



# GOVERNOR'S COUNCIL ON WILDFIRE RESPONSE

## November 2019: Executive Summary

### Purpose

In response to increased wildfire risks affecting all Oregonians, Governor Brown signed an executive order creating the Governor's Council on Wildfire Response in January 2019. The Council is tasked with reviewing Oregon's current model for wildfire prevention, preparedness and response, and analyzing the sustainability of the current model to provide recommendations to strengthen, improve, or replace existing systems.

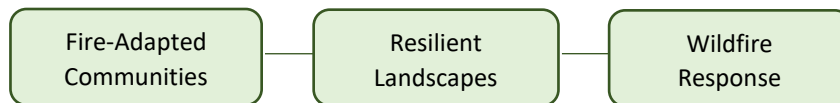
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## Call to Action

Governor Kate Brown issued Executive Order 19-01 on January 30, 2019, establishing the Governor's Council on Wildfire Response, and directing the Council to review Oregon's current model for wildfire prevention, preparedness and response, analyzing whether or not the current model is sustainable given our increasing wildfire risks. To the extent this review identified insufficient or unsustainable systems, the Council was directed to develop recommendations for improvements.

In summary, upon extensive review over the course of 2019, the Council identified the need for comprehensive change. Consistent with best practices, the Council adopted the framework proposed by the National Cohesive Wildland Fire Management Strategy, which establishes three goals:



To create fire-adapted communities, Oregon must leverage its land-use system to improve structural resiliency to wildfire, enhance defensible space surrounding structures, and ensure adequate access and egress in the event of wildfire events. Further, Oregon must ensure its electrical utilities implement best-practice risk mitigation strategies to reduce human-caused ignitions. Emergency response, disaster recovery and health systems must modernize to fully consider wildfire risks, particularly to Oregon's most vulnerable communities and populations.

To restore and maintain resilient landscapes, the state must actively manage its forests and rangelands, and prioritize treatments (thinning, prescribed burns, fuel removal) on 5.6 million acres of Oregon's highest-risk natural systems. The costs of such treatments are significant, estimated at \$4 billion over 20 years, but warranted given the far-greater costs of inaction. Studies suggest the comprehensive costs of wildfire (e.g., economic losses, lost taxes, damages to ecosystem services, destruction of infrastructure, depreciated property values, etc.) on average, are 11 times greater than the immediate costs of firefighting. With firefighting costs exceeding \$500 million during high-fire seasons, comprehensive costs to Oregonians total several billion dollars – for a single year. Over a 20-year time span, comprehensive costs to Oregonians may easily total tens of billions of dollars. By investing in restoration treatments, Oregon may avoid these costs while creating green jobs in rural Oregon.

The most effective immediate remedy to wildfire is suppression, and after years of disinvestment, Oregon must invest to modernize its firefighting services. Oregon reduced its firefighting capacities during the Global Financial Crisis, and despite significant escalations in wildfire activity, has not yet regained these losses. Further, the breadth of wildfire activity in Oregon has grown in recent years, resulting in loss of human life, and destruction of valuable state assets. The State must expand the scope of its protection services, adding over 1 million acres to the 16 million acres it already protects to ensure all lands in Oregon have adequate wildfire protection.

As across western states, climate change, population growth, and record fuel levels combine to create a growing wildfire debt in Oregon, requiring an immediate and sustained response to mitigate risks statewide. This report contains recommendations that, together, constitute a necessary course correction. Through implementing these recommendations, Oregon has the opportunity to protect its citizens and natural resources, while providing much-needed jobs and rural revitalization.

## Goal 1: Create Fire-Adapted Communities

### Recommendation 1: Transmission System Wildfire Plan

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Oregon legislature pass legislation requiring utilities to prepare risk-based, wildfire standards and procedures inclusive of criteria for initiating power outages.</li> <li>• The Oregon Public Utilities Commission (OPUC) use workshops to develop these risk-based standards and procedures.</li> <li>• All utilities and transmission and distribution system owners participate in these workshops.</li> </ul>
<b>Policy Type</b>	New legislation, rulemaking, engagement
<b>Additional Staff</b>	None – authorize existing staff to organize and facilitate the workshop
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 2: Defensible Space

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Funding and implementation of 2017 revision of Oregon Forestland Urban Interface Protection Act.</li> <li>• Support adoption of International Council Wildland Urban Interface Code through Oregon’s Office of State Fire Marshal (OSFM) and local jurisdiction.</li> <li>• Create a mitigation fund to help underserved populations.</li> <li>• Support mapping and tracking of defensible space status.</li> </ul>
<b>Policy Type</b>	Fund existing legislation, rulemaking, agency personnel, agency action
<b>Additional Staff</b>	8 - OSFM 12 - Oregon Department of Forestry (ODF)
<b>Non-Staff Funding</b>	Included under Land Use
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 3: Building Codes

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Creation of interagency workgroup and policy decision-making committee to identify code gaps, needed updates, and assist local jurisdictions with updates.</li> <li>• Oregon Department of Land Conservation and Development (DLCD) work with counties and cities on rulemaking for land use planning related to reducing wildfire risk. Adopting Building Codes standards such as R327 are an option for risk reduction.</li> <li>• As needed, update wildfire related building codes and establish goals for local adoption with State assistance. State to issue best practices guidance for code application with process recommendations for local jurisdictions to follow.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	None anticipated at this time
<b>Non-Staff Funding</b>	None known at this time
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 4: Land Use

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• State agencies create a wildfire risk map informed by state information that can be used at the property ownership level.</li> <li>• In coordination with cities and counties, the Land Conservation and Development Commission (LCDC) undertake rulemaking (under Goal 7) to adopt minimum standards for local governments to plan for wildfire risk.</li> <li>• State agencies (DLCD, ODF, and OSFM) provide technical assistance resources to counties and cities to implement wildfire risk planning, zoning, or development of mitigation standards.</li> </ul>
<b>Policy Type</b>	Rulemaking, agency personnel, agency action, other: local government adoption and implementation.
<b>Additional Staff</b>	5 - DLCD
<b>Non-Staff Funding</b>	<p>\$12,000,000 in technical assistance grants to assist local governments with adoption and implementation.</p> <p>Wildfire Risk Information Development: \$75,000 year to maintain and update fire hazard data on Oregon Wildfire Risk Explorer</p>
<b>Priority</b>	<b>VERY HIGH</b>

### Recommendation 5: Property Insurance – Risk Mitigation Incentives

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Support and encourage insurance industry implementation of innovative policy changes and underwriting standards. These updates would motivate policy holders to make changes aligned with Oregon Cohesive Wildfire Strategies; to harden structures, provide for and maintain defensible space, create access for fire vehicles and evacuation routes.</li> <li>• Create a risk map for wildfire risk informed by State information that can be used at the property ownership level.</li> </ul>
<b>Policy Type</b>	Other: Voluntary partnership with private insurance industry
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None anticipated at this time
<b>Priority</b>	<b>VERY HIGH</b>

### Recommendation 6: Health – Air Filtration Systems

<b>Description</b>	<p>Recommend:</p> <p>Oregon legislature create a new funding program designed to accelerate the installation of air filtration systems for low-income residences.</p>
<b>Policy Type</b>	Fund current programs (OAR 411-087-0010)
<b>Additional Staff</b>	Two FTE at \$250,000 per biennium = \$500,000
<b>Non-Staff Funding</b>	\$4,000,000
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 7: Health – Remove Barriers to Air Filtration Systems Installation

<b>Description</b>	<p>Recommend:</p> <p>The Oregon Health Authority (OHA) facilitate a multi-stakeholder discussion to:</p> <ul style="list-style-type: none"> <li>• Identify and remove barriers to residential air filtration systems and;</li> <li>• Discern the degree to which renters are protected from wildfire impacts.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	None - authorize OHA staff to facilitate this process
<b>Non-Staff Funding</b>	Minimal
<b>Priority</b>	<b>HIGH</b>

### Recommendation 8: Health – Air Quality Monitors

<b>Description</b>	Recommend: The Oregon Department of Environmental Quality (DEQ) install and maintain additional air quality monitoring systems.
<b>Policy Type</b>	Legislation, rulemaking, agency action
<b>Additional Staff</b>	4 FTE at \$250,000 per biennium = \$1MM
<b>Non-Staff Funding</b>	\$275,000
<b>Priority</b>	<b>VERY HIGH</b>

### Recommendation 9: Health and Disaster Recovery – Regional Staffing

<b>Description</b>	Recommend: Six regional positions are added to Oregon’s Emergency Management System (OEM).
<b>Policy Type</b>	Legislation, rulemaking, agency action
<b>Additional Staff</b>	6 FTE at \$250,000 per biennium = \$1.5MM
<b>Non-Staff Funding</b>	Minimal; relates to creating office space in existing facilities throughout Oregon
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 10: Disaster Recovery – Stafford Act Reform

<b>Description</b>	Recommend: Oregon Federal delegation explore the feasibility of reforming the Stafford Act.
<b>Policy Type</b>	Letter from Governor Brown and Legislative leadership to the Oregon Delegation.
<b>Additional Staff</b>	No additional staff required
<b>Non-Staff Funding</b>	Minimal
<b>Priority</b>	<b>HIGH</b>

### Recommendation 11: Disaster Recovery – Local Economic Opportunity Fund

<b>Description</b>	Recommend: Oregon Legislature authorize funds to the Local Economic Opportunity Fund (LEOF) to support local business wildfire preparation efforts.
<b>Policy Type</b>	Existing legislation
<b>Additional Staff</b>	1 FTE at \$250,000 per biennium
<b>Non-Staff Funding</b>	\$1,000,000
<b>Priority</b>	<b>HIGH</b>

### Recommendation 12: Property Insurance – Access & Affordability

<b>Description</b>	Recommend: Oregon Insurance Commission monitors the property insurance market to ensure continued access to affordable insurance.
<b>Policy Type</b>	New legislation, agency action, rulemaking
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>MODERATE</b>

## Goal 2: Restore and Maintain Resilient Landscapes

### Recommendation 13: Leadership & Governance

<b>Description</b>	Recommend: <ul style="list-style-type: none"> <li>• The state establish clear governance regarding the deployment of significant state resources for restoration treatments. <ul style="list-style-type: none"> <li>○ Leadership and governance related to restoration treatments should align with: <ul style="list-style-type: none"> <li>▪ The overall governance structure of Oregon’s Cohesive Wildfire Strategy (outlined in “Cross-Functional Support Systems” of this report); and</li> <li>▪ The Shared Stewardship Agreement between the State of Oregon and the US Department of Agriculture.</li> </ul> </li> </ul> </li> <li>• Clear lines of accountability should ensure the state is meeting its responsibilities to taxpayers, and that state investments are directed toward high-priority projects meeting pre-defined criteria.</li> <li>• Clear performance metrics be established.</li> <li>• Monitoring systems must verify metrics are met and ensure appropriate course corrections are pursued.</li> </ul>
<b>Policy Type</b>	New legislation
<b>Additional Staff</b>	Dependent upon outcome of governance structure
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGHEST</b>



## Recommendation 14: Near-Term Capital Infusion

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• The state should build a long-term sustainable funding model, to treat 300,000 acres per year at a gross cost of approximately \$200 million annually.</li> <li>• These funds should be obtained from multiple sources, including federal and state investments, and timber and other revenues, as described in the Funding Strategy section of this report.</li> <li>• The state should not wait for the development of a long-term sustainable funding model, but should catalyze the treatment program to the full extent possible through available state funds.</li> <li>• The state should leverage state investment to attract maximum federal investment.</li> <li>• The state should build a strategic financial plan to project revenues from state and federal funding, timber, conservation and other non-commodity markets.</li> <li>• The strategic financial plan should incorporate state parameters for investment, to ensure optimal return-on-investment.</li> <li>• To the extent allowable, a long-term funding structure would be advantageous.</li> </ul>
<b>Policy Type</b>	New legislation
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	Dependent upon outcomes
<b>Priority</b>	<b>HIGHEST</b>

## Recommendation 15: Prioritization

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• The state should adopt the 2018 Pacific Northwest Quantitative Wildfire Risk Assessment (QRA) as the basis for prioritization of its restoration treatments, and improve/adopt future QRA analyses to continue prioritization treatments for greatest uplift.</li> <li>• The state set a goal to treat 5.6 million acres of high-priority forests and rangelands from 2020-2039.</li> <li>• The state should support the update and improvement of future QRA projects, starting with the next cycle in 2020.</li> <li>• The state put in place the comprehensive strategy and funding needed to achieve these objectives.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGHEST</b>

## Recommendation 16: Near-Term Restoration Treatments

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Dependent upon near-term state and federal funding capacity (Recommendation 2), the state should immediately implement maximum number of high-priority and/or available treatment projects.</li> <li>• Projects should fall within high-risk areas as defined by QRA, and within other regions providing substantial benefits to the state.</li> <li>• Publicly funded projects should target areas without sufficient commercial timber capacity to offset treatment costs.</li> <li>• Treatment on federal lands should target already NEPA-approved projects (currently totaling 2 million acres).</li> <li>• Treatment on non-federal lands should target willing landowners.</li> <li>• Funding should be directed toward: <ul style="list-style-type: none"> <li>○ Field work;</li> <li>○ Additional staffing of Good Neighbor Authority (GNA) foresters; and</li> <li>○ Additional staffing for procurement and contract administration.</li> </ul> </li> </ul>
<b>Policy Type</b>	Fund existing legislation
<b>Additional Staff</b>	Dependent on funding availability
<b>Non-Staff Funding</b>	Dependent on funding availability
<b>Priority</b>	<b>HIGHEST</b>

## Recommendation 17: Building Project Pipeline

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Collaboration with OSU Extension, National Resource Conservation Service (NRCS), Oregon Watershed Enhancement Board (OWEB), American Forest Foundation and other local community-based organizations to identify willing private landowners.</li> <li>• Contracting for environmental planning and analysis to advance future projects on federal land.</li> <li>• Interagency collaboration on unit layout for federal restoration projects.</li> </ul>
<b>Policy Type</b>	Fund existing legislation
<b>Additional Staff</b>	Dependent upon funding availability
<b>Non-Staff Funding</b>	Dependent upon funding availability
<b>Priority</b>	<b>VERY HIGH</b>

### Recommendation 18: Capacity Building

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• ODF and OSU Extension capacity via appropriations, with the respective roles of ODF and OSU Extension better clarified.</li> <li>• Federal capacity via advocacy.</li> <li>• Private workforce capacity via collaboration with education centers.</li> <li>• Collaborative capacity via Federal Forest Restoration Program (FFR), OWEB via Collaborative Capacity Grants.</li> </ul>
<b>Policy Type</b>	Fund existing legislation, advocacy
<b>Additional Staff</b>	Dependent upon funding availability
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>VERY HIGH</b>

### Recommendation 19: Program Expansion

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Expansion of use of prescribed burns via Community Resiliency and Smoke Mitigation Grant Program and policy adjustments.</li> <li>• Expansion of restoration treatments on rangelands via launch of Invasive Species Grant program and agreement with Bureau of Land Management (BLM) replicating the Shared Stewardship Agreement with the US Forest Service.</li> <li>• Expansion of timber monetization, as part of a broader strategy and suite of treatments, to help offset restoration costs.</li> </ul>
<b>Policy Type</b>	Fund existing legislation, advocacy, agency action
<b>Additional Staff</b>	Dependent upon funding availability
<b>Non-Staff Funding</b>	\$1 million (Invasive Specials Grant program)
<b>Priority</b>	<b>VERY HIGH</b>

### Recommendation 20: Long-Term Barriers

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• The pace and scale of annual treatments must be increased 3-4x, on a sustainable basis to achieve the 20-year goal of treating 5.6 million acres. In addition to funding, a number of policy and operational barriers must be addressed.</li> <li>• The state should undertake a multi-year, highly-coordinated effort to identify and resolve barriers. An organizational response is warranted.</li> <li>• The state should leverage the opportunity presented through the Shared Stewardship Agreement to coordinate efforts with the US Forest Service, and should contemplate a similar agreement with BLM (Department of Interior). Likewise, the state should work within the Western Governors Association.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	Dependent upon outcome
<b>Non-Staff Funding</b>	Dependent upon outcome
<b>Priority</b>	<b>HIGH</b>

## Goal 3: Respond Safely and Effectively to Wildfire

### Recommendation 21: Financing Facility

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• ODF should explore and implement structural and systems changes to expedite and standardize processing of financial transactions associated with wildfire. ODF should retain an independent contractor for this purpose.</li> <li>• Together with the Department of Administrative Services, the Legislative Fiscal Office and the Treasurer’s Office, ODF should evaluate options for a financial structure for managing seasonal borrowing costs to support wildfire response.</li> <li>• On both these projects, ODF should work under the direction of the Forestry Financial Oversight Team.</li> <li>• Project scope should extend to Office of the State Fire Marshal.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	Pending outcomes of organization and systems review
<b>Non-Staff Funding</b>	Independent Contractor: \$ Dependent upon outcomes Revised Systems: \$ Dependent upon outcomes
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 22: Expansion of Protected Areas

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• State to require all lands fall within a wildfire response jurisdiction, and for all jurisdictions to meet and/or exceed a baseline-level of protection.</li> <li>• Baseline definitions to be established through collaboration with state, counties and municipalities.</li> <li>• State to provide needed resources.</li> </ul>
<b>Policy Type</b>	Amend existing legislation {ORS 477.315c - Rangeland Statutes}
<b>Additional Staff</b>	1 –OSFM 1-ODF
<b>Non-Staff Funding</b>	\$ Dependent upon outcomes
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 23: State Suppression Capacity

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Total incremental funding: <b>\$40 million</b> per biennium.</li> <li>• Modernization of ODF and OSFM human resources and equipment.</li> <li>• Expansion of protected areas to include currently unprotected and under-protected lands.</li> <li>• ODF staffing beyond full-time Fire Protection staff (Private Forests, State Forests, Agency Administration) available for suppression as-needed during fire seasons.</li> <li>• <u>Note</u>: figures include financial/administrative personnel needed to process receivables, and were developed prior to establishment of the Forestry Financial Oversight Team. Figures are therefore subject to change as Oversight Team completes its assessment.</li> </ul>
<b>Policy Type</b>	Fund existing legislation, agency personnel, agency action
<b>Additional Staff</b>	<p>ODF</p> <ul style="list-style-type: none"> <li>• 22 FTE Fire Protection</li> <li>• 12 FTE Private Forests</li> <li>• 9 FTE Agency Administration</li> <li>• 10 FTE State Forests</li> <li>• 8 FTE Rangeland and Cropland (expansion of protection area)</li> <li>• <b>61 FTE Total</b></li> </ul> <p>OSFM</p> <ul style="list-style-type: none"> <li>• <b>7 FTE Total</b></li> </ul> <p>Total Additional Staff</p> <ul style="list-style-type: none"> <li>• <b>68 FTE</b> ODF and OSFM</li> </ul> <p>*See bullet above regarding Forestry Financial Oversight Team</p>
<b>Non-Staff Funding</b>	Dependent upon outcomes
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 24: Suppression Funding Formula

<b>Description</b>	<p>Recommend:</p> <p>ODF, Legislative Fiscal Office and Landowner representatives should retain a third-party consultant to gather and verify:</p> <ul style="list-style-type: none"> <li>• Wildfire protection data;</li> <li>• Assess public vs private value from wildfire suppression services delivered by the State;</li> <li>• Benchmark suppression costs to landowners between Oregon and comparable states; and</li> <li>• Recommend an equitable cost allocation between landowners and the State.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	Short-term Independent Contractor
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>VERY HIGH</b>

**Recommendation 25: ODF Organizational Model to Flex with Wildfire Fluctuations**

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Continue ODF workforce prioritizing suppression during fire season (“militia model”).</li> <li>• New employees undergo training in core areas of responsibility, in addition to suppression responsibilities.</li> <li>• Provide adequate overall resources to staff suppression and other core ODF functions.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGH</b>

**Recommendation 26: Insurance against Catastrophic Wildfire Suppression Cost**

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• ODF should renew its existing policy with Lloyd’s of London.</li> <li>• ODF should continue to monitor insurance markets and to weigh the benefits and costs of third-party insurance vs self-insurance.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGH</b>

**Recommendation 27: O&C Contract with Bureau of Land Management**

<b>Description</b>	<p>Recommend:</p> <p>Via the Governor’s office, the federal delegation and the Wildfire Council, the state should continue to advocate the BLM continue its agreement with ODF for fire protection and suppression services on all Oregon &amp; California (O&amp;C) lands.</p>
<b>Policy Type</b>	Other action (advocacy)
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>VERY HIGH</b>

**Recommendation 28: Federal Suppression Capacity**

<b>Description</b>	<p>Recommend:</p> <p>Via the state Legislature, the state should pass a resolution addressed to the Undersecretary of Agriculture, the Chief of the US Forest Service and the Director of the BLM seeking additional severity/ preparedness funding dedicated to Oregon.</p>
<b>Policy Type</b>	Other action (advocacy)
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGH</b>

### Recommendation 29: RFPA Suppression Capacity

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Continue current funding levels for existing Rangeland Fire Protection Associations (RFPAs).</li> <li>• Increase funding and capacity for ODF to strengthen RFPA program and expand to other lands as legislatively determined.</li> </ul>
<b>Policy Type</b>	Dependent upon legislative direction and funding
<b>Additional Staff</b>	Dependent upon legislative direction and funding outcomes
<b>Non-Staff Funding</b>	Dependent upon legislative direction and funding outcomes
<b>Priority</b>	<b>HIGH</b>

### Recommendation 30: State-Federal Interagency Performance

<b>Description</b>	<p>Recommend:</p> <p>ODF and OSFM to jointly develop an expectations document to improve state-federal interagency performance, with particular attention to Incident Management Teams.</p>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGH</b>

### Recommendation 31: Suppression Collaborative

<b>Description</b>	<p>Recommend:</p> <p>ODF and OSU Extension assess the potential to create new, or leverage existing, forest collaboratives whose scope would include wildfire suppression.</p>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	None
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGH</b>

### Recommendation 32: Oregon Fire Service Mutual Aid System, Systems Review

<b>Description</b>	<p>Recommend:</p> <ul style="list-style-type: none"> <li>• Governor and legislature direct OSFM to conduct a statewide analysis of the OFSMAS.</li> <li>• OSFM to make recommendations regarding capacity, organizational structure, different approaches across regions, mutual aid agreements, and other topics to modernize the OFSMAS.</li> <li>• Report to the Governor, Legislature, State Fire Marshal, State Forester, Oregon Fire Chiefs Association and other stakeholders.</li> </ul>
<b>Policy Type</b>	Agency action
<b>Additional Staff</b>	1 FTE (contractor or limited duration employee)
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGH</b>

## Goal 4: Cross-Functional Support System

### Recommendation 33: Public Engagement

<b>Description</b>	Recommend: Create a Task Force Charged with Developing a Cohesive Wildland Fire Communication Strategy
<b>Policy Type</b>	Agency personnel / Agency action
<b>Additional Staff</b>	1 FTE – OEM, ODF, OSFM (Liaison)
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGHEST</b>

### Recommendation 34: Organization & Governance

<b>Description</b>	Recommend: <ul style="list-style-type: none"> <li>• The state should determine the appropriate organizational strategy and structure to implement and improve upon the findings and recommendations of this report.</li> <li>• Strategy development, budgeting and financial planning should be coordinated in an integrated fashion, aligning resources with priorities.</li> <li>• Authority and accountability must be clearly identified, as well as monitoring and adjustments.</li> </ul>
<b>Policy Type</b>	TBD
<b>Additional Staff</b>	TBD
<b>Non-Staff Funding</b>	TBD
<b>Priority</b>	<b>VERY HIGH</b>

### Recommendation 35: Workforce Development

<b>Description</b>	Recommend: <ul style="list-style-type: none"> <li>• Continued work needed</li> <li>• The state should encourage and support regional initiatives such as the Rogue Siskiyou Regional Fire &amp; Emergency Training Center, and similar developments underway across the State.</li> <li>• The state should take a broader look at workforce needs including wildfire suppression, landscape restoration, forest products and manufacturing, and rangeland management. Proactive assessments of the future workforce should inform State and local investments in workforce development programs.</li> </ul>
<b>Policy Type</b>	TBD
<b>Additional Staff</b>	TBD
<b>Non-Staff Funding</b>	None
<b>Priority</b>	<b>HIGH</b>



### Recommendation 36: Research & Decision Support

<b>Description</b>	Recommend: <ul style="list-style-type: none"><li>• Future work beyond the time and scope of the 2019 Wildfire Council</li><li>• The State should review the potential to launch and fund the Wildfire Center contemplated by OSU, and should continue to support the Institute of Natural Resources.</li></ul>
<b>Policy Type</b>	TBD
<b>Additional Staff</b>	TBD
<b>Non-Staff Funding</b>	TBD
<b>Priority</b>	<b>HIGH</b>

### Recommendation 37: Funding

<b>Description</b>	Recommend: <p>A working group should be formed to work with the Governor’s office and the Legislative Fiscal Office to explore wildfire funding strategies within the context of Oregon’s overall public finance strategy.</p>
<b>Policy Type</b>	TBD
<b>Additional Staff</b>	TBD
<b>Non-Staff Funding</b>	TBD
<b>Priority</b>	<b>HIGHEST</b>

## Conclusion

This report is the culmination of nine months of intensive research, analysis and deliberation by over 100 individuals serving on the Council and committees, and is a remarkable achievement given the breadth and diversity of the subject matter as well as the contributors to the report. The Governor's Council on Wildfire Response and five associated committees have urgently sought to meet the new challenges posed by wildfire to Oregon. At nearly every fork in the road, the Council chose comprehensive a cohesive solutions over expediency, in a non-partisan, intellectually honest manner.

The Council is pleased to deliver this set of recommendations, which are intended to be actionable, providing both immediate and long-term benefits to all Oregonians. The Council further wishes to reiterate that wildfire is a permanent aspect of life in Oregon, and the importance of wildfire is growing with a changing climate and growing population. Yet, at present, wildfire-related policies are siloed, scattered, and incongruent. Such an approach may have been adequate for another era, but must now be reconsidered. An enduring and cohesive strategy and governance structure are warranted, given the new realities of wildfire evident in Oregon today.

Ultimately, the Council recommends the addition of over 100 staffing positions at various state agencies, including but not limited to the Oregon Department of Forestry, the Oregon State Fire Marshal, and the Office of Emergency Management. The Council also recommends an initial \$20 million in investments in non-staffing related costs, including support for rural economic development, health costs, and technical assistance grants to local communities. Should all 36 recommendations be implemented, the state has the opportunity to protect its citizens and natural resources, and to provide much-needed jobs and rural revitalization.

These recommendations are the first of many steps critical to ensuring the resiliency, safety, and health of Oregonians in both rural and urban communities. The Council urges the state's leaders to consider and fully implement its findings and recommendations.