

Change in culture

To carry out the current vision of landscape-scale management, while putting the land and its people first, cross-boundary land management needs to become a part of the culture in agencies and second nature to the public. Agencies and the public need a common mindset to manage resources sustainably and reduce the threat of large-scale, undesirable events.

The concept of cross-boundary restoration needs to become institutionalized within each agency. Meaning, it becomes part of our official organization and common practice for each agency involved. A key lesson learned by the KLFHP is that the coordination, planning, and implementation of landscape-scale cross-boundary projects takes time, commitment, and follow through to be successful. Each principal agency needs to identify the right point person and allow them to dedicate the time, energy, and support to planning and implementing cross-boundary projects to meet the public's needs. Specifically, the following capacity or realignment of duties for each agency or organization is recommended to assist with cross-boundary, landscape-scale projects:

Oregon Department of Forestry

- Assistant district forester—The Klamath-Lake District has all four programs of the Oregon Department of Forestry: Administration; Protection from Fire; Private Forests; and State Forests. The workload associated with cross-boundary, landscape-scale restoration projects, Good Neighbor Authority, and the Federal Forest Restoration Program has created the need for coordinated communication and planning at the district level across all four programs. ODF has identified the need for an assistant district forester to develop long-range planning, coordinate the programs at the district level, and facilitate communications that currently do not occur under the current management model.
- One interagency OSU Extension Service and ODF forester position per district to focus on landowner outreach, education, and landowner site visits.

Recommendation:

The concept of cross-boundary restoration needs to become institutionalized within each agency. Meaning, it becomes part of our official organization and common practice for each agency involved.

- Current ODF foresters should incorporate into their duties planning, outreach, and working with the landowners associated with selected project areas.
- Project forester—ODF should designate a project forester for each cross-boundary project to act as the project lead.

Oregon State University Extension Service

- OSU Forestry and Natural Resources Extension Fire Adapted Community coordinators—Hire one position per area to lead the agencies with cross-boundary project planning, community wildfire preplanning, and partnership coordination.
- Interagency OSU Extension Service and ODF forester—Hire one position per district to focus on landowner outreach, education, and site visits.

Forest Service

- USFS cohesive strategy coordinator—Each national forest should hire one position dedicated to coordination of cross-boundary project planning, use of new authorities and agreements (such as Good Neighbor Authority), implementation, and partnership coordination.

Watershed councils

- To incorporate forest health restoration into the suite of restoration activities conducted on private land through partnership coordination, project planning, grant writing, and implementation.

NRCS

- To support current district conservationists in partnership coordination, project planning, outreach, and grant writing
- To fully use the cooperative agreement between NRCS and ODF to provide forestry expertise to landowners.

Organizational structure and adaptation within federal and state agencies

Organizations need to be more nimble to adapt to changing partnerships and opportunities and fulfill the obligation to be forestry leaders in Oregon. The structure of the organization needs to adapt quickly to current opportunities and continuously seek out and support the leaders in science and restoration. National legislation, state legislation, and local agreements need timely alignment and support to be successful on the ground. Managers need to seek opportunities to partner for larger, more effective treatments and build organizational capacity to support those projects. The organizations must seek out and support employees who work well in partnerships while representing their specific authorities to develop landscape-scale, cross-boundary projects.

Recommendation:

The key agencies must seek out and support employees who work well in partnerships while representing their specific authorities to develop landscape cross-boundary projects.

Advancements within Oregon Department of Forestry (ODF)

ODF is the most appropriate agency to coordinate a cross-boundary, landscape-scale project, but: 1) additional capacity is needed, 2) ODF is not specifically funded or coordinated to administer the smoke management program in the field and facilitate landscape-scale prescribed fire that allows fire to be an effective management tool, and 3) Oregon Fire Protection laws and support to landowners should be revised to further support the use of fire as a land management tool.

Recommendation:

ODF should consider opportunities to build capacity to coordinate cross-boundary projects, broaden objectives to allow the use of prescribed fire as an effective management tool, and consider revisions to state laws.

Local fire districts, fire protection areas, and emergency management authorities

Local fire districts and/or fire protection areas (where they exist) are a key component to landscape efforts to reduce and mitigate fire risk, and to working with landowners. Local fire districts and/or fire protection areas (including Oregon Department of Forestry, county fire defense boards, and county emergency management authority) are valuable partners when implementing the CWPPs at the local level and need to be integrated into the landscape assessment, planning, and implementation process. This is especially important when looking at long-term maintenance of fuels-reduction projects and communicating with landowners.

Recommendation:

Local fire districts and/or fire protection areas need to be a key partner when implementing the CWPPs at the local level, the assessment and planning process, and long-term maintenance of fuels-reduction treatments.

Capacity needed for landowner outreach and education

ODF and OSU Extension Service have an increased role in technical outreach and education for private landowners during landscape-scale projects, including site visits and land management planning assistance. However, there is not enough capacity to conduct this level of service. There are 11 OSU Extension Service foresters in the state of Oregon, each assigned to several counties to work on programming to fulfill the Extension Service mission. ODF foresters are also

assigned to specific areas and cannot keep up with a landscape-level workload as larger, more complex projects extend across ownerships.

Recommendation:

Consider filling interagency ODF/OSU Extension Service positions to fulfill of the need for outreach and education.

Economic market investments

The biomass material that needs to be reduced on the landscape does not have an economically viable market. The alternative to commercial markets is government subsidies; however, these are not sustainable or big enough to deal with today's challenges. Market investment needs to be part of the landscape-scale treatment plan.

Recommendation:

As cross-boundary projects are developed and funding is secured, the partnership should pursue opportunities to develop markets and off-set subsidies.

Model success

As the Partnership looks towards the future, it would be exciting to see this forest health model utilized throughout the state of Oregon and other regions that are contending with similar issues. Large, landscape-scale projects that work seamlessly across private and public lands are effective and long lasting, and have a beneficial impact to communities. Encouraging continued stakeholder involvement is crucial to building relationships, establishing trust, and getting things accomplished on the ground.

Recommendation:

Consider using the process described in this publication to plan and implement cross-boundary projects in other areas of the country.

Monitoring

As more cross-boundary landscape-scale projects are implemented across the nation, it will be important to monitor the ecologic, social, and economic outcomes. Agencies should consider developing region-wide monitoring strategies across broad areas. The monitoring could be funded by multiple agencies and led by research stations or area ecology programs.

Recommendation:

Consider developing region-wide monitoring strategies across broad areas, funded by all agencies, and led by the research station or area ecology programs.

Working towards the use of landscape-scale fire

The Partnership is working towards using fire as a restoration tool at larger scales, across ownership boundaries, and in collaboration between the agencies and landowners. The investment in mechanical treatments requires maintenance over time; low intensity managed fire is the most economical and ecologically appropriate tool.

Several advancements are needed to meet this goal:

1. A cultural acceptance of fire as a management tool among agencies and the public
2. Greater public education on the use of fire for resource benefit
3. Changes in smoke management policies
4. Consideration for private landowner concerns about liability
5. Agencies need to pursue opportunities to apply fire in partnership with private landowners who are willing
6. Increased use of mass ignition, prescribed lighting techniques at larger scales
7. Agencies and partners working together cohesively to preplan and implement large-scale fire

Recommendation:

Use fire as a restoration tool at larger scales, across ownership boundaries, and in collaboration between the agencies and landowners.