker to argue what is not their responsibility than they are to work with others to understand and solve problems.
4. **Innovation, Imagination and Experimentation** – An acceptable response needs to commit the agency to fostering, supporting, and championing an environment of innovation, imagination, experimentation, and focused problem solving across all parts of the forest and forest products sector. This could include better harnessing the power of markets for wood, carbon, and other products, and decarbonization of the forest operations sector. Exciting leadership is being taken in all of these dimensions all across

the state and world. Sadly, ODF is perceived by many to more often be an impediment to effective innovation and problem solving than as a positive contributor and leader.

Examples of how this could be done include creating an ODF facilitated task force better integrating efforts to decarbonize the sector and create more climate-wise forestry or instituting annual awards highlighting innovation in climate-wise forestry.

5. **Open Minded Learning and Analysis** – ODF’s response correctly highlights the ways that agency staff are working, often in partnership, to expand our understandings of carbon fluxes in Oregon forests. The response to the EO would be stronger if it included broader commitments to learning and applying new knowledge gained from others. Circumstances call for expanding and strengthening a culture of outward looking, open minded learning. Examples could include learning from states and countries that have modernized policies that prioritize climate solutions in public forest management and incentivize catching and holding of carbon on private forests, or learning from the ways that Europeans are accelerating the decarbonization of forest operations. In contrast, ODF’s response leads readers to see the agency as too often being inwardly and narrowly focused.
6. **Outcomes and Accountability** – A strong response will reflect an agency focused on solid outcomes and clear accountability for results. While outcomes are always more important than the actions needed to produce the outcomes, this is particularly true when meeting the climate challenge within the short time window that remains. Staff and board need to hold one another responsible for outcomes. Together the partnership can win the respect and trust of Oregonians by demonstrating progress toward goals. In contrast, the response reflects an agency more focused on process and incremental steps with apparently little commitment to larger outcomes and responsibility. An example of how this can be done was ODF’s own Indicators of Sustainable Forestry Program which was discontinued several years ago.

Leading this agency will always be challenging, for both the forester and the board. Of course, the virus and its repercussions only make it more so. Financial challenges and limitations are very real and must never be dismissed or discounted. At the same time, even in the toughest of circumstances, decisive, visionary leadership is possible and essential, often at low or no

financial cost. The opportunities encouraged above focus on ways that ODF leaders can shift the agency's culture to better serve Oregon and Oregonians.

I know that I and fellow Oregonians stand ready to help the agency make these overdue cultural shifts. The Governor also has a role to play in helping ODF become the agency that we need it to become. In the same way that she has shown bold leadership and visions for the future of forests and forestry through shaping a positive pathway for the Elliott State Forest and brokering the forest accord, we need her to help the agency and its leaders by concretely clarifying what she expects from the agency and the ways that she and her staff are ready to help. We also look to the Governor for leadership in holding the agency accountable for results.

Thank you for taking time to consider this input. Should additional recommendations be of interest, I will attach the recommendations that I shared with Forester Dougherty while the agency's response was being developed.

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Recommendations for Inclusion in ODF Response to EO 20-40: (Some actions help meet multiple goals)

Goal:	Action:
<p>1 – Encourage and support energy efficiency and reduced dependence on fossil fuels - Through facilitation</p>	<ul style="list-style-type: none"> • Because throughout the forest sector Oregonians are taking action to reduce dependence on fossil fuels, but there is a need to integrate and accelerate this work, form and facilitate a task force charged with developing a plan for accelerating and incentivizing this work, across the sector and state. • Acknowledge and celebrate innovation and leadership with a set of awards similar to the current “Operator of the Year”. • Work with others to publicize and champion good work.
<p>2 – Encourage and support energy efficiency and reduced dependence on fossil fuels - Through agency’s leadership by example</p>	<ul style="list-style-type: none"> • Develop and implement a plan for how ODF will achieve its goals while progressively reducing dependence on fossil fuels and increasing rates of sequestration on State Forest lands (see below). Include assessment of projected impacts on climate in all ODF and BoF decisions.
<p>3 - Encourage and support energy efficiency and reduced dependence on fossil fuels - Through tracking and reporting</p>	<ul style="list-style-type: none"> • Develop and implement a system for tracking and analyzing the agency’s carbon footprint, including both the release and capture of carbon. • Help Oregon become a leader in climate-smart forestry by developing and using a metric tracking the forest sector’s productivity in relation to climate impact – EG carbon burned/BF harvested.
<p>4 – Increase ability of Oregon forests to catch and store atmospheric carbon</p>	<ul style="list-style-type: none"> • Because FSC certified forests in our region have been shown to store carbon at higher rates than other forests, work with Oregon Consensus and others to develop a plan to strengthen differentiated wood markets

	<p>that incentivize more climate-smart forestry.*</p> <ul style="list-style-type: none"> • Identify ways that ODF can advance efforts to create stronger options for trustworthy carbon offset markets assessible to Oregon forest owners.
5 – Accountability for Outcomes	<ul style="list-style-type: none"> • Provide regular and reliable reports to the BoF and interested parties on what is being done, accomplished and learned in relation to this work.

* <https://ecotrust.org/project/climate-smart-forestry/>