

Special Reports

IT Project Readiness Workbook

ODF has no qualifying information technology projects at this time.

Special Reports

Annual Performance Progress Report – Key Performance Measures

Department of Forestry

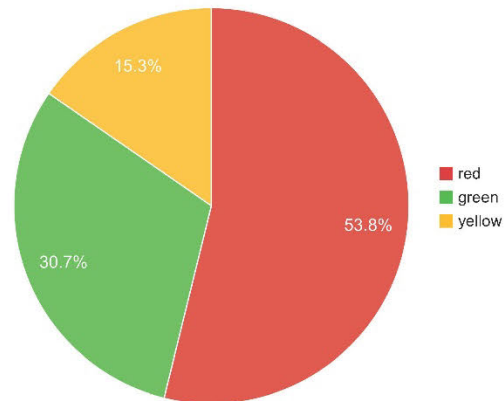
Annual Performance Progress Report

Reporting Year 2026

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KPM #	Approved Key Performance Measures (KPMs)
1	CUSTOMER SERVICE TO COUNTY GOVERNMENTS AND FOREST LANDOWNERS - Percent of Oregon's forested counties and forest protective associations rating that ODF programs collectively provide "good" or "excellent" customer service: overall, timeliness, accuracy, helpfulness, expertise, availability of information.
2	BOARD OF FORESTRY PERFORMANCE - Percent of total best practices met by the Board of Forestry.
3	FOREST PRACTICES ACT COMPLIANCE - Percent of forest operations that are in compliance with the Forest Practices Act
4	URBAN AND COMMUNITY FOREST MANAGEMENT - Percent of Oregon cities actively managing their urban and community forest resources.
5	STATE FORESTS TOTAL REVENUE - Percent increase in total revenue produced by State Forests
6	AIR QUALITY PROTECTION - Total number of smoke intrusions into designated areas per total number of units burned.
7	PERCENTAGE OF PRIVATE FORESTLAND MANAGED AT OR ABOVE FOREST PRACTICES ACT STANDARDS. - Percentage of industrial private forestlands managed under an approved certification system, stewardship agreement, or other approved management plan including wildlife habitat conservation and management plans
8	FOREST STREAM WATER QUALITY - Percent of monitored stream sites associated predominately with forestland with significantly increasing trends in water quality.
9	VOLUNTARY PUBLIC AND PRIVATE INVESTMENTS MADE TO CREATE HEALTHY FORESTS - Cumulative public and private forest landowner investments made in voluntary projects for the Oregon Plan for Salmon and Watersheds or for the Oregon Conservation Strategy.
10	STATE FORESTS NORTH COAST HABITAT - Complex forest structure as a percent of the State Forests landscape.
11	FIRE SUPPRESSION EFFECTIVENESS - Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less.
12	PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES - Number of Oregon residents per human-caused wildland forest fires. (population expressed in thousands of residents) This metric measures the ability to maintain or reduce the number of human-caused wildfires as the population of Oregon increases. An upward trend indicates a positive result.
13	DAMAGE TO OREGON FORESTS FROM INSECTS, DISEASES, AND OTHER AGENTS - Percent of forest lands without significant damage mortality as assessed by aerial surveys.

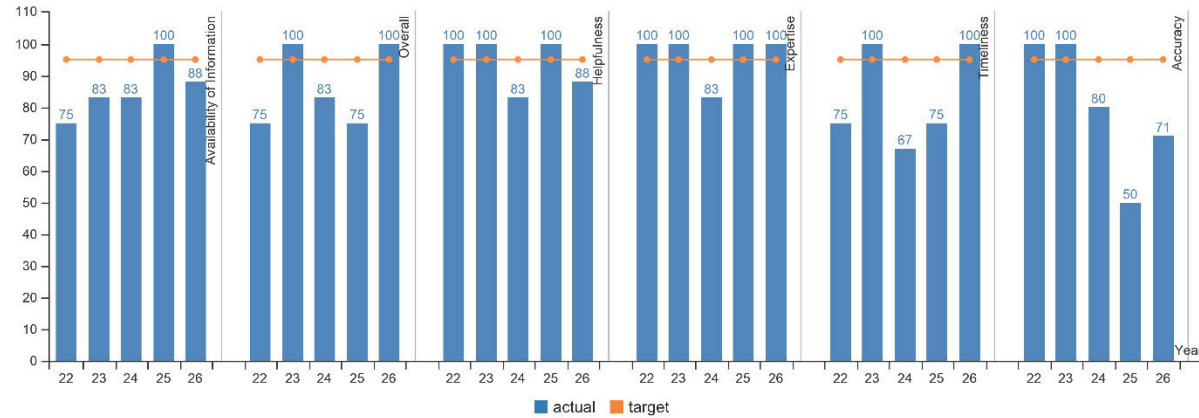


Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	30.77%	15.38%	53.85%

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KPM #1 CUSTOMER SERVICE TO COUNTY 'GOVERNMENTS AND FOREST LANDOWNERS - Percent of Oregon's forested counties and forest protective associations rating that ODF programs collectively provide "good" or "excellent" customer service: overall, timeliness, accuracy, helpfulness, expertise, availability of information.

Data Collection Period: Jan 01 - Dec 31



Report Year	2022	2023	2024	2025	2026
Availability of Information					
Actual	75%	83%	83%	100%	88%
Target	95%	95%	95%	95%	95%
Overall					
Actual	75%	100%	83%	75%	100%
Target	95%	95%	95%	95%	95%
Helpfulness					
Actual	100%	100%	83%	100%	88%
Target	95%	95%	95%	95%	95%
Expertise					
Actual	100%	100%	83%	100%	100%
Target	95%	95%	95%	95%	95%
Timeliness					
Actual	75%	100%	67%	75%	100%
Target	95%	95%	95%	95%	95%
Accuracy					
Actual	100%	100%	80%	50%	71%
Target	95%	95%	95%	95%	95%

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How Are We Doing

The Department of Forestry strives to provide high-quality service to Oregon's forested counties and forest protective associations. This year's survey results show continued strengths in local relationships and service delivery. At the same time, the Department operates within an increasingly complex natural resource environment, requiring ongoing improvement in collaborative engagement, governance, and implementation of the long-term strategic vision for Oregon's forests.

Factors Affecting Results

To conduct this annual customer service assessment, the Department surveys half of Oregon's counties and forest protective associations each year, along with the Forest Trust Lands Advisory Committee. The six-question survey uses a Likert scale from Excellent to Poor, plus a comment section. "Excellent/Good" responses meet performance targets; "Fair/Poor" ratings decrease overall performance; and "Don't Know/blank" responses are excluded. With small respondent pools, even one response can significantly influence results. The Department is working to expand the scope of surveyed recipients, and once that methodology is validated, future adjustments to this key performance measure may be considered.

For the 2025 survey (reported in 2026), twenty-two counties and associations were invited, and eight responded – an improvement over six responses in 2023-2024 and four in 2021-2022. This indicates growing engagement among survey participants and agency district foresters who facilitate communication with their partners.

Overall satisfaction was notably strong, with 100% of respondents rating the Department's services as good or excellent. Sentiments shared this year described department staff as "some of the most experienced and qualified in the State of Oregon involving public and private forest lands and the management, regulation and protection of natural resources," further characterizing our employees as knowledgeable, timely, responsive, able to navigate change, and a passion for serving Oregonians that carries through to all levels of the workforce. Multiple comments praised the Department's safe and effective firefighting efforts, commitment to initial attack and full suppression, success in keeping fires small and its work on fuels reduction and defensible space. One respondent noted that "ODF and the forest protective associations are known as the best firefighting organizations in the country."

The positive results reflect sustained investments in building effective relationships amongst department staff, county commissioners, county officials, forest protective associations and forest landowners.

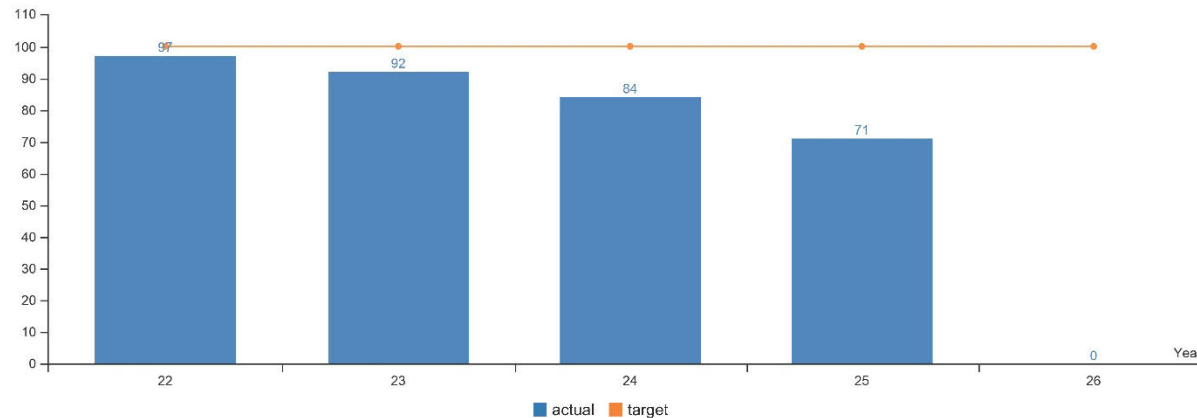
Respondents also shared insights to strengthen future services. Themes included: improvements to planning and collaboration during development of major initiatives; maintaining timeliness during fire season, especially in timber management services and sales; increase accuracy of timber revenue forecasting; engage landowners earlier in the fire season planning; and enhance website navigation. Additional comments referenced challenges such as wildfire hazard map implementation, financial and public process constraints, high turnover, limited understanding of forest protective associations roles, and rapid policy and financial changes that would have benefited from additional coordination time.

Balancing these sociopolitical factors is inherently challenging, and future evaluations will likely continue to reflect this complexity. The Department of Forestry remains committed to protecting and promoting resilient forests and to delivering exceptional service to Oregon's forested counties and protective associations. Public service is a core value, and continuous improvement is central to our mission.

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KPM #2	BOARD OF FORESTRY PERFORMANCE - Percent of total best practices met by the Board of Forestry.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Oregon Board of Forestry Governance					
Actual	97%	92%	84%	71%	
Target	100%	100%	100%	100%	100%

How Are We Doing

No data to report on this measure.

This performance measure is required for Boards and Commissions that hire their executive director. Passage of the 2025 Senate Bill 1051 changed hiring of the State Forester from the Board of Forestry to the Governor. During the March 2026 Board of Forestry meeting and the Board's consideration of the annual evaluation process, the Board decided not to approve engagement in the evaluation for this year with recommendation to propose deletion of the measure altogether.

Factors Affecting Results

The governance performance measure for state boards and commissions, "percent of total best practices met by the board" was previously adopted by the Board in 2006. The measure included the fifteen standard best practices criteria from the Legislature with additional tailoring designed to meet the Board's specific needs and interests, including: descriptive text to assist in a shared understanding of the measure, Likert scale measurements, one additional criterion relating to public involvement and communications, and open-ended summary questions. The Board's target for the annual performance measure was 100% of the total best practices.

Prior to this year, the annual assessment was a self-evaluation conducted individually by each board member in the spring. A cumulative summary of the evaluation results and comprehensive analysis was then presented to the Board in June for collective approval of the Board's performance relative to the performance measure target. The results and analysis were then included in the agency's Annual Performance Progress Report, reporting to the Legislature on all agency key performance measures, and further discussed during the Board's annual planning retreat.

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The Board Governance Subcommittee reviewed the self-evaluation procedures in November 2025, and the full Board discussed all legislative key performance measures during their February 2026 planning retreat. During the retreat, the Board assessed whether they were still required to perform the measure with the passage of the 2025 Senate Bill 1051. At that time, the Board supported proposing a deletion of the measure through the biennial process. The Board reaffirmed this sentiment at the March 2026 Board meeting where they did not approve engagement in this year's evaluation.

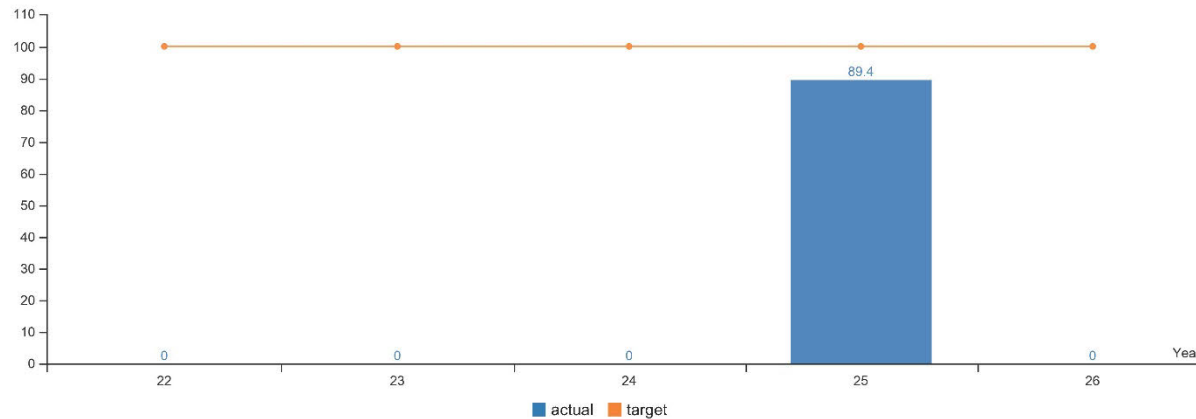
Proposed KPM Action: Deletion of the KPM

The Boards and Commissions Best Practices Measure was implemented by the 2007-2009 Legislature as requirement to all boards and commissions that met the following criteria: 1) the board/commission has an independent state budget or is included in another state agency's budget, or 2) the board/commission hires the agency or board's executive director. The Board of Forestry is a Governor appointed executive board of volunteers without an independent state budget, nor a budget considered within the Department of Forestry's budget, and with the passing of the 2025 Senate Bill 1051, the Board no longer hires the State Forester. While this measure may not be required for reporting to the Legislature with Forestry's biennial budget, the Board's governance practices have recognized value in continuing to evaluate the Board's performance. The Board Governance Subcommittee has expressed interest in developing an alternative evaluation process.

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KPM #3	FOREST PRACTICES ACT COMPLIANCE - Percent of forest operations that are in compliance with the Forest Practices Act
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Percent of Operations in Compliance with Oregon's Forest Practices Act					
Actual				89.40%	
Target	100%	100%	100%	100%	100%

How Are We Doing

The Oregon Forest Practices Act (FPA) outlines standards and practices for forest operations on non-federal and non-tribal lands in Oregon. The FPA is administered by the Oregon Department of Forestry's (ODF) Forest Resources Division. Within the Forest Resources Division, the Monitoring Unit is tasked with developing studies to evaluate landowner compliance with the FPA rules on a state-wide scale. The ODF Monitoring Unit is working with Mount Hood Environmental (MHE) on the development of a Compliance Monitoring program that prioritizes the following rule divisions: Division 625 Forest Road Construction and Maintenance ; Division 630 Harvesting; and Division 643 Water Protection: Vegetation Along Streams. For each of these rule sets, ODF is currently conducting pilot studies.

2024-2025 Riparian (Division 643) Pilot Study

The Riparian Pilot study field data collection took place October through December of 2025. Riparian Management Area (RMA) widths were measured on private forestland in Western and Eastern Oregon. Over the course of the field season, 19 harvest unit sites across Oregon were surveyed. The distance from the stream to the outer edge of retained vegetation was measured at a total of 280 locations along streams. Mount Hood Environmental (Statistician) examined measurement variation, measurement endpoints, sample size, spatial autocorrelation, and features that increased survey complexity such as stream sinuosity and intersecting RMAs. The statistician focused on recommendations and analysis that would refine methodology and inform the full study.

2026-2027 Roads (Division 625) & Harvesting Steep Slopes (630) Pilot Studies

Field data collection will begin in the fall of 2026. The pilot study design and field protocols for a subset of the roads (Division 625) and steep slopes (630) rules were finalized in the spring of 2026. The intent of the Roads Pilot Study is to examine new construction and reconstruction of water crossings and roads on non-federal Oregon forestlands. This will include determining the frequency in which crossings occur within "critical locations." The intent of the Steep Slopes Pilot Study is to develop and evaluate study design and field protocol methods for a subset of FPA rule components that

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require tree retention within Designated Debris Flow Traversal Areas (DDFTAs) on non-federal Oregon forestlands. Both pilots will have an administrative and field evaluation component. Results from the two pilots will be used by ODF to establish methods for more thorough compliance monitoring studies that will report compliance rates in this KPM. In July 2026, the ODF Monitoring Unit began reaching out to a random sample of forestland owners who have either completed a road crossing or harvested near DDFTAs in 2025.

The ODF Monitoring Unit continues to convene the Compliance Monitoring Program Committee (CMPC) quarterly. The committee is made up of stakeholders with knowledge of the FPA rules, including industrial and family timberland owners, conservation organizations, and other state agencies such as the Oregon Department of Environmental Quality (DEQ) and the Oregon Department of Agriculture (ODA). The ODF Monitoring Unit provides the committee with regular program updates and integrates their valuable feedback. The Monitoring Unit and CMPC review and update, as needed, the committee's charter annually.

Factors Affecting Results

Compliance rates are not available yet. However, the Riparian Pilot study found:

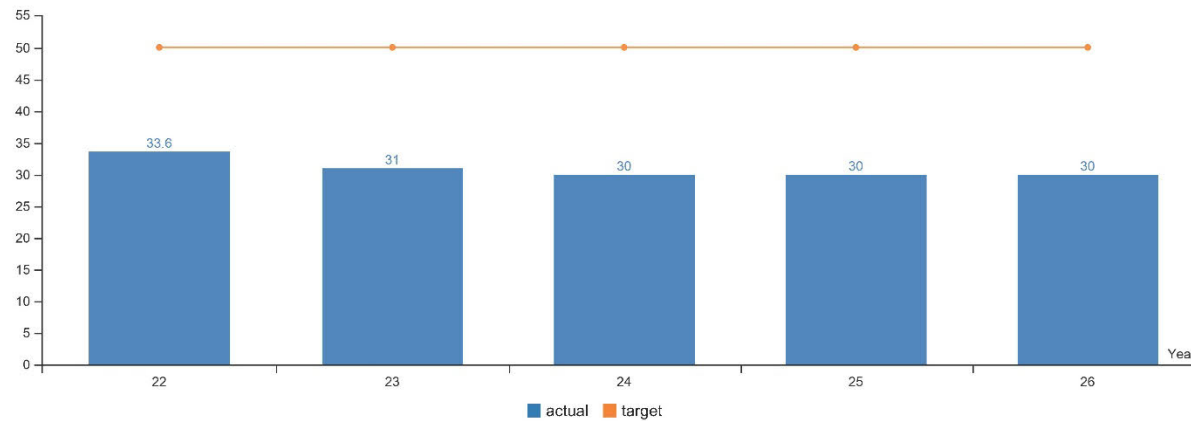
- RMA width measurements varied substantially within sites, with coefficients of variation ranging from 12% to 62%. Variation was partly due to measurements that were substantially greater than site means.
- Extended measurements were often due to limited harvest near parts of the RMA, stream curvature, or measurement transects that intersected a second RMA.

The influence of extended measurements on RMA width estimates could be quantified by modifying the field protocol to identify and record measurement transects that are partly longitudinal to the stream or intersect a second RMA. In Eastern Oregon, Outer Zone basal area can be estimated more precisely by using a basal area factor 10 instead of 20 when appropriate. With these revisions, the study approach could produce more reliable compliance estimates and quantify uncertainty.

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KPM #4	URBAN AND COMMUNITY FOREST MANAGEMENT - Percent of Oregon cities actively managing their urban and community forest resources.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Percent of Oregon cities actively managing their urban and community forest resources					
Actual	33.60%	31%	30%	30%	30%
Target	50%	50%	50%	50%	50%

How Are We Doing

The mission of the Urban & Community Forestry (UCF) Program is to help all Oregonians improve their quality of life by promoting community investment in our state's urban forests. UCF Program staff assist communities of all sizes by sharing a wide range of technical, educational, and organizational "Best Management Practices" through onsite visits and training, webinars, newsletters, email, and video conferencing. When funding is available, the UCF Program also provides grants and financial assistance to cities and community groups to help them build organizational capacity and support local UCF planning, maintenance, and training efforts. In 2023, the UCF Program was awarded \$26.6 million in Federal Inflation Reduction Act (IRA) funding to design and administer two distinct 5-year grant subaward programs for disadvantaged communities throughout the state. One subaward program is intended specifically for the nine Federally Recognized Tribes of Oregon, the second is intended for other qualifying entities, which includes tribal organizations or coalitions, local governmental entities such as cities/counties/special districts, academic institutions, as well as non-profit and community-based organizations. Additionally, as a result of House Bill 3409 which passed in 2023, the UCF Program was tasked with assisting the Department of Land Conservation and Development (DLCD) design and implement a \$6.5 million Community Green Infrastructure Grant Program which also focuses on helping overburdened and underserved communities in our state. HB 3409 also mandates that ODF UCF develop and maintain a statewide urban tree canopy assessment tool to help communities plan and manage their urban forests more effectively.

KPM #4 tracks the percentage of Oregon cities and county subdivisions that are deemed to be actively managing their urban and community forests, based on their attainment of at least two out of four management criteria. The four management criteria that we track are whether cities/communities have (1) trained UF professionals on staff, such as an International Society of Arboriculture-certified arborist or tree worker; (2) a tree ordinance; (3) a tree board or advisory committee; and (4) an inventory-based urban forest management plan. According to the most recent federally reported data, the percentage of cities meeting two or more of these UCF management criteria – indicating they are pro-actively managing their urban forests – has held steady at 30 percent between CY2023

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and CY2025. From a population perspective, over 2/3 of Oregon residents live in cities and county subdivisions where their urban and community forests are being intentionally planned and managed. According to a report compiled by the Arbor Day Foundation in Oregon for the 2025 calendar year, 58% of our state's residents live in a Tree City USA community, \$47,560,662, was spent on urban forestry management, and a total of 73,105 urban trees were planted throughout the state.

Factors Affecting Results

Over time, we expect to see fluctuations in communities' abilities to meet the four UCF management criteria listed above, based on changing budgets and economic conditions, staffing and volunteer capacity, and community priorities. Although it will take a few years for the full effects of the recent Federal and State investments in UCF to become manifest, we can say with great confidence that these impacts will be significant and long-lasting, especially in those communities that have traditionally been left behind and have experienced an "opportunity gap". Within the next several years our UCF team aims to leverage the significant IRA and HB3409 funding to get closer to our statewide target of 50% cities/counties with active UCF management.

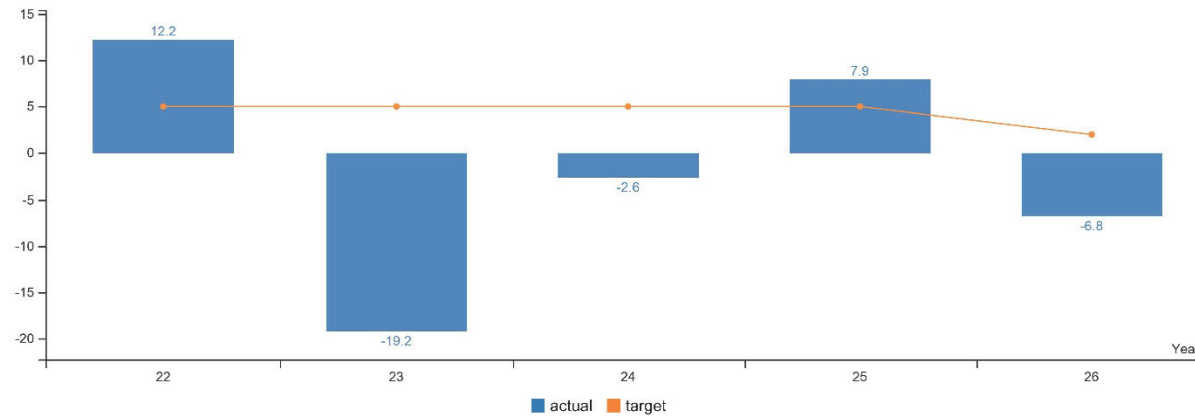
2025 was a busy year for the UCF Program. As a result of the significant influx of Federal and State funding, the UCF team was able to increase staffing levels (from 9 FTE to 10 FTE) and provide far greater support to community partners, especially in small, rural communities. In 2025, the UCF team focused on two main endeavors. The first involved developing and administering the large grant programs described above. The second involved helping to coordinate State planning and response efforts for Emerald Ash Borer (EAB) in partnership with our Forest Health team, the Oregon Department of Agriculture, and Oregon State Extension Service. Thus far, these efforts have been quite successful. Since first being detected in Oregon in summer of 2022, EAB's spread as of December 2025, appears to be limited to two main pockets spanning five counties (Washington, Yamhill, Clackamas, Marion, and Multnomah). In 2025, UCF Program staff provided well over 2,200 assists to private citizens, schools, colleges, and other public entities throughout the state, a marked increase from previous years.

The UCF team has been working to increase the impact of our assists by holding more public events and providing assistance to groups of people/organizations rather than just serving individuals (i.e., adopt a more "wholesale" rather than "retail" approach).

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KPM #5	STATE FORESTS TOTAL REVENUE - Percent increase in total revenue produced by State Forests
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Percent increase in revenue produced by State Forests compared to the previous year					
Actual	12.20%	-19.20%	-2.60%	7.90%	-6.80%
Target	5%	5%	5%	5%	2%

How Are We Doing

The FY 2025 data show a 6.8 percent decrease in total revenues from the previous year, down to \$96,294,478. The amount of revenue distributed to counties decreased 18.0 percent from the previous year, \$68,698,839 to \$56,360,722. This KPM focuses on the percent change in total revenue produced from the sale of timber from State Forests. The Oregon Department of Forestry is committed to sustainable management of these lands. Harvest levels that contribute to the revenue flow for this measure are set annually by the Division at the direction of the State Forester.

The KPM targets establish an objective for management activities to predictably generate revenue for the State.

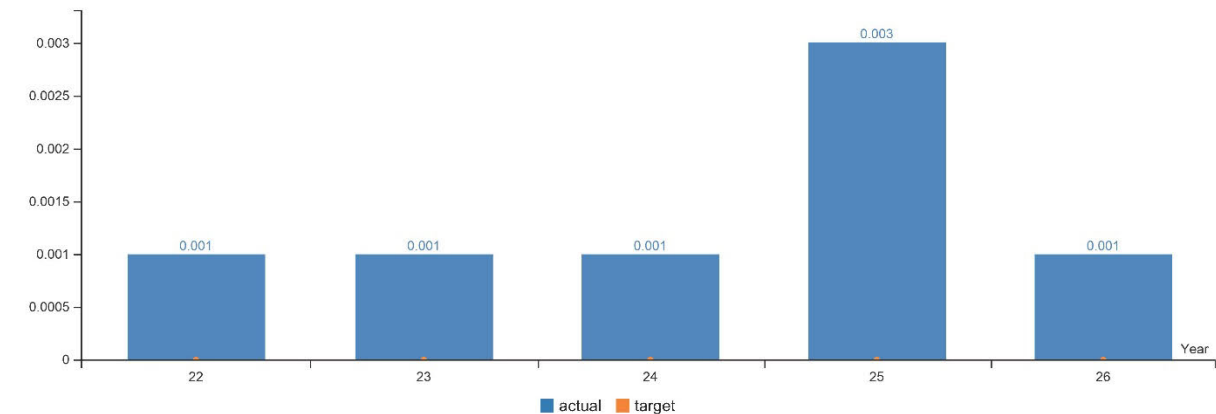
Factors Affecting Results

The major factors affecting FY 2025 decrease in timber sale revenue is a 11.3 percent decrease in harvest volume from the previous year, down to 188,369 Mbf. Sold stumpage price decreased 10.9 percent from the previous year, \$586/Mbf to \$522/Mbf. While ODF controls the amount of timber offered at auction each fiscal year, timber sale contracts typically run for three years and volume may be harvested at any point during the contract. The price of timber at auction is determined by market forces.

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KPM #6	AIR QUALITY PROTECTION - Total number of smoke intrusions into designated areas per total number of units burned.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = negative result



Report Year	2022	2023	2024	2025	2026
Total number of smoke intrusions into designated areas per total number of units burned					
Actual	0.001	0.001	0.001	0.003	0.001
Target	0	0	0	0	0

How Are We Doing

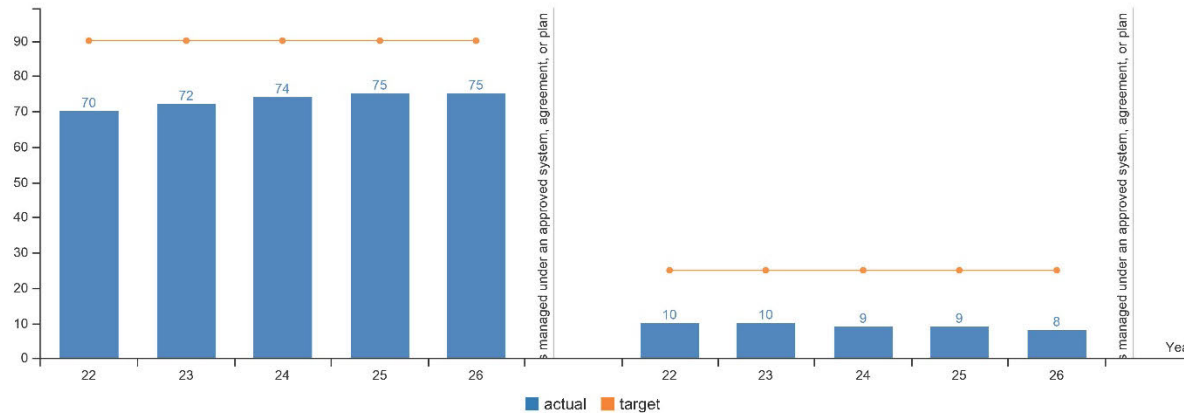
The Smoke Management Program is doing an exceptional job of protecting Oregon's air quality while, at the same time, allowing forest landowners to dispose of unwanted accumulations of forest fuel. Two intrusions occurred from 2,717 units burned. The intrusion definition changed in 2019 to allow for some smoke to enter Smoke Sensitive Receptor Areas at a level that remained below 75 percent of the National Ambient Air Quality Standards. This change will allow for the increase in prescribed burning to eventually reduce the size and damage created by catastrophic wildfire.

Factors Affecting Results

In addition to restoration burning, hazard-fuel reduction, weather variations, and economic market conditions can also influence the outcome, by substantially increasing or decreasing the number of units available for burning. Out of the two smoke intrusions that were recorded in 2025, one occurred in Bend, Oregon, the other in Cottage Grove, Oregon.

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KPM #7	PERCENTAGE OF PRIVATE FORESTLAND MANAGED AT OR ABOVE FOREST PRACTICES ACT STANDARDS. - Percentage of industrial private forestlands managed under an approved certification system, stewardship agreement, or other approved management plan including wildlife habitat conservation and management plans
	Data Collection Period: Jul 01 - Jun 30



Report Year	2022	2023	2024	2025	2026
a. Percentage of total industrial private forestlands managed under an approved system, agreement, or plan					
Actual	70%	72%	74%	75%	75%
Target	90%	90%	90%	90%	90%
b. Percentage of non-industrial private forestlands managed under an approved system, agreement, or plan					
Actual	10%	10%	9%	9%	8%
Target	25%	25%	25%	25%	25%

How Are We Doing

Key Performance Measure #7 was modified during the 2019 Legislative Session to report as a percentage of forestland compared to previously reporting on acreage. The legislatively approved target for this measure is 90 percent of industrial private forestlands and 25 percent of non-industrial private forestlands managed under an approved system, agreement, or plan.

a. Three certification systems operate in Oregon. The American Tree Farm System (ATFS) provides certification endorsed by the Programme for the Endorsement of Forest Certification schemes (PEFC). The PEFC is an international, independent, non-profit, non-governmental organization, founded in 1999, which promotes sustainably managed forests through independent third-party certification. Forest Stewardship Council (FSC) U.S. provides certification verified by Accreditation Services International, an independent accreditation body offering international, third-party accreditation for voluntary certification schemes. The Sustainable Forestry Initiative (SFI) provides certification endorsed by the PEFC.

The Department of Forestry (ODF) approves and monitors management plans, under the USDA-Forest Service's State and Private Forestry Program and enters into Stewardship Agreements (ORS 541.423) with forestland owners, who agree to manage beyond FPA standards.

Note: To distinguish between industrial and non-industrial acres and to remain consistent with prior years KPM methods, an acreage threshold was applied to distinguish industrial (> 5,000 acres) from non-industrial (< 5,000 acres) forestland owners.

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a. ODF requested information on acres of industrial private forestland certified or approved under each system, and 75 percent (4.9 of the 6.5 million acres ^[1]) of industrial private forestlands are managed under an approved certification system or stewardship agreement, as summarized below:

• Sustainable Forestry Initiative, Inc.	4,128,247 acres
• American Tree Farm System	535,127 acres
• Forest Stewardship Council U.S.	183,702 acres
• ODF Stewardship Agreements	29,395 acres
• Total	4,876,471 acres

b. ODF requested information on acres of non-industrial private forestland certified or approved under each system and 8 percent (0.3 of the 3.5 million acres ^[1]) of non-industrial private forestlands are managed under an approved certification system, stewardship agreement, or forest management plan, as summarized below:

• ODF; USDA-FS Forest Stewardship Plan ^[2]	95,146 acres
• ODF Stewardship Agreements	2,698 acres
• American Tree Farm System	174,288 acres
• Forest Stewardship Council U.S.	27,192 acres
• Total	299,324 acres

[1] Total private non-industrial and industrial acres are sourced from Oregon Forest Resources Institute's Oregon Forest Facts publication.

[2] The Forest Stewardship Plan reported acres are down from last year's reporting. Although the program acres may fluctuate some due to various factors, this overall decline was predictable given the multi-year trend. If the current planning level is to be maintained or increased over the next few years, it will need to be supported either through one-time funding or the leveraging of other federal programs.

Factors Affecting Results

a. Along with forestry-related agencies and organizations, the marketplace encourages forest certification. Forestland owners wanting to sell timber increasingly find that milling facilities are requiring their log supply come from certified forests. This market access requirement is motivating landowners to obtain certification from recognized third-party systems. Industrial forestland owners generally have the capacity to develop procedures to maintain certification.

Domestically and internationally, voluntary forest certification systems are used as a mechanism to recognize forest products originating from lands meeting specific management and harvesting requirements. Certification involves observation of management and harvesting requirements and is validated through third-party review. Costs are incurred by landowners to certify lands. In turn, certified forest products can access certain markets, which are otherwise closed and/or differentiated from uncertified competing goods. Regardless of certification status, all of Oregon's private and state forestlands are subject to the requirements of the Oregon Forest Practices Act and comprehensive land use plans and as such, are held to standards that in many respects are like those of certification systems.

In 2018, Oregon achieved certification with the American Society for Testing and Materials (ASTM) standard on forest certification systems D7612-10 for wood grown and harvested under the Oregon Forest Practices Act and compliance of subject wood to the 2012 and 2015 International Code Council (ICC) International Green Construction Code (IgCC). The recognition from ASTM will provide opportunities for private and state forestlands to access additional markets for their forest products.

In 2019, the KPM was modified to reflect the percentage of industrial and non-industrial acres whose land is under an approved certification or management system. The percentage is based upon the total acres of forestland in either the industrial or non-industrial classification. This revised reporting measure may improve understanding of the overall importance of this measure.

b. Along with forestry-related agencies and organizations, the marketplace encourages forest certification. Forestland owners wanting to sell timber increasingly find that milling facilities are requiring their log supply come from certified forests. This market access requirement is motivating landowners to develop management plans, since forest certification systems require forest management planning.

Non-industrial forestland owners often need assistance in developing inventory data and management documentation needed for certification. The cost of certification may represent a barrier for smaller ownerships. Approximately 121,000 forestland owners hold forestland between 1 and 9 acres in size, accounting for 363,000 acres of forestland in Oregon. Another 40,000 owners have forestland holdings between 10 and 99 acres in size, accounting for 1.42 million acres of family forestland in Oregon ([2023 National Woodland Owner Survey](#)). The large number of forestland owners with small holdings creates a significant challenge to achieving certification on all non-industrial forestlands.

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To increase certification on non-industrial forestlands, ODF needs to provide additional technical and financial assistance to landowners for development of management plans and procedures. ODF does not receive any state support for this effort and relies solely on federal funding to conduct this work. Current federal funding uncertainties jeopardize the continuation of this effort. ODF works with multiple organizations to promote the development of forest management plans and the mutual recognition of approved plans.

In 2019, the KPM was modified to reflect the percentage of industrial and non-industrial acres whose land is under an approved certification or management system. The percentage is based upon the total acres of forestland in either the industrial or non-industrial classification. This revised reporting measure may improve understanding of the overall importance of this measure.

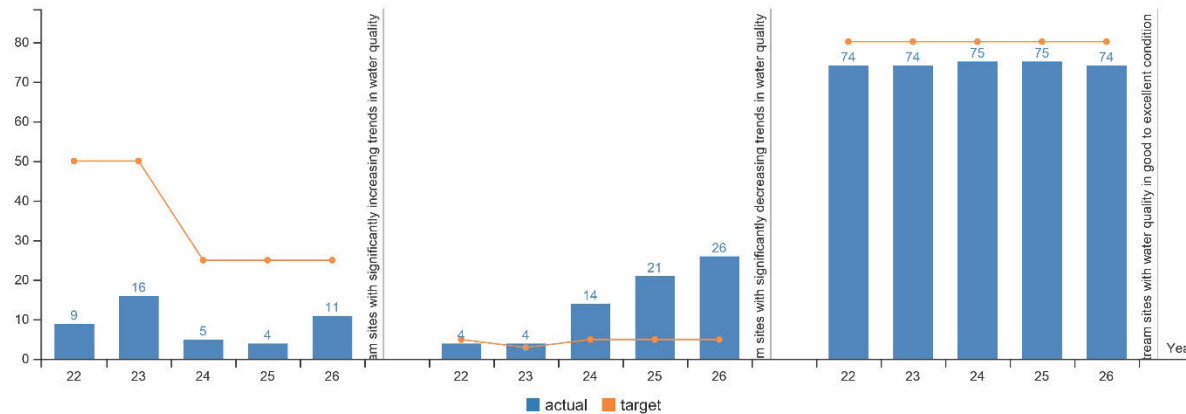
Once the Private Forest Accord Habitat Conservation plan is complete, the department will be looking into improving KPMs.

NOTE: Collection dates varied for KPM 7 as follows:

- SFI data – Retrieved from SFI website on May 29, 2026
- ATFS data – Provided by Oregon Tree Farm System on June 8, 2026
- FSC data – Provided by FSC on July 8, 2026
- ODF; USDA-FS Forest Stewardship Plan data collected from USDA-FS SMART database on July 6, 2026

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KPM #8	FOREST STREAM WATER QUALITY - Percent of monitored stream sites associated predominately with forestland with significantly increasing trends in water quality.
	Data Collection Period: Oct 01 - Sep 30



Report Year	2022	2023	2024	2025	2026
a. Percent of monitored forested stream sites with significantly increasing trends in water quality					
Actual	9%	16%	5%	4%	11%
Target	50%	50%	25%	25%	25%
b. Percent of monitored forested stream sites with significantly decreasing trends in water quality					
Actual	4%	4%	14%	21%	26%
Target	5%	3%	5%	5%	5%
c. Percent of monitored forested stream sites with water quality in good to excellent condition					
Actual	74%	74%	75%	75%	74%
Target	80%	80%	80%	80%	80%

How Are We Doing

a) In 2025, 11% (6 sites) percent of monitored forest stream sites showed increasing trends in water quality. While the percentage of forested streams with increasing trends in water quality has remained steady and comparable to all other land uses, (8% of all land uses show increasing trends in water quality) the target for monitored forest streams was not attained this year. However, most forested stream sites continue to remain in the good to excellent category (74%). The number of streams with good to excellent water quality has remained steady over the past nine years. No increasing or decreasing trend was observed on 63% of monitored forest stream sites. The performance is based on the Oregon Water Quality Index (OWQI). The OWQI describes general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities. No industry standards exist. However, 2025 data for agricultural lands in Oregon indicate 10% of monitored agricultural stream sites with increasing trends in water quality. Statewide data for 2025 for all land uses, including agricultural and forest lands, indicate 8% of monitored stream sites with increasing trends in water quality.

b) In 2025, 15 monitored sample points (26%) showed significantly decreasing trends in water quality. Statewide, this trend was prevalent on 22% of sites during this reporting period, which is slightly lower than the previous reporting year. This is the third year in a row that declining scores across all parameters has exceeded 20%. It is important to note that about half of the ambient sites statewide, and a large majority (74%) of forest monitoring sites continue to have "good" or "excellent" water quality and that has remained consistent over the last twelve years. No increasing or

Special Reports

decreasing trend was observed on 63% of monitored forest stream sites. The performance is based on the Oregon Water Quality Index (OWQI). The OWQI describes general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities. No industry standards exist. However, 2025 data for mixed land use in Oregon indicate 5 monitored stream sites showing a decreasing trend in water quality. Statewide, data for 2025 for all land uses, including agricultural and forest lands indicate 34 monitored stream sites (21%) with decreasing trends in water quality.

c) In 2025, 74% of monitored forest stream sites showed "good" to "excellent" water quality, which is just slightly below the target of 80%. For the past eight years, monitored sites on forestland did not meet the target (which increased in 2018). Prior to the change, monitored forest stream sites had met or exceeded the target every year since 2009 when the measure was established. About half of the ambient sites statewide continue to have "good" to "excellent" water quality and that has remained consistent over the last eleven years. For 2025, one monitored site (2%) in forest land use has a status of very poor. This is the second time in eleven years that a monitored forest site has a very poor status. The performance is based on the Oregon Water Quality Index (OWQI). The OWQI describes general stream water quality status and trends. The OWQI also shows the general effectiveness of water quality management activities. No industry standards exist. However, 2025 data for agricultural lands in Oregon indicate about 33% of monitored agricultural stream sites with water quality in good to excellent condition. Statewide data for 2025 for all land uses, including agricultural and forest lands indicate about 50% of monitored stream sites with water quality in good to excellent condition. These comparisons demonstrate that maintaining forestlands in forest use is an effective and efficient way to maintain water quality.

Factors Affecting Results

Sites that show significant improvements may be attributed to the following: reduced levels of non-point source activity, increased education about water quality impacts, and watershed restoration efforts. Underlying all these factors are stream flow conditions as Oregon transitions between drought and wet years, changes in stream flows may indirectly affect observed water quality. A variety of activities occurring on forestlands, including forest management (timber harvesting and road construction/use), fire suppression, recreation, and livestock grazing may impact soil and water resources. Disturbances that trigger large erosion events can produce important changes in aquatic conditions. These episodic changes are critical in maintaining aquatic habitat over time, even though they may temporarily decrease water quality.

The declining trends in water quality, as indicated by Biological Oxygen Demand (BOD) and Oregon Water Quality Index (OWQI) scores in forest land use areas may be attributed to several contributing factors including:

- **Increased Nutrient Inputs and Algal Growth:** Elevated nutrient levels, likely from agricultural runoff or other sources, can lead to excessive algal growth. This increases BOD as decomposing algae consume oxygen, reducing water quality.
- **Increased Ambient Air Temperatures:** Rising air temperatures, particularly in Central and Southwest Oregon, can elevate stream temperatures. Warmer water holds less dissolved oxygen, contributing to higher BOD and lower OWQI scores.
- **Reduced Flow Due to Drought:** Ongoing drought conditions in Central and Southwest Oregon reduce stream flow, concentrating pollutants and increasing water temperatures, both of which negatively impact BOD and water quality.
- **Reservoir Drawdowns:** Historically low reservoir levels in tributaries of the Willamette River over the past two years have caused increased turbidity and elevated water temperatures downstream. These conditions can raise BOD by introducing organic matter and reducing oxygen levels.

Several of the stations identified as forest land-use with declining trends over the last few years are located downstream of recent major wildfires. Wildfires are a well-documented cause for a decline in water quality, and it can take a decade or more for the area impacted by a major wildfire to recover. When plant matter is destroyed by wildfires, heavy metals and nutrients that have been sequestered by the plants or bound in the soil are released back into the environment and are easily washed into streams. Landslides resulting from the loss of established vegetation can increase turbidity, total solids, and nutrient loads downstream of the areas impacted by wildfires. A decrease in canopy cover can increase the amount of sunlight that reaches the stream, causing higher temperatures and algal blooms that can decrease DO. These changes in water quality trends are consistent with OWQI data over the last several years.

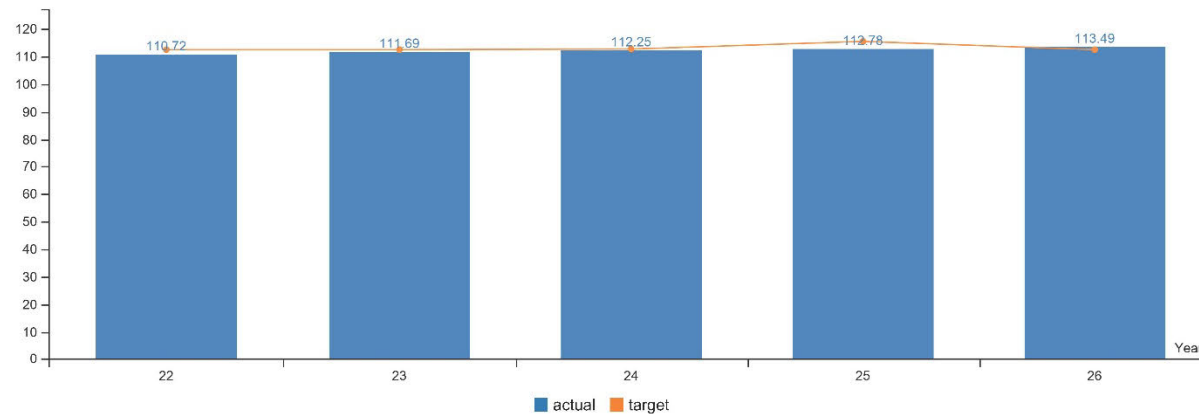
Disclaimer: The OWQI used in this KPM is one of many tools to understand Oregon water quality conditions statewide. The ambient network is not a randomly selected, statistically valid sample of water quality conditions statewide. Sampling sites were selected to reflect the integrated effects of land use and point source discharges upstream of them. The data is representative of just the sampling site and does not represent the water quality conditions of other locations in the same basin or of the whole river (DEQ, 2019).

Once the Private Forest Accord Habitat Conservation plan is complete, the department will be looking into improving KPMs.

Special Reports

KPM #9	VOLUNTARY PUBLIC AND PRIVATE INVESTMENTS MADE TO CREATE HEALTHY FORESTS - Cumulative public and private forest landowner investments made in voluntary projects for the Oregon Plan for Salmon and Watersheds or for the Oregon Conservation Strategy.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Private forestland owner investment in Oregon Plan habitat restoration projects - \$ in millions					
Actual	\$110.72	\$111.69	\$112.25	\$112.78	\$113.49
Target	\$112.50	\$112.50	\$112.72	\$115.50	\$112.50

How Are We Doing

Private forestland owners have made significant investments in improving water quality and fish habitat. Reported cumulative investments for 2025 were \$113.49 million compared to a target of \$112.5 million. The 2025 accomplishment level represents the first year in eight, that cumulative private investments in Oregon Plan for Salmon and Watersheds (Oregon Plan) met the target. The target was revised downward from the previous reporting period which meant the investments exceeded the target during this period. In 2025, private forestland owners invested \$0.71 million which continues to show a high level of contribution from private forestland owners to improve water quality and fish habitat through voluntary restoration measures. The Department expected the rate of expenditures to continue to decline over time as more projects are completed and opportunities for restoration decrease. During the 2021-2025 period, restoration activities and investments increased based on the reported average annual contributions of approximately \$.55 million per year for the current period compared to the previous period of 2004-2013.

Oregon is unique among western states in its focus on voluntary measures, which work in concert with regulatory approaches to achieve additional habitat protection and restoration. The Oregon Plan funding supports coordination with watershed councils and other groups that encourage restoration.

Voluntary restoration activities by landowners, combined with continued regulatory compliance, provide a foundation for the success of the Oregon Plan in protecting and restoring water quality and fish habitat on forestland. The Oregon Conservation Strategy provides an analogous voluntary framework for restoration of all habitat types. The Conservation Strategy emphasizes proactively conserving declining species and habitats to reduce the possibility of future federal or state listings. The strategy presents issues and opportunities and recommends voluntary actions that will improve the efficiency and effectiveness of conservation in Oregon.

Special Reports

The Department revised its Stewardship Agreement program to improve efficacy of encouraging forestland owners to self-regulate to meet and exceed applicable regulatory requirements and achieve conservation, restoration, and improvement of fish and wildlife habitat and water quality. The Department continues to implement a programmatic Safe Harbor Agreement for Northern Spotted Owls to provide regulatory certainty and encourage voluntary enhancement of owl habitat for landowners who choose to participate. In 2019, the stewardship agreement tool had increased interest and resulted in nearly 32,000 acres enrolled because of a new agreement with one large landowner in Northwest Oregon who focused on aquatic and terrestrial conservation strategies for listed threatened and endangered species.

Factors Affecting Results

The Oregon Plan has been successful because of the strong forestland owner community who work with watershed councils and the Department to achieve restoration and protection goals for natural resources. There continues to be broad support for voluntary measures coupled with regulatory mandates. The Department's Stewardship Foresters provide education and technical assistance to landowners in support of restoration activities. With the start of the new decade in 2020, several negative factors created difficulties in implementing projects at the same scale as previous reporting periods prior to 2020. The 2020 Labor Day wildfires that severely impacted private forestland, the global pandemic resulting from COVID-19 resulting in uneven supply chains and demand dynamics, and instances of severe weather events, all of which shifted priorities to rehabilitation with reforestation and restoration activities focused within fire affected areas. Economic and environmental conditions have stabilized recently and should result again in steady investments and contributions to watershed restoration efforts. At the start of 2024, the Department began implementing a revised regulatory and landowner assistance program that was initiated with legislation and the subsequent adoption of more protective administrative rules for forest operations near streams and other sensitive sites.

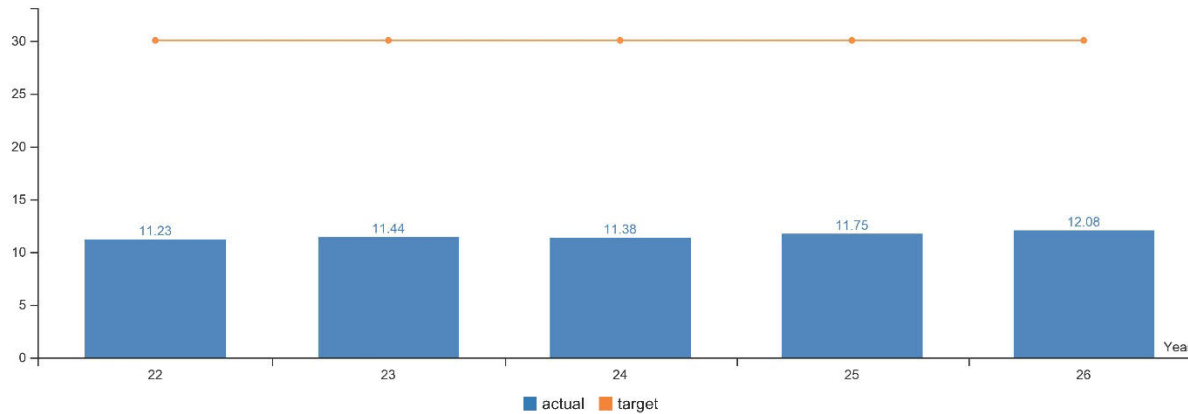
The Department is aware that additional implementation and voluntary actions may be occurring, but due to system complexities associated with the designated reporting system at OWEB, reporting of voluntary restoration projects is not occurring at a high enough percentage or is incomplete to capture a comprehensive view or encourage additional investments by private forestland owners.

Once the Private Forest Accord Habitat Conservation plan is complete, the department will be looking into improving KPMs.

Special Reports

KPM #10	STATE FORESTS NORTH COAST HABITAT - Complex forest structure as a percent of the State Forests landscape.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Complex structure as a percent of the State Forests landscape					
Actual	11.23%	11.44%	11.38%	11.75%	12.08%
Target	30%	30%	30%	30%	30%

How Are We Doing

The amount of complex structure on State Forests demonstrates a steady or slightly increasing trend since 2018. The decrease from 2017 to 2018 was largely a result of a change in how the amount of complex structure is estimated. When considered by District, the fiscal year 2025 data show that 17.87% of Astoria district, 11.03% of Forest Grove district, and 9.40% of Tillamook district are in complex forest structure.

Factors Affecting Results

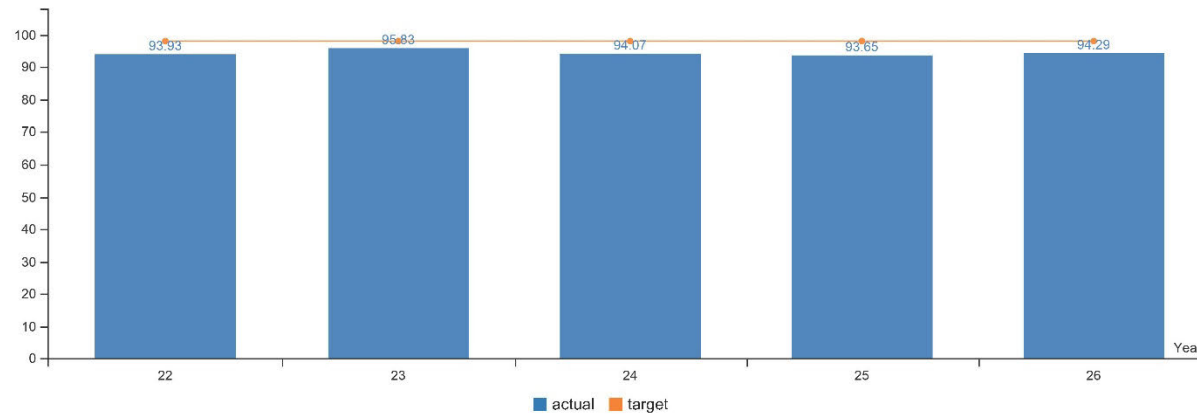
Complex forest structure develops very slowly, and it is anticipated to take decades to achieve the range of 30 to 50% complex structure now described in the forest management plans. ODF's Stand Level Inventory (SLI) system is not designed to report on year-to-year differences but rather reflect our updated understanding of the landscape.

The year-to-year changes in complex structure are the result of updates to SLI data as well as active management designed to enhance the development of complex forest structure over time.

Special Reports

KPM #11	FIRE SUPPRESSION EFFECTIVENESS - Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Percent of wildland forest fires controlled at 10 acres or less					
Actual	93.93%	95.83%	94.07%	93.65%	94.29%
Target	98%	98%	98%	98%	98%

How Are We Doing

The Department reached 94.29%, which is 3.71% under the target of suppressing 98 percent of all wildfires at ten acres or less in size for the 2025 fire season.

Factors Affecting Results

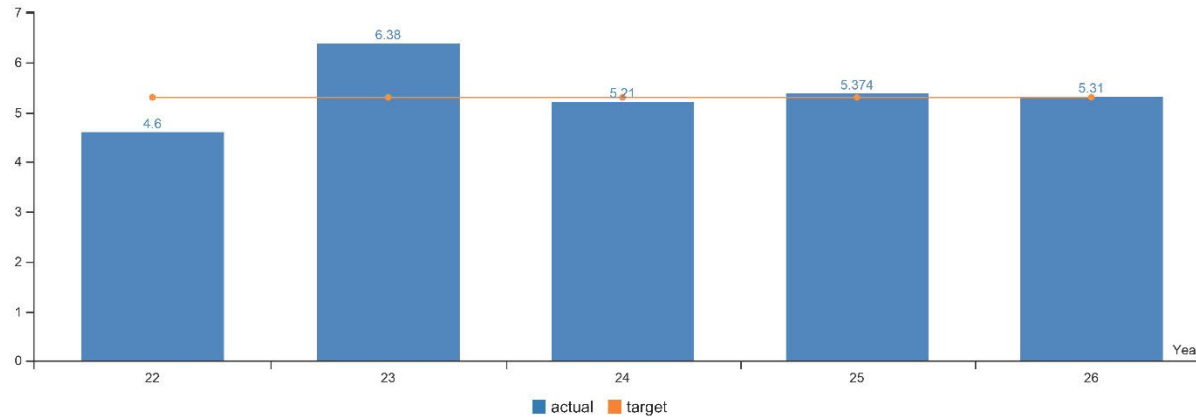
Influencing factors:

The 2025 fire season was a below average season in terms of protected acres burned but above average for number of fires and fires of larger size classes. ODF recorded 1,163 fires, or 13% more than the 10-year average, but 24,463 protected acres burned, or 82% less than average. Despite the below average protected acres burned, of the total number of fires, there were 110 fires that were size Class C and above, which is 10.01 acres and larger in size. Seventy fires were Class C which is 10-100 acres in size. The 2025 season started out with milder fire conditions than Oregon has seen in recent years, with drought recovery statewide as well as above-normal snowpack in many areas of the state. At the end of June there was a rapid transition to high activity with three major FMAG (Fire Management Assistance Grant) fires (Rowena, Alder Springs, Upper Applegate). The 3,700-acre Rowena and 468-acre Upper Applegate fires burned 557 and 468 ODF-protected acres, respectively. An early July thunderstorm event with dry lightning caused hundreds of fires and several wildfire complexes formed in southwest Oregon. Ten out of the twenty-three fires in the Grizzly Complex from this event were larger than 10 acres. Four of the eleven fires in the Eastside Lightning Complex were larger than 10 acres. The 2,637-acre Elk Fire burned 848 ODF-protected acres north of Bonanza and triggered multi-level evacuation orders. In mid-July, the largest fire of the year, the 95,736-acre human-caused Cram Fire, burned in central Oregon and impacted 7,405 ODF-protected acres. The 469-acre Board Shanty fire burned entirely on ODF-protection. By late July and early August, overall fire activity moderated, but western and southwest coastal Oregon had fallen back into severe drought. Storms produced lightning but also moisture that kept acreage low. In late August, the Flat Fire in central Oregon ignited under hot, dry conditions; it became the fifth FMAG and burned 8,442 ODF-protected acres. In early September, a major dry lightning burst occurred leading to multiple large fires with ODF protection impacts including the Kelsey Peak fire with 1,039 ODF-protected acres burned of rugged terrain west of Glendale and prompted localized recreational closures and evacuation warnings along the Lower Rogue River Corridor. The Moon Complex in Curry County along the Rogue River corridor burned 340 ODF-protected acres. By mid-Late September fire danger eased with onshore flow and wetter thunderstorms.

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KPM #12	PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES - Number of Oregon residents per human-caused wildland forest fires. (population expressed in thousands of residents) This metric measures the ability to maintain or reduce the number of human-caused wildfires as the population of Oregon increases. An upward trend indicates a positive result.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Number of Oregon residents per human-caused wildland fire					
Actual	4.600	6.380	5.210	5.374	5.310
Target	5.300	5.300	5.300	5.300	5.300

How Are We Doing

Key Performance Measure #12 reports the number of Oregon residents per human-caused wildfire compared to previously reporting the number of human-caused wildfires per 100,000 Oregon residents. Results for the year 2025 reporting are reflected in the following narrative (population expressed in thousands of residents).

The fire prevention program continues to examine new and effective approaches to prevent human-caused wildland fires. There were 810 human-caused wildland fires in 2025, 72 less than the 10-year average. With Oregon's population in 2025 totaling 4,301,164, the resulting fire prevention rate of 5.31 thousand Oregon residents per human-caused wildland fire tracked close to the target.

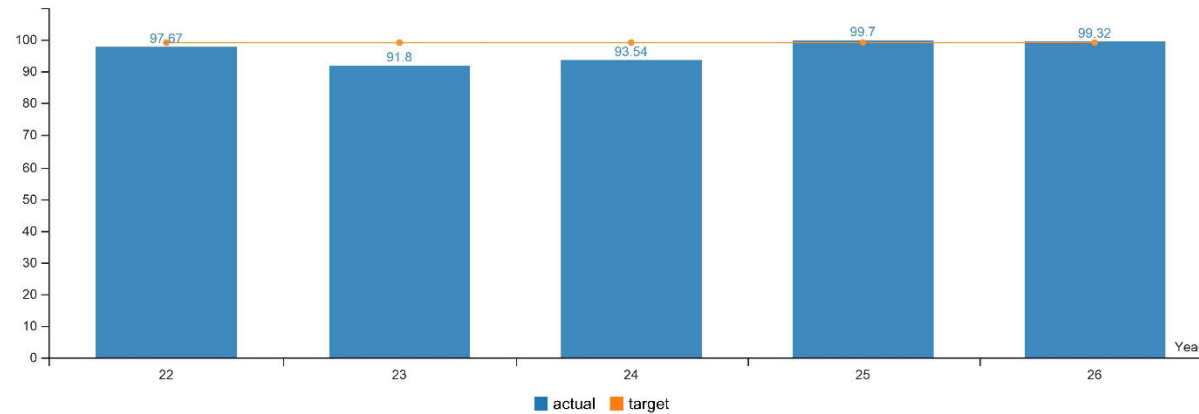
Factors Affecting Results

Years where milder conditions have taken place illustrates fewer fires and fewer acres burned. In these cases, it could be deduced that the public may have indeed started fires but needed suppression assistance. Heavily populated areas of the state, where weather and fuel conditions are aided by public activities (like central and southern Oregon), such as debris burning, equipment use, and forest recreation, also drive the data.

Special Reports

KPM #13 DAMAGE TO OREGON FORESTS FROM INSECTS, DISEASES, AND OTHER AGENTS - Percent of forest lands without significant damage mortality as assessed by aerial surveys.
Data Collection Period: May 01 - Oct 31

* Upward Trend = positive result



Report Year	2022	2023	2024	2025	2026
Percent of Oregon forestlands without significant damage from insects, diseases and other agents					
Actual	97.67%	91.80%	93.54%	99.70%	99.32%
Target	99%	99%	99%	99%	99%

How Are We Doing

In 2026, total acres of tree damage that includes injury and mortality relative to surveyed area exceeded the 2025 KPM and is therefore a slight decrease in percentage of forests without damage. This KPM mandates that 99% of forested acres must be free of significant damage from insects, diseases and other agents. Our reported value doesn't include acres of tree damage from wildfire or hard-to-monitor agents such as some diseases, or direct impacts of hot drought stress.

For more details about the status of forest health in Oregon see the 2025 Forest Health Highlights: <https://www.oregon.gov/odf/documents/forestbenefits/fhh-report-2025.pdf>.

The annual Aerial Detection Survey is how most data are collected for this KPM. This is the longest-running survey in the nation, going for more than 70 years. This annual survey typically covers about 38 million acres. Changes to federal staffing, funding, and availability of aircraft to assist ODF efforts will likely reduce the survey's coverage area by as much as 50% in subsequent years. Most tree damage for at least the last decade has been from ongoing droughts and higher than average temperatures, followed by secondary impacts by opportunistic insects such as bark beetles. The department anticipates Oregon's forestlands to have more significant damage as drought persists. The department is expanding efforts to inform landowners of more climate-adapted strategies and provide technical help to mitigate losses from drought stress.

The department continues working with state, federal, and local governments to mitigate established invasive species that threaten Oregon's native tree species. Staff continue to:

- Investigate invasion pathways
- Monitor presence and spread through trapping and aerial and ground observations
- Provide outreach to improve diagnosis and management guidance

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- Work with researchers to identify efficacious treatments
- Help landowners apply these treatments

Invasive species of concern are:

- Sudden Oak Death
- Spongy moth (previously called gypsy moth)
- Emerald ash borer
- Mediterranean oak borer
- Balsam Woolly Adelgid

Factors Affecting Results

Oregon forests have endured drought for years. Ongoing drought-stress decreases tree growth, reduces resilience to insects and disease, and can ultimately kill trees. The ways to mitigate these impacts are by reducing forest density, removing tree species that have spread into fringe habitat, or shifting toward more climate-adapted species or genotypes. The department emphasizes proactive landowner outreach to encourage treatments by sharing effective management tools and resources, including technical and financial assistance.

Special Reports

Audits Response Report

To ensure the Governors' Budget complies with the requirements of **ORS 297.100**, the following is a summary of financial audit recommendations from the Secretary of State since February 2024. The summary for each audit includes recommendations, the agency response to each finding or recommendation, and a status update of each finding or recommendation.

Audits in progress:

- Statewide Single Audit for the Year Ended June 30, 2026

Audits since February 2024:

- Statewide Single Audit for the Year Ended June 30, 2024
Date Issued: April 9, 2025

The audit identified one significant internal control deficiencies: Ensure federal expenditures are appropriately classified.

Recommendation: Ensure controls are properly designed and implemented to ensure expenditures are recorded to the correct federal programs.

Status: Management agreed, recommendation has been implemented.

- Statewide Single Audit for the Year Ended June 30, 2025
Date Issued: March 3, 2026

The audit identified one significant internal control deficiency: Procedures for calculating the allowance for uncollectible receivables were not sufficiently detailed to ensure the calculations were prepared accurately. Additionally, management's review of the calculation and related entries did not identify the errors.

Recommendation is for management to establish sufficiently detailed procedures and improve management transaction review to ensure estimates are prepared appropriately.

Status: Management agreed, recommendation is anticipated for implementation in August 2026.

Audit recommendations did not result in any new or enhanced funding or savings, and ODF does not have any policy option packages that relate to audit findings.

Affirmative Action Plan and Statewide Report

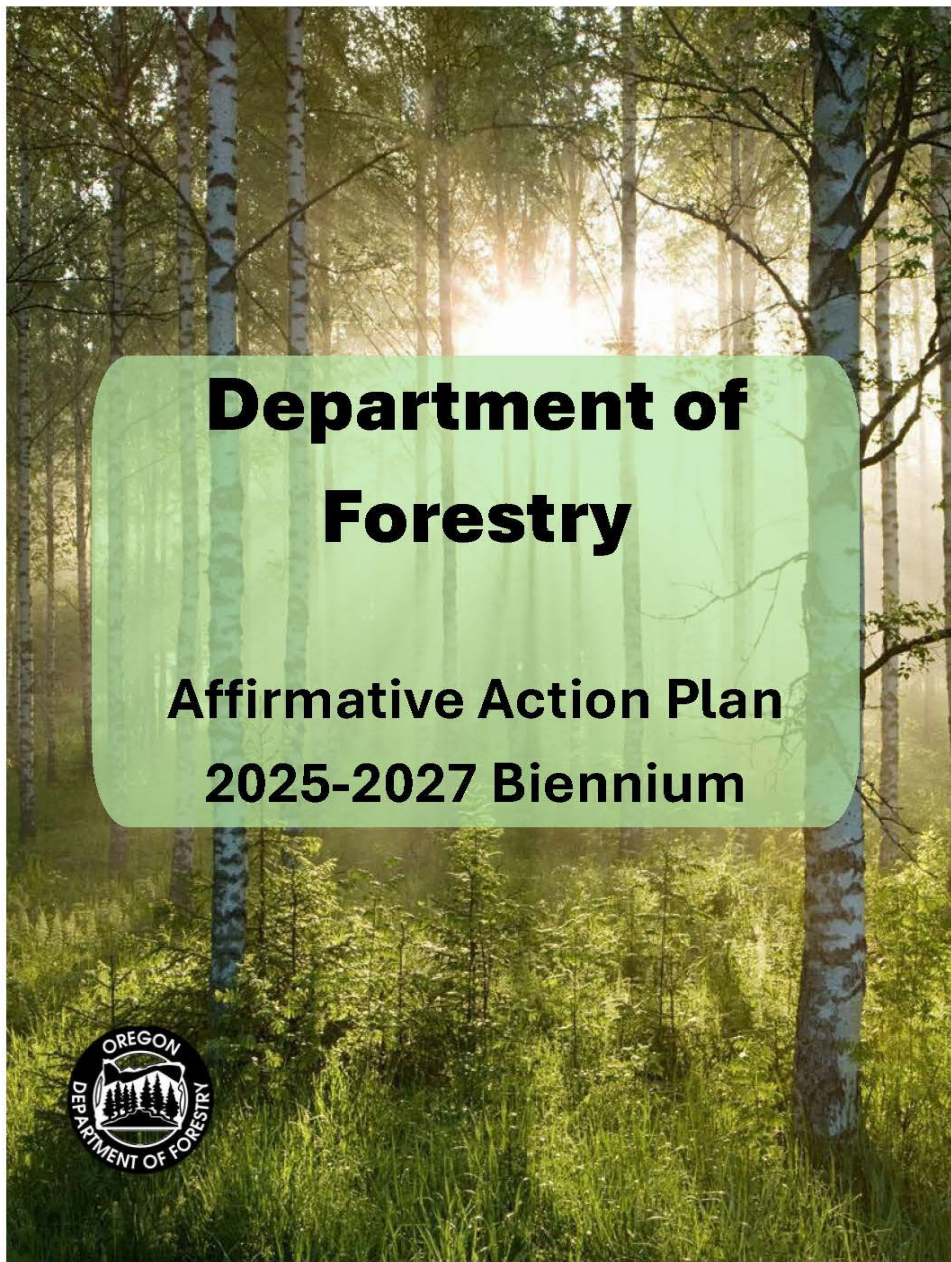


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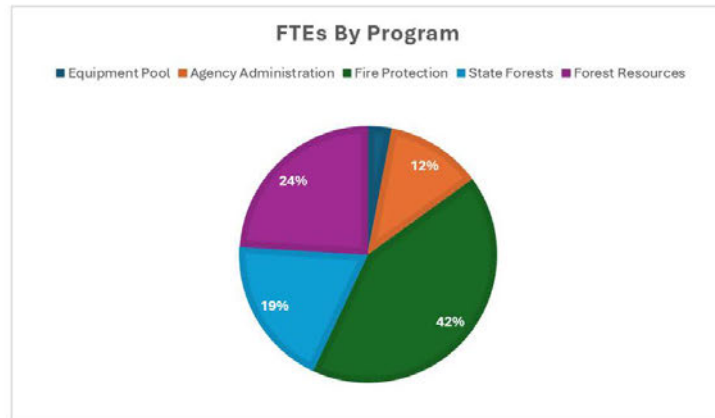
AGENCY OVERVIEW

The Board of Forestry was established by the state legislature in 1907, however, it wasn't until 1910, when the state suffered a disastrous fire season, that the legislature recognized the need to bolster Board authority and funding. As a result, in 1911, the legislature revised the 1907 law to create a board, state forester, deputy state forester, and offer funding. Fire control became a major program for Oregon's state and private forests.

Through the years, and most notably as a result of the Forest Practices Act, Oregon Department of Forestry's (ODF, Forestry, or the agency) responsibilities have expanded to include timber management, insect and disease control, reforestation, forest practices, forest nursery operation, service forestry, and woodland tax structures in addition to the original responsibility of fire protection.

Located in Salem, the agency's 15-acre campus serves as the administrative headquarters for the Department's Fire Protection, Private Forests, State Forests, and Administrative Services. The field function is divided into three areas, each of which includes from four to seven districts or protection associations. The districts are responsible for administering all Department programs, while the associations are under contract to provide protection from fire only.

The major program activities of ODF include:



Agency Administration

The ODF Administrative Services division includes oversight of policy direction and management of agency activities. This involves delivery of services to department operating programs including forest resources, state forests, and protection divisions. Programs and services delivered through these administrative programs include: policy and risk management support, information systems support, accounting, budgeting, purchasing and procurement coordination, property management coordination and maintenance, equipment pool management, human resources, safety and training support, public affairs coordination support, federal grant support, quality assurance and staff support for the Board of Forestry.

Equipment Pool

The equipment pool is a centralized support function that manages the agency's vehicles, field equipment, and wireless radio technology used for forestry operations, wildfire response and administrative travel. The pool exists to ensure Forestry staff have reliable, cost-effective transportation and equipment across the state.

Fire Protection

The goal of the department's largest division and the State's largest fire department, Fire Protection, is to employ environmentally sound and economically efficient strategies to minimize the total loss/costs of protecting Oregon's timber and other forest values from wildfire.

Forest Resources

Through technical assistance, financial incentives, education, regulation, and other tools, this division helps forest landowners manage forestlands to meet their objectives. Program responsibilities include implementation of the Oregon Forest Practices Act, which prescribes timber harvest techniques that are consistent with conservation and environmental protection.

State Forests Management

The State Forests division manages 745,000 acres of state-owned forestland in Oregon. The forests are managed to produce a broad range of benefits. These include timber harvest, revenue to local governments and schools, protection of wildlife habitat and other environmental values, and opportunities for recreation and learning.

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Through these programs, ODF employs approximately 1,200 permanent, limited duration, temporary, and seasonal employees in over 30 locations throughout the state.

Representation by Race/Ethnicity in Forestry Workforce

	July 1, 2024- June 30, 2025		July 1, 2025- June 30, 2026	
Racial Categories	Percent	Number	Percent	Number
American Indian or Alaska Native	2.5%	39	2.8%	43
Asian	2.1%	32	1.9%	29
Black/African American	0.3%	4	0.6%	9
Hispanic	5.8%	90	6.3%	95
Native Hawaiian or Pacific Islander	0.5%	8	0.3%	4
Two or more races	2.7%	42	2.5%	38
White	78%	1217	78.3%	1189
No Answer	8.2%	128	7.4%	112

Representation by Race/Ethnicity and Gender in Forestry Workforce

	July 1, 2024- June 30, 2025		July 1, 2025- June 30, 2026	
Racial Categories	Female	Male	Female	Male
American Indian or Alaska Native	25.6%	74.4%	25.6%	74.4%
Asian	37.5%	62.5%	31%	69%
Black/African American	50%	50%	33.3%	66.7%
Hispanic	27.8%	72.2%	24.2%	75.8%
Native Hawaiian or Pacific Islander	50%	50%	50%	50%
Two or more races	21.4%	78.6%	15.8%	84.2%
White	26.1%	73.9%	27.7%	72.3%
No Answer	29.7%	70.3%	26.8%	73.2%

AGENCY MISSION AND OBJECTIVES

Mission

To protect and promote resilient forests that benefit all Oregonians.

Objectives

ODF developed this Affirmative Action Plan (the Plan) to support equal employment opportunities for all persons. The Plan commits the agency to do more than practice nondiscrimination in employment. It includes a set of goals, objectives, and strategies intended to ensure that all protected classes, including but not limited to; veterans, women, persons of color, persons with disabilities, and individuals of all sexual orientations and gender identity are equitably treated and represented in ODF's workforce.

	ODF Workforce	State Demographics
Racial Categories	Percent	Percent
American Indian or Alaska Native	2.8%	1.1%
Asian	1.9%	4.9%
Black/African American	0.6%	1.9%
Hispanic*	6.3%	15.5%
Native Hawaiian or Pacific Islander	0.3%	0.4%
Two or more races*	2.5%	12.2%
White	78.3%	73.5%

*In survey and census data, individuals in these groups may identify as multiple races, causing the total to exceed 100%

As stewards of state lands, lands which should be available and accessible for all to enjoy, ODF must be able to effectively interact with and assist all Oregonians. The agency believes it is the responsibility of our workforce to develop the skills necessary to best support those that we serve. We do this by reflecting the diversity of Oregon's communities, which leads to better decision-making, increased public trust, and more effective public policy.

In addition, to attract and retain the outstanding people we are known for employing, the Department is committed to provide a workplace that values the experiences of all employees, where every employee has a sense of belonging, allowing them the opportunity to reach their full potential. This is the goal of diversity, equity, and inclusion (DEI) work at ODF. Forestry's DEI plan outlines specific steps to achieve this by:

- Attracting, hiring, and retaining employees who represent the broadest possible spectrum of society.

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- Creating a workplace in which all employees can thrive and feel confident in being their authentic self.
- Ensuring a workplace free of discrimination and harassment.

Affirmative Action Policy Statement/Diversity & Inclusion Statement

Agency AA Policy/DI Statements/State and Federal Employment Law Documents

The Oregon Department of Forestry is an Equal Employment Opportunity (EEO) employer. The department follows the DAS Discrimination and Harassment Free Workplace Policy 50.010.01 and the DAS Maintaining a Professional Workplace Policy 50.010.03. ODF follows the DAS policy Equal Opportunity and Affirmative Action rule 105.040.001.

In 2012 ODF established an EEO/AA Directive 0-3-4-300 that provides direction of ODF's commitment to the principals of EEO/AA and Diversity.

Dissemination

The Oregon Department of Forestry puts itself on public record as an Equal Employment Opportunity /Affirmative Action (EEO/AA) employer and EEO/AA statements will be included on each job announcement.

This document outlines ODF's steps to continue complying with affirmative action responsibilities, as well as becoming a model for embracing DEIB initiatives at the state.

The Plan covers the period from July 1, 2025, through June 30, 2027.

AGENCY EMPLOYEES

Agency Director

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Agency Affirmative Action Officer

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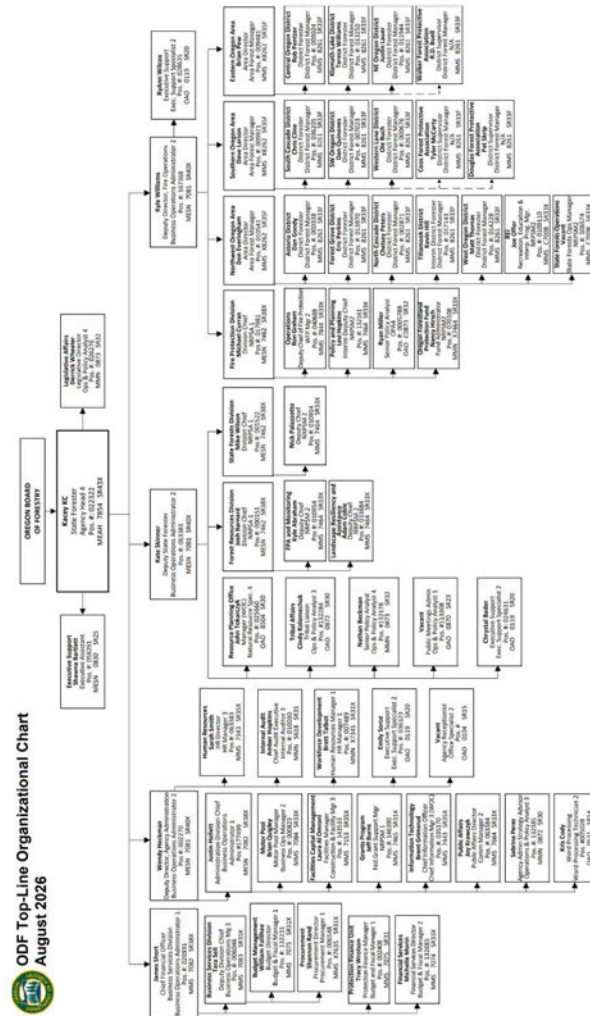
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AGENCY ORGANIZATIONAL CHART



ROLES FOR IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN AND ACCOUNTABILITY MEASUREMENTS

Issued January of 2005, Oregon State Executive Order 22-11 established that DEI, affirmative action, and equal employment opportunity are intentional efforts that require long-term work. This work involves continuous, stable, and sustainable guidance from all levels of state government to be successful. As ODF revises its strategic plans, this executive order will be integrated throughout to ensure that all levels of staff have, and are aware of, their role in incorporating affirmative action into their job responsibilities and making sure the principles of DEI and affirmative action are integrated into all aspects of ODF decision-making and programming.

As part of these efforts, all ODF staff are expected to complete required training which includes equity and affirmative action concepts. In addition, affirmative action compliance is expected to be part of manager Performance Accountability and Feedback (PAF) evaluations. These accountability measures, along with data measures tracked and reported out by the Affirmative Action Representative and DEIB Council, ensure ODF has met its obligations to Oregonians and its employees.

State Forester

The State Forester delivers and affirms the agency's vision, values, and goals to the department, including those around DEIB and Affirmative Action. The State Forester's responsibilities include:

- Set expectations and model commitment to achieving affirmative action outcomes.
- Promote the Affirmative Action Plan throughout the agency.
- Support cross-agency work and engagement with the Governor's Office of Culture Change.
- Coordinate with the Executive Team to plan affirmative action compliance with management.
- Champion affirmative action efforts by allocating resources for approved initiatives.
- Hold managers and staff accountable for discriminating or harassing behaviors.

Leadership Team & Managers and Supervisors

The Leadership Team includes the Executive Team, program managers, district and unit foresters, and certain other included positions. The Leadership Team, in addition to all

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managers and supervisors, are responsible for full implementation of the Affirmative Action Plan within their areas of responsibility.

Affirmative Action Representative

The Workforce Development Analyst now serves as the department's Affirmative Action Representative and is responsible for the development and maintenance of ODF's Affirmative Action Plan and for facilitating the implementation of the Plan's goals and objectives.

All Employees

All employees have a responsibility to implement and adhere to this plan within the context of the agency's policies and expectations. All managers must manage their respective divisions, programs, functions and workforce in accordance with the principles, policies and procedures of this plan, and will be held accountable for their performance.

Training

Diversity and inclusion are important aspects of creating a welcoming environment at work. Research has found that offering DEIB trainings boosts innovation and problem-solving, improves organizational reputation, helps attract and retain top talent, and can elevate employee morale. Diversity is considered a core theme of all training at ODF. As a part of the Workforce Development Unit, the DEIB program provides insight into the best practices for incorporating DEIB training into ODF's employee onboarding and professional development training plans.

Diversity training is also an important part of our Agency Leadership Program (ALP). This program, which is expected to relaunch in 2027 offers staff the opportunity to participate in a program that gives them the skills and confidence necessary to step into leadership positions within the agency. While building out the new ALP program curriculum, several equity and diversity lessons were included on the pre-requisites list.

Acknowledging that all employees have the potential to serve as future leaders, ODF intentionally includes equity as a theme in all of its trainings. The agency also tracks employee completion of the DAS - CHRO Preventing Discrimination and Harassment in the Workplace training.

All trainings are communicated to ODF employees through multiple outlets including, but not limited to, all-forestry emails and Workday task assignment. The tracking and

monitoring of these training, education and development opportunities is conducted via the Workday HRIS Learning functionality.

Diversity, Equity, Inclusion and Belonging (DEIB) Council

The Oregon Department of Forestry's Diversity, Equity, Inclusion and Belonging Council (Council) is anchored into ODF's vision, values, and goals. Under the support of executive sponsorship, the Council was formed to focus on diversity and equity strategies, program development, initiative implementation, and measurement of outcomes.

The Council is comprised of ODF staff and strives to embed a culture of inclusivity and belonging throughout the recruitment, retention, management and professional development of employees by serving as DEIB Ambassadors for the agency. Council recommendations advance the agency's priority to cultivate an environment where individuals of diverse backgrounds, experiences, and perspectives have inclusive and fair opportunities to excel professionally. The purpose of the Council is to:

- Institutionalize DEIB as a priority for the agency, our employees, and our leadership.
- Respond to projects assigned by the Executive Team to advance DEIB actions.
- Develop an annual DEIB Council Action Plan that is consistent with the elements of SMART goals planning (Specific, Measurable, Achievable, Relevant, and Time-bound).
- Provide recommendations to the Executive Team regarding integration and advancing DEIB priorities and practices.
- Identify and give educational opportunities to agency workforce through professional development training, initiatives, and cultural awareness resources.
- Serve as the vehicle to help the agency achieve its mission, vision, and goals.
- Identify resources needed to implement the DEIB strategic plan.
- Integrate an environmental justice viewpoint into the Department's business lines.

This year, the DEIB Council launched a specialized subcommittee to support the development of metrics for this Affirmative Action Plan, and the Council will support its implementation.

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2023-2025 BIENNIUM AFFIRMATIVE ACTION PLAN PROGRESS REPORT

Progress Towards Strategies and Goals in Current Plan

The 2023-2025 Affirmative Action Plan included 6 goals for the agency. Below please find an update on the progress toward each of those goals.

Goal 1 – Create a clear path for promotion and career growth for historically underrepresented groups

2023-2025 Accomplishments

- Staff training - ODF has made it easier for employees to access personal development trainings to further their professional growth. This breaks down some barriers to building the skills necessary for advancement. In addition, the agency's Workforce Development Unit created a "Developmental Resource Guide" which outlines learning paths for specific career interests; encouraging staff to gain additional competencies when they have time.
- Equity training for managers and interview panel members - Equity is incorporated into required training courses, and the Affirmative Action Plan Representative is currently working on DEI specific learning path for staff. ODF has implemented interview panel members training to address unconscious bias in potential interview panel members.
- Develop unbiased performance review system – The Workforce Development Unit has developed manager tools to guide unbiased assessments of employees and distributed standardized DAS competencies to create consistency across evaluations.
- Review promotions for proportionate representation – Reports ran through Workday established baseline data on staff demographics as it relates to promotions. This data is used to track trends and make recommendations regarding next steps for professional development opportunities and succession planning.
- Employee Resource Groups - ODF partnered with Gallup to send out an employee survey to gauge the needs and interests of staff. One of the questions was specific to Employee Resource Groups (ERGs); the responses to this question made it clear

that many employees were not aware of the purpose of ERGs. Accordingly, the Affirmative Action Representative sent information explaining the goal and purpose of ERGs to all staff in the monthly DEIB newsletter.

This communication also included an ERG interest survey to assess the types of ERGs staff would like to see established at the agency. By far, the most requested topic was women in forestry. These findings are being incorporated into a proposal to executive leadership to approve the adoption of ERGs.

Goal 2 - Enhance women's pathway to opportunities

2023-2025 Accomplishments

- Mentorship program - ODF leadership is committed to continuous professional development and growth of our future leaders. The Executive Team is actively engaging in the development of a mentorship program that align with enterprise objectives and standards, including those around equity and inclusion. Concurrently, the Workforce Development team is engaging in the fact-finding process to draft the conceptual design for an ODF mentorship program.
- Employee Resource Groups – As discussed in the response above, ODF, through the Affirmative Action Representative, is actively working to increase staff understanding of the value and purpose of ERGs. A proposal for executive leadership to approve moving forward with establishing ERGs at ODF will be presented this year.
- Management training (experiential) – ODF's Agency Leadership Program (ALP) is a training curriculum that helps employees improve their proficiency in key competencies and prepare them for leadership roles within the organization. This program is currently being redeveloped and will launch in 2027.

Goal 3 - Invest in future leadership through improving work-life balance

2023-2025 Accomplishments

- Managers model work-life balance - ODF encourages managers to maintain an "open door" policy with their teams in order to create an environment where communication relating to wellbeing is supported. Employees should be able to discuss their needs (such as reprioritizing work or asking for help). Communications

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regarding staff access to health and wellness benefits are sent out consistently and employees are reminded of the importance of self-care and taking time away from work to recuperate.

- **Open employee communication** – Employees are encouraged to respectfully express themselves in several ways. During ODF All-Staff meetings, employees are provided the opportunity to ask questions of leadership and other presenters. This helps create a space where employees feel comfortable to engage with all levels of staff and creates an environment safe for employees to raise questions and concerns.
ODF also recently re-established its internal DEIB Council to support employee engagement and culture change towards more belonging.
- **Normalize vulnerability related to work** – ODF has instituted several avenues to create opportunity for staff to feel that they can discuss their needs related to work-life balance and task management. In an effort to normalize concepts pertaining to mental and emotional wellbeing, ODF offers:
 - DEIB Newsletter – helps to create a more inclusive environment, includes “Bite sized Learning” relating to DEIB, and provides monthly “stress break” activities
 - Wellness Committee Newsletter – provides monthly health tips
 - Peer-to-Peer Support Group – volunteer staff that offer confidential support to fellow colleagues
 - Hospital Family Liaison – providing support to employees and families when injuries occur on the job

Goal 4 - Track, evaluate and measure trends in agency discrimination and/or harassment claims pursuant to Governor's Executive Order No 22-11

2023-2025 Accomplishments

- **Track and measure trends in complaints** – A formal complaint form, as well as a description of the complaint process are available to all employees on the ODFHub (ODF's internal website). All complaints submitted are reviewed by Human Resources (HR) and appropriate actions are taken.

All reports or allegations of discrimination are formally investigated. ODF tracks these cases using an HR Business Partner tracker, as well as in Workday Case Management.

In addition, for employees voluntarily leaving state service, Workday sends a voluntary exit survey, based on the reason given for leaving state service. HR reviews the exit surveys that are submitted. The new State Forester has requested regular reports on these surveys for evaluation.

- **Collect data to identify how to reduce claims** - While HR has not yet started tracking trends in this data, the information is being collected for future analysis.

Goal 5 - Improve affirmative action implementation through professional development, performance assessments and or performance evaluations pursuant to Governor's Executive Order 22-11

2023-2025 Accomplishments

- **Training metric to track development around DEI topics** - ODF has a dedicated Workforce Development Unit that provides continuous learning and improvement opportunities. The unit offers learning resources and assistance to managers and employees on a variety of topics, including:
 - Fulfilling new employee onboarding requirements
 - Planning and facilitation of group training
 - Process guidance and employee training
 - State requirements for learning and compliance
 - Developing digital training in collaboration with programs and divisions
 - Employee development resources
 - Ensuring staff is aware of and utilizing opportunities available to them

Many of the trainings are offered through systems which the WDU can run reports; these metrics are used to identify the utility of the learning resources and to adjust as needed.

- **Performance evaluations standardized** - ODF complies with the evaluation expectations created by the Department of Administrative Services (DAS). The agency has also created its own supplemental resources and has communicated a clear expectation that managers are to follow the Performance Assessment and Feedback (PAF) process.

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- Communicate expectations regarding fairness and equity - The Affirmative Action Plan is made available to all employees on the internal website. In addition, information regarding the status of ODF as an Equal Employment Opportunity (EEO) employer is included on all job postings and addressed in certain required staff trainings. Included on the ODF Hub is information regarding discrimination and harassment complaints and a form that employees can submit to HR if they have a claim they want to file.
- Identify and rectify patterns of bias - ODF has also recently formalized a Succession Planning Process to ensure an unbiased and equitable approach to identifying potential future leadership within ODF. Once managers identify potential candidates, the Workforce Development Unit works with them to create a professional development learning path based on standardized competencies.

Goal 6 - Evaluate manager effectiveness in achieving affirmative action objectives pursuant to ORS 6594.012

2023-2025 Accomplishments

- Equitable and measurable management evaluation - ODF establishes its equity and affirmative action expectations for managers immediately by requiring the following language be included in every managerial position description.

Section 3: Description of Duties.

- Effectively carries out the agency's affirmative action, diversity, equity, and inclusion goals and responsibilities to achieve affirmative action objectives
- Work to improve implementation of the agency's affirmative action plan using professional development, performance assessments, and/or performance evaluations
- Maintains a professional attitude and inclusive work environment free of harassment and other forms of discrimination.

Additionally, ODF complies with the evaluation expectations created by DAS. The agency has created its own supplemental resources, reinforcing agency expectations and clearly communicating these expectations for managers to follow.

Specifically, management evaluations include a question regarding compliance with equity and Affirmative Action objectives.

In addition to the above, new managers are required to complete three Performance Assessment training modules. Reminder emails are sent as nudges for completion, and regular reporting on compliance is done.

- Communicate expectations to managers - Internally, the PAF expectations for management are distributed through ODF's own standardized PAF guidance resources, reminder emails, and inclusion of questions regarding compliance with affirmative action objectives. All new managers receive DAS's mandatory trainings (3 PAF modules) as well as ODF specific training with information on affirmative action, equity, and anti-discrimination.

Efforts to Align Affirmative Action Plan with DEI Plan and Strategic Plan

ODF is committed to fostering an inclusive, equitable, and diverse environment that reflects the values outlined in our Affirmative Action Plan, DEI Plan, and Vision for Oregon's Forests. Hiring and retention, as outlined in this plan, serve as a core component of our DEI plan. The efforts outlined in our DEI plan incorporate the goals and strategies discussed herein and equity is embedded within all ODF strategic planning documents. This alignment ensures that the plans work together to advance the agency's mission and values.

Integrated Goals and Priorities:

- Equity goals are embedded within the Oregon Board of Forestry and Department of Forestry's shared "[Vision for Oregon's Forests](#)," ensuring that diversity, equity, and inclusion are not standalone efforts but integral components of our organizational goals.
- Workforce recruitment and development, non-discrimination, and equal employment opportunity are key aspects of all three plans.
- Agency leadership is accountable for supporting and meeting the goals outlined in the Affirmative Action Plan, DEI Plan, and the Vision for Oregon's Forests.
- Training on equity and affirmative action principles is given to all employees, ensuring that our commitment to equity is reflected at all levels of the organization.
- The DEIB Council plays a pivotal role in aligning our Affirmative Action Plan with the DEI Plan, providing guidance, identifying resources, and tracking implementation on equity efforts.

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- Qualitative and quantitative data is utilized to identify and address disparities within our workforce, and the agency leverages this data in decision-making.

By aligning these three plans ODF is working to advance our commitment to equity and affirmative action across all levels of our organization, ensuring that we not only comply with legal requirements but also lead by example in fostering a culture of respect for everyone.

Leadership Evaluation

Compliance Efforts

ODF adheres to the [Oregon Revised Statute 659A.012](#) requiring implementation of policies against employment discrimination, evaluating management on affirmative action objectives, and reporting agency performance to the Governor.

Language is included in management position descriptions, immediately establishing the understanding that managers will be evaluated on their effectiveness in achieving affirmative action objectives. ODF implemented a required PAF learning course and a process for supervisory managers to complete as a requirement following movement into a management. Per the Governor's expectations, when an employee promotes to the supervisory role, they are required to complete the DAS Foundational Manager Training.

In addition, ODF has also communicated the expectation for managers conducting quarterly PAF check-ins with subordinate managers to document the performance and goal topics addressed, including their efforts in supporting the agency's equity and affirmative action goals.

2025-2027 BIENNIUM AFFIRMATIVE ACTION PLAN

To better align this Affirmative Action Plan with the agency's DEI Plan, and to create clear, actionable, and measurable goals, ODF has streamlined the action plan as outlined below. ODF will utilize Gallup employee engagement survey data, new employee onboarding survey data, new manager trainings, workday reporting, as well as potentially other qualitative and quantitative data to track progress towards the goals outlined below.

Responsibility for achieving these goals extends to all ODF staff. The State Forester and executive leadership set the direction in adopting these goals, are responsible for communicating expectations, and enforcing compliance; management and other leadership must engage in training and take responsibility for implementing these initiatives in their respective programs; and all staff complete required training, may choose to participate in development efforts, and have the professional expectation of treating each other with respect.

Forestry workforce demographic data can be found in Appendix A.

2025-2027 Goals, Objectives, and Strategies

Goal 1: Expand diversity of employee pool

Goal: Expanded diversity of ODF's workforce through improved recruitment efforts, increased employee retention, and a more diverse leadership team.

Outcome 1(a): Implementation of new recruitment strategies to broaden talent pool

Indicators

- Increased collaboration with affinity organizations on job postings and outreach
- Increased number of applicants from these groups

Implementation Strategy

Issue survey to human resources and/or their recruitment team to identify organizations that ODF currently has an existing relationship with for job recruitment. Identify opportunities for expanding collaboration or partnership.

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Connect with recruiting resources such as affinity group websites, community organizations, recruitment platforms, colleges, and universities to strengthen recruitment of veterans, women, people of color, people with disabilities, rural communities, etc.

Outcome 1(b): Optimized hiring and retention of qualified candidates from underrepresented groups.

Indicators

- Workforce that mirrors Oregon demographics
- Improved retention

Implementation Strategy

Ensure that all potential interview panel members have received anti-bias and equity training. (See Appendix C – Interview Panel Member Confidentiality Form). In addition, ODF requires panel members to have completed DAS interview panelist training within the calendar year of the date(s) they will be serving on the recruitment panel. Panels should represent a diverse workforce and include department employees who are veterans, women, people of color, people with disabilities, etc. When recruiting at job fairs, conventions, college campuses, etc. ODF should strive to represent the diversity of the state and the people we serve. Apply veteran's preference as appropriate.

Conduct Exit Interviews. Currently, exit interviews take the form of questionnaires automatically sent to individuals through Workday when leaving their current position. There are three versions of the exit survey; one for those transferring internally within the state agency, one for individuals transferring to another state agency, and one for those leaving state service.

Within ODF, the Human Resources division receives and reviews the exit surveys that are submitted. Due to recent staffing constraints, HR was unable to track the 2023-2025 responses in a way to identify trends in the data. However, for the 2025-2027 Plan, HR will be reviewing this data and reporting out on trends and takeaways to the State Forester. The Affirmative Action Representative will coordinate with HR to track and report on hiring metrics (such as internal vs. external job placements and demographics) and retention metrics (turnover, tenure, etc.). Based on the information obtained from the exit surveys, ODF will assess these efforts and identify areas for improvement.

Outcome 1(c): Expanded diversity of groups receiving promotions

Indicator

- Proportionate demographic representation in promotions

Implementation Strategy

ODF has made it easier for employees to access personal development trainings and further their professional growth. This breaks down some barriers to building the skills necessary for advancement. Tracking demographic data for training attendees is difficult, so, ODF's efforts to increase promotional representation will focus on increased communications to all staff on development trainings. In addition, potential future leaders may be identified during the succession planning process, and these individuals can work with the Workforce Development Unit to obtain the training and skills necessary to make them competitive for positions they are interested in.

The Affirmative Action Representative will continue to use Workday to track trends in promotion demographics and share this information with leadership.

Goal 2: Create employee support systems

Goal: Improved employee engagement and satisfaction through staff involvement in support systems such as mentorship opportunities and employee resource groups.

Outcome 2(a): Fully operationalized mentorship program

Indicators

- Mentorship Program launch
- Program participation
- Program satisfaction

Implementation Strategy

ODF leadership is committed to continuous professional development and growth of our future leaders. The Executive Team is actively engaging in the development of a mentorship program. This effort is being led by the Executive Team and details of the

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program will be established by a work group that includes workforce development and the Affirmative Action Representative. The components of any mentorship program that is adopted will align with enterprise objectives and standards, including those around equity and inclusion. The goal will be to prioritize equitable access to professional development opportunities, specifically for individuals looking to learn from established ODF employees.

An assessment for skills and development needs through succession planning may be utilized to determine specific divisions and programs from which to actively recruit mentors. Mentors and mentees will be matched based on interests and skills/development connected to agency needs and desired career outcomes. Well-defined roles and formal goals will be created and tracked; a process will be established to monitor the mentor-mentee relationship to ensure a positive experience for both.

Once the program has been developed, the Affirmative Action Representative will ensure wide dissemination of information about the program and track engagement statistics.

Outcome 2(b): Established Employee Resource Groups

Indicators

- Launch of at least one Employee Resource Group
- ERG participation
- Program satisfaction

Implementation Strategy

ODF partnered with Gallup to send out an employee survey to determine the needs and interests of staff. One of the questions was specific to ERGs; the responses to this question made it clear that many employees were not sure what ERGs are.

In response, the Affirmative Action Representative sent information explaining ERGs in the monthly DEIB newsletter. This communication also included an ERG interest survey to determine what types of ERGs staff would like to see. These findings will be used to introduce a proposal to executive leadership to approve the adoption of ERGs. Once leadership has approved the ERG concept well-defined roles and formal goals

will be created and tracked. Employees will be asked to submit applications to request formation of specific ERGs which will be approved by leadership.

Goal 3: Increase diversity in leadership and create environment safe for employee engagement

Goal: An environment that is safe and inclusive for all employees as modeled through increased diversity at all levels of the organization.

Outcome 3(a): Leadership that is representative of the communities we serve

Indicators

- Uptick in leadership diversity
- Expanded demographics of employees in leadership training
- Improved employee satisfaction and sense of belonging

Implementation Strategy

ODF believes that those with decision-making authority within the agency should model equity and reflect the diversity of the state. This creates an environment that visibly demonstrates its dedication to affirmative action principles.

The agency's Succession Plan emphasizes the importance of workforce resilience and adaptability in the face of climate and social change. It highlights the workforce as the agency's greatest asset and calls for a safe, inclusive, and continuous learning environment. These principles guide the agency's approach to succession planning and leadership development. Through the process of succession planning, ODF will work to expand the demographics of staff involved in leadership training; specifically focusing on using the ALP as a pathway for career growth.

Surveys, including the Gallup poll, and Workday reporting will be leveraged to track employee engagement and belonging.

Outcome 3(b): Increased employee job satisfaction

Indicator

- Improved employee morale



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Implementation Strategy

As previously discussed, ODF's responsibilities include fire protection and suppression; as an agency with a significant percentage of its staff serving in emergency response roles, ODF recognizes that catastrophic events have an impact on employee morale. In addition to a sense of belonging, employee mental health is critical for success both during an emergency incident and upon return to their regular day jobs. In recognition of the need to support our employees, ODF has partnered with Responder Life and has a Peer-to-Peer Support Group to provide support services; this is in addition to their ability to access the state's Employee Assistance Program.

ODF will continue to work on normalizing self-care and mental health. Progress on this outcome will be tracked through wellbeing surveys, Gallup polling, and, potentially, a manager effectiveness survey. The feasibility of this last survey is being considered.

Goal 4: Create an environment that supports work-life balance

Goal: Improved retention, employee engagement, and employee satisfaction through supporting an environment that encourages work-life balance.

Outcome 4(a): Managers are trained to understand and support work-life balance of staff.

Indicators

- All managers receive training relevant to work-life balance
- Improved employee satisfaction and sense of belonging



Implementation Strategy

Forestry is a unique organization within state government. Many of ODF's employees serve as part of the agency "militia" in response to wildfire and other emergency incidents.

The emergency response role ODF serves builds comradery for our employees as all ODF employees are expected to support the Fire Protection division during fire season and all positions may be directly aiding or supporting in the emergency effort. Due to the nature of this work, mental and emotional fatigue are inevitable. It is, therefore, incumbent upon leaders to model policies that support work-life balance, to remove the stigma around self-care, and create healthy boundaries between work and home. Normalizing vulnerability related to work and emotional, as well as physical, well-being is imperative.

Accordingly, ODF will offer training on recognizing symptoms of burnout and mental health support to managers. The Affirmative Action Representative will also coordinate with HR and ODF leadership on developing a wellbeing survey which can gauge employee wellness.

ODF currently partners with Responder Life to provide services to our employees in addition to their ability to access ODF's Peer-to-Peer Support Group, and the state's Employee Assistance Program (EAP). The Affirmative Action Representative will explore additional services to both develop managers' competency in this area and further support ODF staff.

Goal 5: Decrease employee complaints

Goal: Improved work environment and employee sense of belonging through the early identification and handling of complaints of discrimination and/or harassment.

Outcome 5(a): Decreased employee complaints (or maintenance of minimal number of complaints)

Indicators

- Reduction in complaints
- Improved employee satisfaction and sense of belonging

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Implementation Strategy

In 2020, ODF formally adopted a complaint process that encourages any employee that “experiences or observes prohibited conduct occurring within the agency that is perceived or alleged to be discriminatory, unprofessional, unethical, or retaliatory in nature” to file a formal complaint with the HR division. The policy outlines the process for receipt and investigation of complaints, along with an appeal process.

The Affirmative Action Representative will work with HR to collect data on complaints to establish a baseline for tracking a reduction in claims. HR currently tracks this information via an HR Business Partner tracker, as well as in Workday Case Management. In collaboration with HR, the Affirmative Action Representative will develop a system for tracking, evaluating, and measuring trends in discrimination and/or harassment claims.

In addition to a reduction in complaints, the Affirmative Action Representative will utilize the Wellbeing Survey discussed above to track improvement in employees’ sense of belonging and safety in the workplace. Any pertinent information gleaned from this survey will be included in ODF’s report out to the Labor Management Committee in compliance with existing Letters of Agreement.

Goal 6: Increase availability and accessibility to professional development opportunities

Goal: All staff have access to the tools and resources necessary to qualify for professional growth opportunities.

Outcome 6(a): Improved access to professional development opportunities

Indicators

- Increased number and type of professional development trainings offered
- Increased employee awareness of training opportunities

Implementation Strategy

Assess and evaluate the number of current employees who have successfully completed each of ODF’s voluntary professional development opportunities. Identify baseline statistics for tracking the type and number of trainings. The Affirmative Action

Representative shall coordinate with the Workforce Development team to consider options to track employee awareness of, and attendance at training opportunities, including evaluating the use of Workday to monitor and report on completion. This team will also develop and implement a training metric for all staff to increase their professional development around DEI topics. ODF leadership will encourage managers to communicate career development opportunities to their staff.

Outcome 6(b): Staff is empowered to identify and avail themselves of development opportunities.

Indicators

- Improved attendance at voluntary professional development trainings
- Increased participation in job rotations
- Increased internal promotions

Implementation Strategy

The Affirmative Action Representative will explore information about previous iterations of ALP to determine the number of current employees who have successfully completed the program. This will be used to establish baseline numbers for agency tracking. The Workforce Development Unit will consider options, including the use of Workday Learning, to monitor and report on completion of the program. HR will continue to inform all employees of department recruiting announcements and ensure employees are aware of career development opportunities and how to meet qualifications for promotional or career opportunities through experience and education.

The Affirmative Action Representative will use the data above, along with reports from Workday to track and report on the progress of these indicators.

Outcome 6(c): Relaunch of Agency Leadership Program

Indicators

- Established Agency Leadership Program
- Employee participation
- Satisfaction with program

Implementation Strategy

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The agency has had a long history of conducting a biennial leadership program (the ALP), with the goal of providing leadership and management development resources to employees aspiring to grow within the organization.

After a brief hiatus in the program, agency leadership is currently engaged in an assessment and redesign of the structure of ALP for relaunch in calendar year 2027. Leadership and the Workforce Development Unit aim to curate prerequisite learnings that will be completed prior to admission into ALP, with the goal of this prerequisite learning, and subsequent ALP participation, to further strengthen the agency's available opportunities for workforce growth and the succession of individuals seeking opportunity in leadership and management roles. These curricula include topics of affirmative action and DEIB as integral components.

Once the relaunch is complete, the Affirmative Action Representative will track program statistics, including: employee engagement in program, number of applications, number of participants in program, and demographics of individuals applying and completing the training program.

A satisfaction survey will be sent to participants upon program completion to identify successes and areas for improvement. In addition, the Affirmative Action Representative will attempt to track demographics of program participants through cross-referencing program rosters with Workday reports.

Goal 7: Evaluate management on equity goals

Goal: A system of accountability wherein equity goals are met or exceeded through management compliance with affirmative action and DEIB strategies.

Outcome 7(a): Increased number of managers discussing equity during PAF

Indicators

- All managers trained on affirmative action and equity
- Improved discussions regarding equity during PAF

Implementation Strategy

Managers are currently expected to comply with DAS required trainings and review ODF supplemental resources on PAF; additionally, all staff receive anti-discrimination and anti-harassment training. As additional equity focused trainings are developed, the Workforce Development Unit will track attendance and completion of those trainings by ODF leadership.

ODF executive leadership will continue with consistent communications to managers on the importance of incorporating conversations around equity into the performance evaluation process. Executive leadership will hold managers accountable for completing employee performance and accountability reviews. Although Workday does not allow for easy review of trends in tracking PAF evaluation completions, the Affirmative Action Representative will work with the Workforce Development Unit and agency leadership to find alternative ways to track compliance.

Outcome 7(b): Employee feedback is heard and incorporated into decision-making by leadership.

Indicator

- Improved qualitative data on employee perspective of leadership's progress vis-à-vis equity

Implementation Strategy

Through surveys, including Gallup and the Cultural Assessment Survey, ODF will continue to collect data that establishes a baseline on employees' perspective of ODF's implementation of equity efforts. The Affirmative Action Representative will utilize qualitative data from these surveys to develop recommendations for leadership and track incorporation of employee feedback into decision-making and policy development.

COMPLAINT PROCESS

Providing a formal complaint process demonstrates to staff that claims of discrimination and/or harassment are taken seriously. It also provides valuable information to identify potential personnel and policy problems that can then be corrected before issues become more serious. Having an established process for employees to identify issues impacting them further enables our workforce to be involved in how the agency culture is managed

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and shaped over time. HR Business Partners utilize an internal tracking system to record and address all incoming complaints. This helps ensure that the HR Department addresses issues in a timely manner and handles complaints appropriately. ODF's internal complaint process is based in DAS policy, and is posted on ODF's internal website for employees to access. See Appendix D for ODF Complaint Procedure.

SUCCESSION PLAN

Succession planning is a key mechanism for aligning workforce capabilities with strategic direction, ensuring continuity, and fostering innovation across the agency. Succession management and workforce development are ODF priorities that ensure a deliberate, transparent plan with associated processes. This work increases the availability of experienced and capable employees that have the skill necessary to step into leadership roles as they become available.

Today, ODF has the broad mandate to "act on all matters pertaining to forestry." Specific activities of the department include forest fire prevention and protection; regulation of forest practices and promotion of forest stewardship; implementation of the Oregon Plan for Salmon and Watersheds; forest pests and disease detection and control; management of state-owned forestlands; nursery operation; forestry assistance to private woodland owners; forest resource research and planning; and community and urban forestry assistance.

Due to the breadth and nature of work done by ODF, staffing needs add a complexity to the workforce. A significant percentage of ODFs workforce are seasonal, being hired and trained during fire season. The workforce is spread across 36 field offices with headquarters in Salem. This creates an interesting challenge to find innovative ways to recruit, onboard, and train staff.

Earlier this year, the agency adopted a succession strategy and process, as envisioned, will include use of an established timeline for management to assess staff for potential succession interest and ability, which will be analyzed by the Human Resources program and Workforce Development program. This analysis will inform leadership decisions for future iterations of the Agency's succession plan, and local team planning for future positional needs. The plan intends to make the best use of succession planning tools available on the DAS Succession Planning website and sub-pages here [Department of](#)

[Administrative Services : Succession Planning : Chief Human Resources Office : State of Oregon](#), as well as resources shared by partners from other State agencies.

The department's succession planning efforts serve to ensure that deliberate, transparent processes are developed and implemented, all towards achieving an increase in the availability of experienced and capable employees who are prepared to step into leadership roles as those roles become available. Forestry's succession planning efforts are tied to community outreach and engagement, recruitment and selection, and training and development.

See ODF's Succession Plan attached as Appendix E.

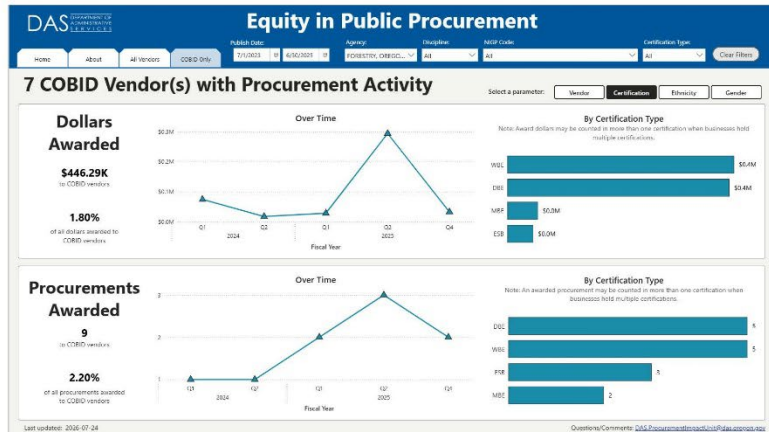
CONTRACTING

Affirmative action principles are also incorporated into ODF's procurement and contracting process. ODF contracts include standard federal and state statutes and policies related to Affirmative Action and discrimination. According to the DAS Procurement Equity Disparity Study Data Dashboard, which provides data on contracts and procurements during the period between July 1, 2023 and June 30, 2025, ODF awarded 9 COBID certified contracts.

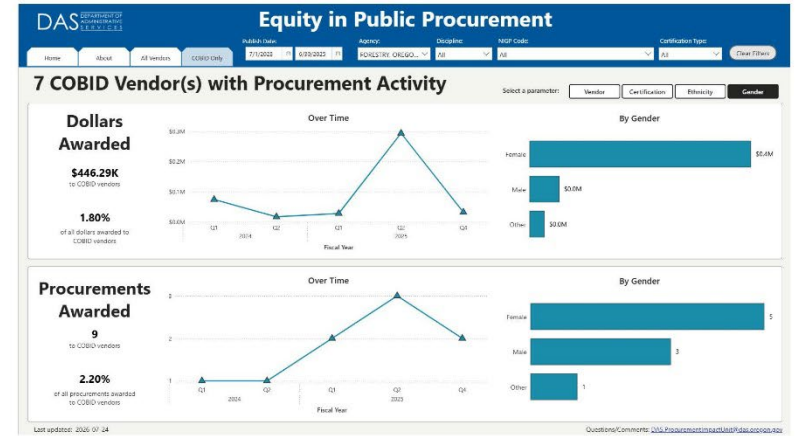
Contracts indicated "COBID Certified" are those contracts awarded to vendors which actively held at least one certification type through the Office for Business Inclusion and Diversity (COBID) at any point during the study period. State COBID certifications include the Minority Business Enterprise (MBE) Program, the Women Business Enterprise (WBE) Program, the Service Disabled Veteran Business Enterprise (DBE) Program, the Emerging Small Business (ESB) Enterprise Program, the Federal Disadvantaged Business Enterprise Program, and the Federal Airport Concessions Disadvantaged Business Enterprise Program. ODF follows the DAS statewide procurement policies and the COBID rules when procuring services as per DAS administrative rule.

Special Reports

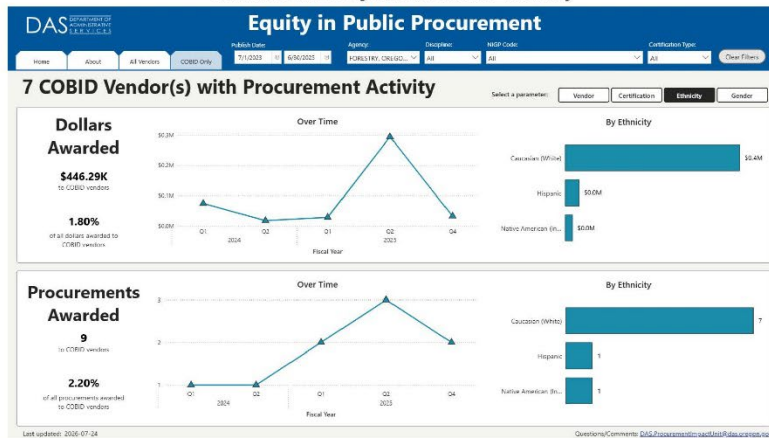
COBID Awards by Vendor Certification Type



COBID Awards by Vendor Gender



COBID Awards by Vendor Race/Ethnicity



Special Reports

APPENDIX A – Forestry Workforce Demographics Data

JOB CATEGORY

As of June 30, 2025

Race/Ethnicity	Administrative Support (Including Clerical Sales): Percent	Administrative Support (Including Clerical Sales): Number	Officials and Administrators: Percent	Officials and Administrators: Number	Professionals: Percent	Professionals: Number	Protective Service Workers: Percent	Protective Service Workers: Number	Service: Percent	Service: Number	Skilled Craft Workers: Percent	Skilled Craft Workers: Number	Technicians: Percent	Technicians: Number	Total: Percent	Total: Number
American Indian or Alaska Native	2.30%	4	1.40%	1	1.50%	3	4.10%	5	3.80%	16	0	0	5.30%	1	2.70%	34
Asian	2.50%	5	0	0	1.30%	6	0	0	2.90%	12	0	0	0	0	1.80%	23
Black or African American	0	0	0	0	0.60%	3	0	0	0.20%	1	0	0	0	0	0.20%	3
Hispanic or Latino	7.60%	11	4.30%	3	4.60%	22	4.10%	11	5.90%	24	6.70%	1	0	0	5.60%	71
I do not wish to answer.	6.30%	8	10%	7	5.20%	25	8.90%	11	9.50%	40	0	0	5.30%	1	7.30%	93
Native Hawaiian or Other Pacific Islander	0.70%	1	0	0	0.20%	1	0	0	0	0	0	0	0	0	0.20%	2
Two or More Races	1.40%	2	2.90%	2	1.30%	6	3.30%	4	3.10%	12	13.30%	2	5.30%	1	2.40%	30
White	77.80%	115	81.40%	57	85.60%	410	79.70%	90	73.50%	308	80%	12	84.20%	10	79.80%	1013
Total	100%	144	100%	79	100%	425	100%	122	100%	419	100%	75	100%	19	100%	1260

As of June 30, 2026

Race/Ethnicity	Administrative Support (Including Clerical Sales): Percent	Administrative Support (Including Clerical Sales): Number	Officials and Administrators: Percent	Officials and Administrators: Number	Professionals: Percent	Professionals: Number	Protective Service Workers: Percent	Protective Service Workers: Number	Service: Percent	Service: Number	Skilled Craft Workers: Percent	Skilled Craft Workers: Number	Technicians: Percent	Technicians: Number	Total: Percent	Total: Number
American Indian or Alaska Native	2.70%	5	1.30%	0	1.70%	8	4.20%	4	2.30%	10	0	0	5.30%	1	2.10%	26
Asian	4.50%	9	0	0	1%	5	0	0	2.40%	10	0	0	0	0	1.60%	21
Black or African American	0	0	0	0	0.60%	3	0	0	1.20%	5	0	0	0	0	0.60%	8
Hispanic or Latino	6.70%	9	5.70%	4	4.60%	21	5.40%	7	6.60%	26	6.30%	1	0	0	6.10%	76
I do not wish to answer.	4.50%	6	9.10%	7	4.80%	23	7%	9	8.60%	36	6.30%	1	10.50%	2	6.60%	88
Native Hawaiian or Other Pacific Islander	0	0	0	0	0	0	0	0	0.20%	1	0.00%	0	0	0	0.10%	1
Two or More Races	0.70%	1	2.60%	2	1.20%	6	4.20%	6	2.60%	11	3.30%	2	5.30%	1	2.30%	29
White	79.90%	107	81.30%	63	86.30%	416	78.30%	101	72.10%	303	75%	12	78.90%	16	79.60%	1017
Total	100%	134	100%	77	100%	460	100%	129	100%	420	100%	16	100%	19	100%	1277

BY GENERATION

As of June 30, 2025

Race/Ethnicity	Baby Boomers (1947 - 1964): Percent	Baby Boomers (1947 - 1964): Number	Generation X (1965 - 1980): Percent	Generation X (1965 - 1980): Number	Generation Z (1997 - Current): Percent	Generation Z (1997 - Current): Number	Millennials (1981 - 1996): Percent	Millennials (1981 - 1996): Number	Total: Percent	Total: Number
American Indian or Alaska Native	29.0%	1	20.6%	7	41.2%	14	35.3%	12	100.0%	34
Asian	0.0%	0	13.0%	3	56.5%	13	30.4%	7	100.0%	23
Black or African American	0.0%	0	33.3%	1	33.3%	1	33.3%	1	100.0%	3
Hispanic or Latino	14.0%	1	16.0%	12	40.8%	20	40.8%	25	100.0%	71
I do not wish to answer.	75.0%	7	22.6%	21	35.5%	33	34.4%	32	100.0%	63
Native Hawaiian or Other Pacific Islander	0.0%	0	50.0%	1	0.0%	0	50.0%	1	100.0%	2
Two or More Races	33.0%	1	20.0%	6	23.3%	7	53.3%	16	100.0%	30
White	57.0%	58	26.9%	272	28.3%	287	39.1%	396	100.0%	1013
Total	5.4%	68	25.50%	323	30.30%	384	38.00%	404	100%	1260

As of June 30, 2026

Race/Ethnicity	Baby Boomers (1947 - 1964): Percent	Baby Boomers (1947 - 1964): Number	Generation X (1965 - 1980): Percent	Generation X (1965 - 1980): Number	Generation Z (1997 - Current): Percent	Generation Z (1997 - Current): Number	Millennials (1981 - 1996): Percent	Millennials (1981 - 1996): Number	Total: Percent	Total: Number
American Indian or Alaska Native	26.0%	1	20.5%	0	43.6%	17	33.3%	12	100	29
Asian	0.0%	0	14.3%	3	42.9%	9	42.9%	5	100	21
Black or African American	0.0%	0	25.0%	2	50.0%	4	25.0%	2	100	8
Hispanic or Latino	26.0%	2	16.7%	13	43.6%	34	37.2%	26	100	78
I do not wish to answer.	71.0%	6	20.2%	17	31.0%	26	41.7%	35	100	64
Native Hawaiian or Other Pacific Islander	0.0%	0	0.0%	0	0.0%	0	100.0%	1	100	1
Two or More Races	34.0%	1	20.7%	6	20.7%	6	55.2%	16	100	29
White	52.0%	53	26.7%	272	30.2%	307	37.9%	385	100	1017
Total	4.9%	63	25.10%	321.00%	31.60%	403	38.40%	496	100%	1277

Special Reports

BY GENDER

As of June 30, 2025

Race/Ethnicity	Female: Percent	Female: Number	Male: Percent	Male: Number	Total: Percent	Total: Number
American Indian or Alaska Native	29.4%	10	70.6%	24	100.0%	34
Asian	39.1%	9	60.9%	14	100.0%	23
Black or African American	66.7%	2	33.3%	1	100.0%	3
Hispanic or Latino	25.4%	18	74.6%	53	100.0%	71
I do not wish to answer.	23.7%	22	76.3%	71	100.0%	93
Native Hawaiian or Other Pacific Islander	100.0%	2	0.0%	0	100.0%	2
Two or More Races	20.0%	6	80.0%	24	100.0%	30
White	27.3%	277	72.7%	736	100.0%	1,013
Total	27.3%	346	72.7%	923	100.0%	1,269

As of June 30, 2026

Race/Ethnicity	Female: Percent	Female: Number	Male: Percent	Male: Number	Total: Percent	Total: Number
American Indian or Alaska Native	28.2%	11	71.8%	28	100.0%	39
Asian	38.1%	8	61.9%	13	100.0%	21
Black or African American	37.5%	3	62.5%	5	100.0%	8
Hispanic or Latino	24.4%	19	75.6%	59	100.0%	78
I do not wish to answer.	22.6%	19	77.4%	65	100.0%	84
Native Hawaiian or Other Pacific Islander			100.0%	1	100.0%	1
Two or More Races	13.8%	4	86.2%	25	100.0%	29
White	26.8%	273	73.2%	744	100.0%	1,017
Total	26.4%	337	73.6%	940	100.0%	1,277

Special Reports

BY VETERAN STATUS

As of June 30, 2025

Race/Ethnicity	Not a Veteran: Percent	Not a Veteran: Number	Veteran: Percent	Veteran: Number	Total: Percent	Total: Number
American Indian or Alaska Native	97.1%	33	2.9%	1	100.0%	34
Asian	100.0%	23	0.0%	0	100.0%	23
Black or African American	66.7%	2	33.3%	1	100.0%	3
Hispanic or Latino	91.5%	65	8.5%	6	100.0%	71
I do not wish to answer.	92.5%	86	7.5%	7	100.0%	93
Native Hawaiian or Other Pacific Islander	100.0%	2	0.0%	0	100.0%	2
Two or More Races	93.3%	28	6.7%	2	100.0%	30
White	94.2%	954	5.8%	59	100.0%	1,013
Total	94.0%	1,193	6.0%	76	100.0%	1,269

As of June 30, 2026

Race/Ethnicity	Not a Veteran: Percent	Not a Veteran: Number	Veteran: Percent	Veteran: Number	Total: Percent	Total: Number
American Indian or Alaska Native	97.4%	38	2.6%	1	100.0%	39
Asian	100.0%	21			100.0%	21
Black or African American	87.5%	7	12.5%	1	100.0%	8
Hispanic or Latino	89.7%	70	10.3%	8	100.0%	78
I do not wish to answer.	94.0%	79	6.0%	5	100.0%	84
Native Hawaiian or Other Pacific Islander	100.0%	1			100.0%	1
Two or More Races	89.7%	26	10.3%	3	100.0%	29
White	94.4%	960	5.6%	57	100.0%	1,017
Total	94.1%	1,202	5.9%	75	100.0%	1,277

Special Reports

BY SUPERVISOR

As of June 30, 2025

Race/Ethnicity	Not a Supervisor: Percent	Not a Supervisor: Number	Yes Supervisor: Percent	Yes Supervisor: Number	Total: Percent	Total: Number
American Indian or Alaska Native	91.2%	31	8.8%	3	100.0%	34
Asian	100.0%	23	0.0%	0	100.0%	23
Black or African American	100.0%	3	0.0%	0	100.0%	3
Hispanic or Latino	91.5%	65	8.5%	6	100.0%	71
I do not wish to answer.	87.1%	81	12.9%	12	100.0%	93
Native Hawaiian or Other Pacific Islander	100.0%	2	0.0%	0	100.0%	2
Two or More Races	93.3%	28	6.7%	2	100.0%	30
White	86.2%	873	13.8%	140	100.0%	1,013
Total	87.2%	1,106	12.8%	163	100.0%	1,269

As of June 30, 2026

Race/Ethnicity	Not a Supervisor: Percent	Not a Supervisor: Number	Yes Supervisor: Percent	Yes Supervisor: Number	Total: Percent	Total: Number
American Indian or Alaska Native	92.3%	36	7.7%	3	100.0%	39
Asian	100.0%	21			100.0%	21
Black or African American	100.0%	8			100.0%	8
Hispanic or Latino	92.3%	72	7.7%	6	100.0%	78
I do not wish to answer.	86.9%	73	13.1%	11	100.0%	84
Native Hawaiian or Other Pacific Islander	100.0%	1			100.0%	1
Two or More Races	93.1%	27	6.9%	2	100.0%	29
White	85.4%	869	14.6%	148	100.0%	1,017
Total	86.7%	1,107	13.3%	170	100.0%	1,277

Special Reports

BY PROMOTION

By Supervisor

July 1, 2024 to June 30, 2025

Race/Ethnicity	Not Supervisory: Percent	Not Supervisory: Number	Yes Supervisory: Percent	Yes Supervisory: Number	Count: Percent	Count: Number
American Indian or Alaska Native	50.0%	2	50.0%	2	100.0%	4
Asian	100.0%	1	0.0%	0	100.0%	1
Black or African American						
Hispanic or Latino	100.0%	3	0.0%	0	100.0%	3
I do not wish to answer.	50.0%	2	50.0%	2	100.0%	4
Native Hawaiian or Other Pacific Islander						
Two or More Races						
White	56.1%	23	43.9%	18	100.0%	41
Total	58.5%	31	41.5%	22	100.0%	53

By Gender

July 1, 2024 to June 30, 2025

Race/Ethnicity	Female: Percent	Female: Number	Male: Percent	Male: Number	Count: Percent	Count: Number
American Indian or Alaska Native	75.0%	3	25.0%	1	100.0%	4
Asian			100.0%	1	100.0%	1
Black or African American						
Hispanic or Latino			66.7%	2	66.7%	2
I do not wish to answer.			100.0%	4	100.0%	4
Native Hawaiian or Other Pacific Islander						
Two or More Races						
White	26.8%	11	65.9%	27	92.7%	38
Total	26.4%	14	66.0%	35	92.4%	49

By Supervisor

July 1, 2025 to June 30, 2026

Race/Ethnicity	Not Supervisory: Percent	Not Supervisory: Number	Yes Supervisory: Percent	Yes Supervisory: Number	Count: Percent	Count: Number
American Indian or Alaska Native	100.0%	1			100.0%	1
Asian						
Black or African American						
Hispanic or Latino	100.0%	4			100.0%	4
I do not wish to answer.	100.0%	1			100.0%	1
Native Hawaiian or Other Pacific Islander						
Two or More Races	100.0%	1			100.0%	1
White	59.1%	26	40.9%	18	100.0%	44
Total	64.7%	33	35.3%	18	100.0%	51

By Gender

July 1, 2025 to June 30, 2026

Race/Ethnicity	Female: Percent	Female: Number	Male: Percent	Male: Number	Count: Percent	Count: Number
American Indian or Alaska Native	100.0%	1			100.0%	1
Asian						
Black or African American						
Hispanic or Latino	50.0%	2	25.0%	1	75.0%	3
I do not wish to answer.			100.0%	1	100.0%	1
Native Hawaiian or Other Pacific Islander						
Two or More Races			100.0%	1	100.0%	1
White	50.0%	22	50.0%	22	100.0%	44
Total	49.0%	25	49.0%	25	98.0%	50

Special Reports

BY NEW HIRE

Job Category

July 1, 2024 to June 30, 2025

Race/Ethnicity	Administrative Support (Including Clerical Sales): Percent	Administrative Support (Including Clerical Sales): Number	Officials and Administrators: Percent	Officials and Administrators: Number	Professionals: Percent	Professionals: Number	Protective Service Workers: Percent	Protective Service Workers: Number	Service: Percent	Service: Number	Skilled Craft Workers: Percent	Skilled Craft Workers: Number	Technicians: Percent	Technicians: Number	Total: Percent	Total: Number
American Indian or Alaska Native					12.5%	1			87.5%	7					100.0%	8
Asian	7.7%	1			23.1%	3			69.2%	4					100.0%	12
Black or African American									100.0%	2					100.0%	2
Hispanic or Latino	16.7%	1	0.0%	0	10.0%	3	0.7%	2	66.7%	20					100.0%	30
I do not wish to answer.	18.8%	3	4.2%	3	12.5%	6	10.4%	1	54.2%	25					100.0%	48
Native Hawaiian or Other Pacific Islander							100.0%	1							100.0%	1
Two or More Races	14.3%	1							85.7%	6					100.0%	7
White	13.5%	29	2.8%	6	10.7%	23	14.0%	38	57.7%	124	0.5%	1	0.9%	2	100.0%	215
Total	13.9%	45	2.5%	9	11.1%	36	11.7%	39	59.9%	194	0.3%	1	0.6%	2	100.0%	324

Gender

July 1, 2024 to June 30, 2025

Race/Ethnicity	Female: Percent	Female: Number	Male: Percent	Male: Number	Total: Percent	Total: Number
American Indian or Alaska Native	25.0%	2	74.0%	3	100.0%	5
Asian	23.1%	2	69.2%	4	95.3%	12
Black or African American	50.0%	1	50.0%	1	100.0%	2
Hispanic or Latino	23.3%	7	76.7%	23	100.0%	30
I do not wish to answer.	18.8%	3	73.5%	30	96.0%	47
Native Hawaiian or Other Pacific Islander			100.0%	1	100.0%	1
Two or More Races	28.6%	2	71.4%	3	100.0%	7
White	23.7%	51	74.0%	159	87.7%	210
Total	23.1%	73	74.7%	243	97.8%	317

Disability Reporting

July 1, 2024 to June 30, 2025

Race/Ethnicity	No Disability: Percent	No Disability: Number	Yes Disability: Percent	Yes Disability: Number	Total: Percent	Total: Number
American Indian or Alaska Native	100.0%	3			100.0%	3
Asian	100.0%	13			100.0%	13
Black or African American	100.0%	2			100.0%	2
Hispanic or Latino	100.0%	30			100.0%	30
I do not wish to answer.	100.0%	48			100.0%	48
Native Hawaiian or Other Pacific Islander	100.0%	1			100.0%	1
Two or More Races	100.0%	2			100.0%	2
White	95.5%	214	0.5%	1	100.0%	215
Total	99.7%	323	0.3%	1	100.0%	324

Veteran Status Reporting

July 1, 2024 to June 30, 2025

Race/Ethnicity	Not a Veteran: Percent	Not a Veteran: Number	Veteran: Percent	Veteran: Number	Total: Percent	Total: Number
American Indian or Alaska Native	100.0%	3			100.0%	3
Asian	100.0%	13			100.0%	13
Black or African American	100.0%	2			100.0%	2
Hispanic or Latino	93.3%	28	6.7%	2	100.0%	30
I do not wish to answer.	95.8%	45	4.2%	2	100.0%	48
Native Hawaiian or Other Pacific Islander	100.0%	1			100.0%	1
Two or More Races	100.0%	2			100.0%	2
White	97.1%	198	2.9%	17	100.0%	215
Total	95.5%	323	4.5%	21	100.0%	324

Job Category

July 1, 2025 to June 30, 2026

Race/Ethnicity	Administrative Support (Including Clerical Sales): Percent	Administrative Support (Including Clerical Sales): Number	Officials and Administrators: Percent	Officials and Administrators: Number	Professionals: Percent	Professionals: Number	Protective Service Workers: Percent	Protective Service Workers: Number	Service: Percent	Service: Number	Skilled Craft Workers: Percent	Skilled Craft Workers: Number	Technicians: Percent	Technicians: Number	Total: Percent	Total: Number
American Indian or Alaska Native	12.5%	1					12.5%		75.0%	6					100.0%	8
Asian	16.7%	1							83.3%	5					100.0%	6
Black or African American					28.6%	2			71.4%	5					100.0%	7
Hispanic or Latino	4.0%	1			4.0%	1			90.5%	19					100.0%	21
I do not wish to answer.	16.4%	4			3.9%	1	19.2%	5	57.7%	15			3.9%	1	100.0%	26
Native Hawaiian or Other Pacific Islander									100.0%	1					100.0%	1
Two or More Races							12.5%	1	87.5%	7					100.0%	8
White	13.7%	25	0.5%	1	9.3%	17	9.3%	17	66.7%	122	0.5%	1			100.0%	163
Total	12.3%	33	0.4%	1	8.1%	21	9.9%	24	69.2%	160	0.4%	1	4.0%	1	100.0%	260

Special Reports

BY NEW HIRE

Gender

July 1, 2025 to June 30, 2026

Race/Ethnicity	Female: Percent	Female: Number	Male: Percent	Male: Number	Total: Percent	Total: Number
American Indian or Alaska Native	100.0%	8			100.0%	8
Asian			100.0%	6	100.0%	6
Black or African American	28.6%	3	71.4%	5	100.0%	7
Hispanic or Latino	14.3%	3	85.7%	18	100.0%	21
I do not wish to answer.	34.6%	9	65.4%	17	100.0%	26
Native Hawaiian or Other Pacific Islander			100.0%	1	100.0%	1
Two or More Races			100.0%	8	100.0%	8
White	27.9%	51	71.6%	131	99.5%	182
Total	25.0%	65	74.6%	194	99.6%	259

Disability Reporting

July 1, 2025 to June 30, 2026

Race/Ethnicity	No Disability: Percent	No Disability: Number	Yes Disability: Percent	Yes Disability: Number	Total: Percent	Total: Number
American Indian or Alaska Native	100.0%	8			100.0%	8
Asian	100.0%	6			100.0%	6
Black or African American	100.0%	7			100.0%	7
Hispanic or Latino	100.0%	21			100.0%	21
I do not wish to answer.	100.0%	26			100.0%	26
Native Hawaiian or Other Pacific Islander	100.0%	1			100.0%	1
Two or More Races	100.0%	8			100.0%	8
White	100.0%	183			100.0%	183
Total	100.0%	260			100.0%	260

Veteran Status Reporting

July 1, 2025 to June 30, 2026

Race/Ethnicity	Not a Veteran: Percent	Not a Veteran: Number	Veteran: Percent	Veteran: Number	Total: Percent	Total: Number
American Indian or Alaska Native	87.5%	7	12.5%	1	100.0%	8
Asian	100.0%	6			100.0%	6
Black or African American	100.0%	7			100.0%	7
Hispanic or Latino	90.5%	19	9.5%	2	100.0%	21
I do not wish to answer.	100.0%	26			100.0%	26
Native Hawaiian or Other Pacific Islander	100.0%	1			100.0%	1
Two or More Races	87.5%	7	12.5%	1	100.0%	8
White	93.4%	171	6.6%	12	100.0%	183
Total	93.8%	244	6.2%	16	100.0%	260

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APPENDIX B – Policies

State Policy Documentation

As per the Oregon State Governor's Affirmative Action Office, please select the following hyperlinks to view "State Policy Documentation."

- [ADA and Reasonable Accommodation Policy](#) (Statewide Policy 50.020.10)
- [Discrimination and Harassment Free Workplace](#) (Statewide Policy 50.010.01)
- [Veteran's Preference in Employment](#) (Statewide Policy 40-055-03)
- [Equal Opportunity and Affirmative Action Rule](#) (105-040-0001)
- [Executive Order 22-11](#): Relating to Affirmative Action and Diversity and Inclusion

Federal Policy Documentation

As per the Oregon State Governor's Affirmative Action Office, please select the following hyperlinks to view "Federal Documentation."

<https://www.ftc.gov/site-information/no-fear-act/protections-against-discrimination>
<https://www.eeoc.gov/genetic-information-discrimination>

- Age Discrimination in Employment Act of 1967 (ADEA)
- Disability Discrimination Title I of the Americans with Disability Act of 1990
- Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
- Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2009 (GINA)
- National Origin Discrimination Title VII of the Civil Rights Act of 1964
- Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- Religious Discrimination Title VII of the Civil Rights Act of 1964
- Retaliation Title VII of the Civil Agency Affirmative Action Policy
- Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- Sexual Harassment Title VII of the Civil Rights Act of 1964

Agency Policies in Support of Affirmative Action Plan

<https://www.oregon.gov/ODF/Pages/Reports.aspx>

- [Executive Order 11246](#) (EEOC regulations)

APPENDIX C – Interview Panel Confidentiality Form



Human Resources Program

Interview Panel Member Agreement

PANEL MEMBER NAME	
FOR THE SELECTION OF (classification or position)	
INTERVIEW DATES	

Upon accepting this assignment, you are expected to keep all information gained during the process confidential. As a panel member, you are not to search the social media sites or perform outside research on the candidates. To ensure the integrity of the interview and selection process, we are asking potential panel members to evaluate their professional and personal relationships with the candidates. If those relationships influence your objectivity in the process, we ask that you withdraw from the panel. If you have questions about your involvement in the interview process, please contact your Talent Acquisition Partner.

Attached is a list of the candidates.

I have reviewed the list of candidates and have elected below:

- ☐ Yes, I am able to participate on the panel as scheduled above. I agree to the terms and conditions of the assignment and understand I am to keep the process and candidates confidential.
- ☐ (For ODF employees): I have completed DAS interview panel training within the year-to-date of the interview dates scheduled on this form, above. (Link to training: [Workday](#))
- ☐ (For external panel members): I acknowledge that I have been provided the External Panel Member Guidance Document and have been informed of my responsibilities as a panel member by the hiring manager.

Signature of Panelist

Date

- ☐ Sorry, based on my professional and personal relationship with one or more of the candidates, I am unable to participate on the panel as scheduled above. I agree to keep all names that are interviewing for this position confidential, and I will not share any information regarding the candidates.

Signature of Panelist

Date

Please return this form to _____ no later than three days prior to the interviews so the panel membership can be finalized.

NOTE: This document is an official document and must be retained with all other documents related to the recruitment and selection process.

REQ Number: _____ Hiring Manager: _____

Special Reports

APPENDIX D – Complaint Reporting Procedure



Administrative Branch

Human Resources Program

ODF Complaint Reporting Procedure and Escalation Process: Complaints are reviewed on a case by case basis and circumstances of a case may warrant processing in a different order than indicated in procedure, complaint form or escalation process flow chart. This process may be followed for any complaints of Discrimination; Harassment; or unprofessional conduct. DAS policies 50.010.01 and 50.010.03.

1. Employee experiences or observes prohibited conduct occurring within the agency that is perceived or alleged to be discriminatory, unprofessional, unethical, or retaliatory in nature. For definitions of “prohibited conduct” and “employee” please reference DAS statewide policy [50.010.01](#).
2. Employee completes ODF complaint form and reports conduct to [ODF Designated Individual \(DI\) or DI Alternate](#).
Other reporting options include:
 - a. Employee’s Supervisor or Supervisor of Employee’s Supervisor
 - b. Other ODF Agency Supervisor
 - c. ODF Human Resource Generalist
 - d. DAS CHRO Human Resources Department
 - e. Submit a letter of complaint to ODF Human Resources Department (HR) at: 2600 State Street, Bldg. C Salem, OR 97310-0340
3. Any supervisor or manager, or other agency representative receiving a complaint should immediately notify the complainant of the [ODF DI and Alternate](#), and provide a copy of the following DAS Statewide Policies:
 - a. [Discrimination and Harassment Free Workplace Policy](#)
 - b. [Maintaining a Professional Workplace Policy](#)
4. Once a complaint is received, ODF DI or Alternate, or designated representative will acknowledge receipt of complaint within 5 business days.
5. The ODF DI or Alternate will assign appropriate [Human Resource Business Partner](#) to investigate the complaint. ODF Human Resources takes all complaints seriously and will work to resolve complaints timely and at the lowest level when possible.
6. Once the complaint is assigned, HR Business Partner will schedule a preliminary meeting with complainant to gather any additional information needed to begin the investigation and

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Administrative Branch

Human Resources Program

discuss the complainant’s desired outcome. This will typically occur within 15-30 business days from the acknowledgement of receipt of complaint.

7. In person meetings will be conducted when possible. Meeting may be conducted by ZOOM, TEAMS, or via phone conference when in person meetings are not feasible.
8. HR will conduct a full investigation which may include additional conversation with the complainant, witnesses, the accused, and any other individuals who may have information regarding the allegations (reference step 8).
9. HR Business Partner will review all statements, relevant records, and any supporting facts gathered through this process make recommendations for resolution to ODF HR Manager. Timeline for concluding an investigation will vary based on complexity of the complaint, however, HR will work to notify the complainant of the pending status, every 30 days, until the investigation is concluded. Parties may request an update at any time during the process.
10. The complainant and alleged will receive a notification that the investigation has been concluded and the parties will be notified whether or not the allegations were substantiated.
11. If the complainant does not feel the complaint was resolved, they may escalate the complaint and appeal to the ODF HR Manager.
12. If complainant does not feel the complaint was resolved through appeal to the ODF HR Manager, they may escalate their complaint to the ODF Agency Head (State Forester).
13. If complainant does not feel the complaint was resolved through escalating to the ODF Agency Head (State Forester), they may appeal by escalating their complaint to the DAS Chief Human Resources Office.
14. If the complainant does not feel their complaint was resolved through escalating to DAS CHRO, they may contact their Union or refer to DAS Statewide Policy 50-010-01 above for more information on reporting and escalation options.

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Human Resources Program

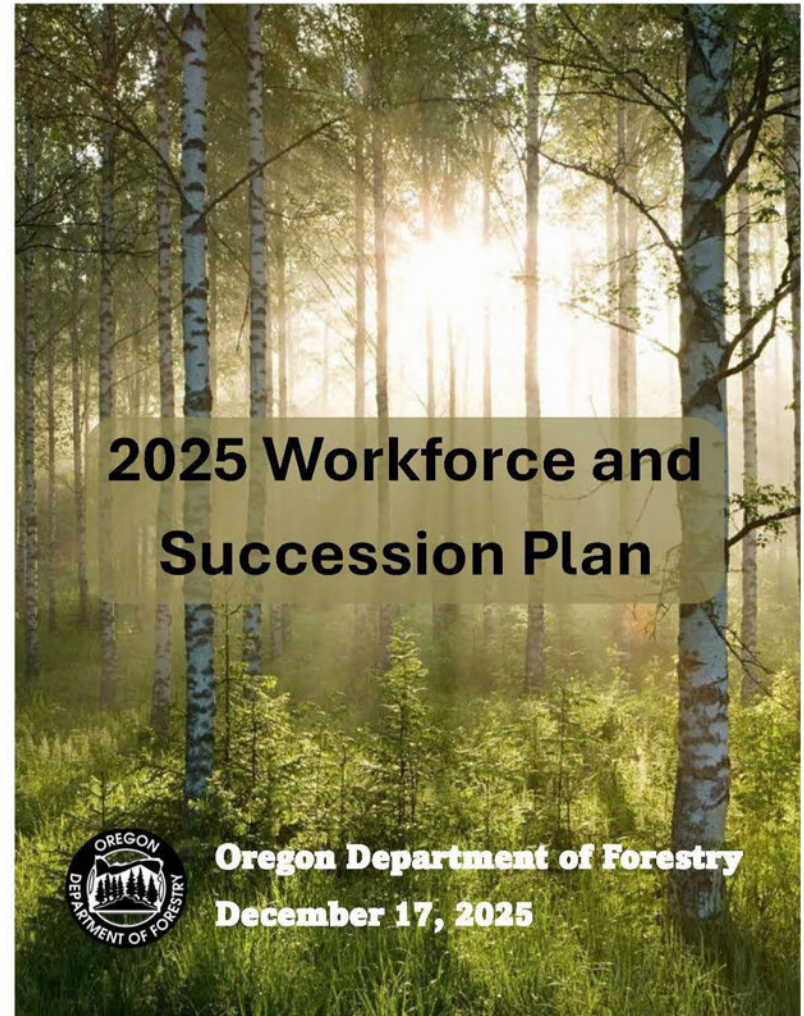
15. The ODF DI and Alternate shall maintain appropriate records of all complaints, in accordance with applicable retention schedule, policy and law.

Nothing prohibits an employee from filling a report as outlined in DAS policy 50-010-01 or the appropriate CBA.

The DAS Statewide policy prohibits retaliation against anyone who files a complaint, participates in an investigation, or reports observing discrimination, workplace harassment, workplace intimidation, sexual assault, or sexual harassment. Anyone who believes they have been retaliated against for these reasons, should report this behavior to the DI, Alternate DI, or other agency representatives outlined on the complaint form or Policy. Employees who violate this policy by retaliating against others may be subject to disciplinary action, up to and including dismissal.

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APPENDIX E –Forestry Succession Plan



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Oregon Department of Forestry Succession Plan 2025 - 2027

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Oregon Department of Forestry Succession Plan 2025 - 2027

Assessment | Mission, Vision, and Values

Mission

To protect and promote resilient forests that benefit all Oregonians.

Vision

Complex and resilient forest ecosystems that endure and adapt.

Values

Ecosystem Benefits: Healthy, functioning ecosystems provide reciprocal benefits to people and the forest, including jobs, food, clean air and water, recreation, habitat, regional biodiversity, carbon storage, and so much more.



Ecosystem Supports: People's actions are critically important to the continued resilience and adaptive capacity of forest ecosystems, including habitat protection, wildfire management, seedling selection, cultural and natural resources stewardship, restoration activities, and water and soil protection.

Forestry Infrastructure: The forest products sector-including its workforce and infrastructure-plays a vital role in supporting healthy ecosystems and resilient forests and communities.

Climate-Smart Forestry: Addressing the management needs related to climate change requires a holistic approach that considers adaptation, mitigation and the social dimension of forestry, which includes community and economic aspects.

Relationships: Strong, respectful relationships are the backbone of our work. Those relationships are built and maintained through transparent, honest, effective communication.

Workforce: At ODF, our workforce is our greatest asset. We provide them with a safe, diverse and inclusive workplace that encourages continuous learning and improvement.

Safety: The safety of ODF's workforce and the public is always a top priority.

Public Service: Through efficient and effective stewardship of natural and public resources, we strive for excellence in our service to the public.

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Sound Decision Making: ODF empowers its workforce to make decisions in the best interest of Oregonians based on science, best practices and lessons learned.

Accountability: We are transparent about our actions and take ownership of the outcomes. We do what we say we're going to do.



Above: Map of Oregon public (state and federal) and private forests.

Workforce Planning

Workforce planning is a strategic process that involves analyzing an organization's workforce and forecasting workforce needs to ensure that the agency has the right people with the right skills in the right places at the right time. The focus of workforce planning is on recruiting and maintaining a workforce that represents the diverse voices of Oregon, addressing a changing environment, and preparing for upcoming organizational changes (expansion, restructure or reduction).

Overview | Workforce Planning

Overview of workforce. Includes current staffing as well as future staffing needs, talent gaps, and retirement forecasts.

In 1907, the state legislature established the Board of Forestry; however, it provided little authority and funding. In 1910, the state suffered a disastrous fire season. Forest fires in Oregon burned 511,000 acres of timberland with the loss of six lives and two billion board feet of timber. As a result, in 1911, the legislature revised the 1907 law creating a board, state and deputy state forester, and funding. Fire control became a major program for Oregon's state and private forests.

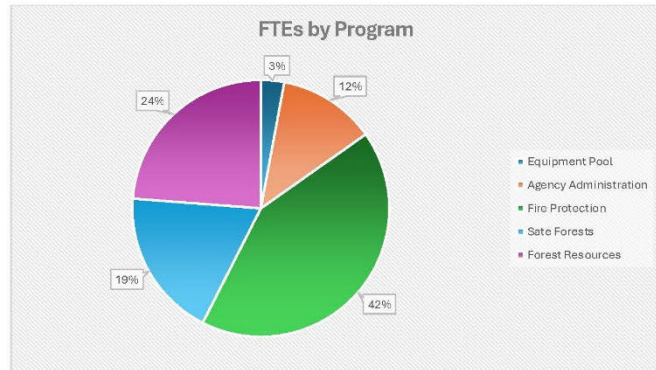
Through the years, and most notably through the Forest Practices Act, this responsibility expanded ODF's mission to include timber management, insect and disease control, reforestation, forest practices, forest nursery operation, service forestry, and woodland tax structures in addition to the original responsibility of fire protection.

Today, ODF has the broad mandate to "act on all matters pertaining to forestry." Specific activities of the department include forest fire prevention and protection; regulation of forest practices and promotion of forest stewardship; implementation of the Oregon Plan for Salmon and Watersheds; forest pests and disease detection and control; management of state-owned forestlands; nursery operation; forestry assistance to private woodland owners; forest resource research and planning; and community and urban forestry assistance.

Due to the breadth and nature of work done by ODF, staffing needs are unique. Almost a third of ODFs workforce are seasonal, being hired and trained during fire season. The workforce is spread across 36 field offices with headquarters in Salem. This creates an interesting challenge to find innovative ways to recruit, onboard, and train staff.

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Oregon Department of Forestry Succession Plan 2025 - 2027



Current Workforce by Classification

Workforce by Position	
Position	# of Employees
Accountant 1	4
Accountant 2	5
Accountant 3	2
Accounting Manager 1	1
Accounting Supervisor 2	1
Accounting Technician	8
Administrative Specialist 1	34
Administrative Specialist 2	26
Aircraft Pilot	1
Area Forest Manager	3
Automotive Technician 2	8
Budget and Fiscal Manager 1	2
Budget and Fiscal Manager 2	1
Business Operations Administrator 1	2
Business Operations Administrator 2	2

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Oregon Department of Forestry Succession Plan 2025 - 2027

Workforce by Position	
Position	# of Employees
Business Operations Manager 1	3
Business Operations Manager 2	3
Business Operations Manager 3	1
Business Operations Supervisor 1	9
Business Operations Supervisor 2	1
Chief Information Manager 2	1
Communications Manager 2	1
Communications System Analyst 1	1
Communications System Analyst 2	9
Communications System Analyst 3	5
Compliance Specialist 1	1
Construction and Facility Maintenance Manager 3	1
Construction Project Manager 2	1
Consultant Advisor 1	1
District Forest Manager	9
Electrician 3	1
Electronic Publishing Design Specialist 3	1
Environmental Engineer 3	1
Equipment Operator	16
Executive Assistant	1
Executive Support Specialist 2	6
Facility Energy Technician 3	1
Facility Maintenance Specialist	1
Facility Operations Specialist 2	2
Fiscal Analyst 1	4
Fiscal Analyst 2	4
Fiscal Analyst 3	2
Forest Crew Coordinator	12
Forest Lookout	2
Forest Management Technician	26
Forest Manager 1	18
Forest Manager 2	34
Forest Officer	110
Forest Officer Entry	3

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Oregon Department of Forestry Succession Plan 2025 - 2027

Workforce by Position	
Position	# of Employees
Grounds Maintenance Worker 2	1
Heavy Equipment Technician 2	3
Human Resource Analyst 1	4
Human Resource Analyst 2	4
Human Resource Analyst 3	3
Human Resources Manager 1	1
Human Resources Manager 3	1
Information Systems Specialist 2	2
Information Systems Specialist 3	3
Information Systems Specialist 4	4
Information Systems Specialist 5	8
Information Systems Specialist 6	8
Information Systems Specialist 7	5
Information Technology Application Development Manager 1	1
Information Technology Manager 1	1
Internal Auditor Chief Executive	1
Laborer/Student Worker	1
Learning & Development Specialist 2	3
Natural Resource Protection & Sustainability Administrator 1	3
Natural Resource Protection & Sustainability Manager 1	12
Natural Resource Protect & Sustainability Manger 2	5
Natural Resource Specialist 1	50
Natural Resource Specialist 2	141
Natural Resource Specialist 3	48
Natural Resource Specialist 4	29
Office Assistant 1	1
Office Specialist 1	4
Office Specialist 2	9
Operations & Policy Analyst 2	10
Operations & Policy Analyst 3	17
Operations & Policy Analyst 4	4
Procurement & Contract Specialist 1	2
Procurement & Contract Specialist 2	3

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Oregon Department of Forestry Succession Plan 2025 - 2027

Workforce by Position	
Position	# of Employees
Procurement & Contract Specialist 3	4
Procurement Manager 1	1
Program Analyst 1	2
Program Analyst 2	2
Program Analyst 3	3
Public Affairs Specialist 1	2
Public Affairs Specialist 2	5
Public Affairs Specialist 3	1
Public Service Representative 3	1
Safety Specialist 1	1
Safety Specialist 2	1
Supply Specialist 1	3
Supply Specialist 2	3
Transportation Maintenance Specialist 2	2
Wildland Fire Dispatcher 1	30
Wildland Fire Dispatcher Entry	10
Wildland Fire Program ODF Manager 1	1
Wildland Fire Program ODF Manager 2	1
Wildland Fire Supervisor	43
Wildland Fire Suppression Specialist	185
Wildland Fire Suppression Specialist Entry	134
Word Processing Technician 2	1
Total	1220

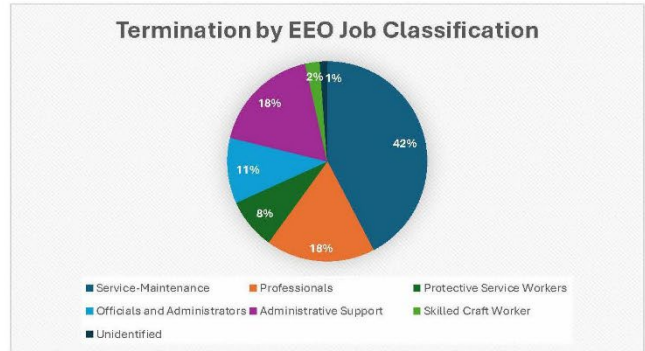
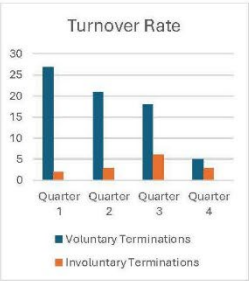
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Oregon Department of Forestry Succession Plan 2025 - 2027

Turnover Rate

Terminations by Quarter			
Quarter	Dates	Voluntary Terminations	Involuntary Terminations
Q1	1/1/2025-3/31/2025	27	2
Q2	4/1/2025-6/30/2025	21	3
Q3	7/1/2025-9/30/2025	18	6
Q4 (as of 11/20/2025)	10/1/2025-11/20/2025	5	3
	TOTALS	71	14



Oregon Department of Forestry Succession Plan 2025 - 2027

Total Terminations by EEO Job Classification									
Classification	Quarter 1		Quarter 2		Quarter 3		Quarter 4 (as of 11/20/2025)		TOTALS
	Vol.	Invol.	Vol.	Invol.	Vol.	Invol.	Vol.	Invol.	
Service-Maintenance	12	1	7	1	8	3	3	1	36
Professionals	6		6		2	1			15
Protective Service Workers	4				2			1	7
Officials and Administrators	3	1	4				1		9
Administrative Support (Including Clerical Sales)	1		3	2	5	2	1	1	15
Skilled Craft Worker			1		1				2
Unidentified	1								1
Totals									85

Current Staffing Needs | Vacancies

Vacant positions which are critical to the operations of the department.

Current urgent staffing needs are those vacant positions which are critical to the operations of the department. These positions include one vacant District Forester, in Forest Grove. ODF also needs to backfill the District Forester position in Tillamook. Finally, needs include a Human Resources Manager 1, located in Salem.

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Oregon Department of Forestry Succession Plan 2025 - 2027

Unfilled Positions* (as of 11/20/2025)	
Position	# Open
Accountant 1	2
Accountant 2	1
Administrative Specialist 1	3
Administrative Specialist 2	2
Aircraft Pilot	2
Automotive Technician 2	6
Business Operations Administrator 2	1
Business Operations Supervisor 1	1
Business Operations Supervisor 2	3
Construction Project Manager 2	1
District Forest Manager	2
Fiscal Analyst 1	1
Fiscal Analyst 2	1
Forest Crew Coordinator	2
Forest Management Technician	10
Forest Manager 1	2
Forest Manager 2	3
Forest Officer	10
Forest Nursery Worker 3	1
Heavy Equipment Technician 2	1
Human Resource Analyst 3	1
Human Resources Manager 2	1
Information Systems Specialist 5	2
Information Systems Specialist 6	1
Learning & Development Specialist 2	1
Maintenance & Operations Supervisor	1
Natural Resource Protection & Sustainability Manager 1	1
Natural Resource Protect & Sustainability Manger 2	1
Natural Resource Specialist 1	20
Natural Resource Specialist 2	26
Natural Resource Specialist 3	6
Office Specialist 1	2
Office Specialist 2	4

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Oregon Department of Forestry Succession Plan 2025 - 2027

Unfilled Positions* (as of 11/20/2025)	
Position	# Open
Operations & Policy Analyst 1	1
Operations & Policy Analyst 2	2
Operations & Policy Analyst 3	2
Procurement & Contract Specialist 3	2
Program Analyst 1	1
Research, Analysis, and Statistics Supervisor 2	1
Wildland Fire Dispatcher 1	1
Wildland Fire Supervisor	2

* It is important to note that these numbers do not include seasonal employees which comprises almost a third of ODFs workforce

Future Staffing Needs | Anticipated Needs

As addressed above, there are multiple positions which are important to fill; one vacant District Forester, in Forest Grove. ODF also needs to backfill the District Forester position in Tillamook. Finally, needs include a Human Resources Manager 1, located in Salem.

In addition, and as addressed below, there are three crucial positions to fill, including two highly critical positions, the Deputy State Forester and Incident Management Team members, and the critical Forest Geneticist position.

Talent Gaps | Current and Future

One gap in the development of talent from ODF's existing workforce is when represented employees are promoted to Wildland Fire Supervisors. This path of promotion often does not provide the employees with an opportunity to build key leadership skills such as communication, strategic thinking, and conflict resolution; skills which would assist them with their new duties and the obligations they have to their employees and the organization's success. One way to address this gap would be to work with leadership to assist them with fully incorporating Workday, as the State system of record, as a tool for the management and tracking of employee-related duties. This, in turn, allows employees

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to identify the skills needed for positions of interest and align their professional development with building those skills.

The agency's Strategic Plan also highlights the need for climate-smart leadership and expanded technical capacity to manage increasingly complex forest ecosystems. This includes the ability to integrate tribal ecological knowledge, manage cross-jurisdictional partnerships, and lead in a changing operational environment. These evolving demands underscore the need for targeted development of leadership and technical competencies across the agency.

The Department of Forestry has had significant change in top-level leadership positions over the past biennium, including retirement of the State Forester in January 2024, job rotation of the interim Deputy State Forester into the State Forester position, job rotation to backfill the interim Deputy State Forester position, change in the Human Resources (HR) Director position, as well as subsequent rotational movement and recruiting within Human Resources. This significant change across leadership and HR roles necessitated a degree of realignment and coordination of positional duties and objectives. This is a standard part of organizational change management, but it can be associated with some uncertainty among agency staff in general.

Another gap is in wildfire qualifications. Some highly skilled positions which would support the work of the existing fire workforce include, Single Resource Bosses (with training in ENGB, HELM, HEQB, FELB, etc.), wildfire investigators, incident command, and many others. The absence of these qualifications affects ODF's ability to support large fire management while also meeting initial attack needs and annual operations plans. The lack of fire investigator talent delays investigations and therefore delays cost recovery.

Finally, ODF has had difficulty rostering Incident Management Teams (IMT). These are teams deployed to manage complex incidents and provide the necessary infrastructure for effective emergency response. This difficulty is partially due to lack of qualifications as listed above but may also be a result of the time commitment required to serve on the IMTs. Districts may find it difficult to balance core business and IMT duties when staff are on assignment with an IMT for most of the summer.

Challenges | Workforce Planning

The mission, vision, and values of the Department of Forestry were updated in 2024 and published to the agency's intranet as part of the document, "Vision for Oregon's Forests", in January 2025. The updated mission, vision, and values were included in the 2023- 2025 iteration of the agency's Succession Plan, submitted in 2024.

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The agency's "Vision for Oregon's Forests" 2025 document also indicates that, "workforce supply continues to be a challenge, and there is a reduction in the ability of managed forests to cover associated costs in this dynamic state of climate and social change". Further, it identifies the following agency strategies for addressing this continued challenge:

- Policies will recognize the changing educational requirements for a trained and skilled workforce that supports the work needed in Oregon.
- Policies will promote educational and employment opportunities that include communities and identities that have been, and continue to be, excluded from the profession.

The Strategic Plan 2025-2030 emphasizes the importance of workforce resilience and adaptability in the face of climate and social change. It highlights the workforce as the agency's greatest asset and calls for a safe, inclusive, and continuous learning environment. These principles guide the agency's approach to succession planning and leadership development.

Challenges

- 1) *What plans does your agency have in place over the next **twelve months** to address these challenges/gaps and what additional resources do you need to accomplish these goals?*

Challenge: Protecting Seasonal Workforce

- a. Goal: Align seasonal positions with authority and funding and achieve 100% hiring
- b. Additional Resources: Updated fiscal budget instructions; report from 2025 SB 494
- c. Potential Partners: DAS, similar agencies
- d. Target completion date: July 2026
- e. Contingencies (if any): Potential staffing/funding changes



Challenge: Fire Protection Aviation Program Capacity

- a. Goal: Structure fire protection aviation unit for maximum efficiency and effectiveness
- b. Additional Resources: Identify future org chart, positions needed, and position descriptions
- c. Potential Partners: DAS, similar agencies

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Oregon Department of Forestry Succession Plan 2025 - 2027

- d. Target completion date: July 2026
- e. Contingencies (if any): Potential staffing/funding changes

Challenge: Complex Incident Management Team Staffing

- a. Goal: Ensure succession management of ODF CIMT rosters
- b. Additional Resources: ODF CIMT Succession Management Plan
- c. Potential Partners: Other state agencies
- d. Target completion date: January 2026
- e. Contingencies (if any): Potential staffing from OR Fire Service and other states

2) Next, what plans does your agency have in place over the next **twelve to twenty-four** months to address these challenges/gaps and what additional resources do you need to accomplish these goals?

Challenge: Protecting Seasonal Workforce

- a. Goal: Identify needs for additional months of position authority and budget
- b. Additional Resources: Report from SB 494
- c. Potential Partners: DAS, similar agencies
- d. Target completion date: December 2026
- e. Contingencies (if any): Potential staffing/funding changes

Challenge: Fire Protection Program Capacity



- a. Goal: Identify needs in the Protection program organization in Salem and the field for additional FTE position authority and funding
- b. Additional Resources: Report from 2025 SB 494
- c. Potential Partners: DAS, similar agencies
- d. Target completion date: December 2026
- e. Contingencies (if any): Potential staffing/funding changes

Challenge: Complex Incident Management Team Staffing

- a. Goal: Ensure succession management of ODF CIMT rosters, participation in CIMC/S 520
- b. Additional Resources: ODF CIMT Succession Management Plan

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- c. Potential Partners: Other state agencies, other states, compact partners, NASF
- d. Target completion date: December 2026
- e. Contingencies (if any): Potential staffing from OR Fire Service and other states

Succession Planning

Succession planning is the process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions. Succession planning can lead to better employee retention, improved morale, and a stronger talent pipeline for the future. It also helps organizations retain valuable knowledge and experience as key employees transition out.

Succession Plan 2025 | Review of Previous Plan Year to Current

Review of critical and highly critical positions and development progress from 2024

Position(s) Identified in 2024	2024 Status (critical, highly critical)	2025 Status (non-critical, critical, highly critical)	Reason Provide brief narrative of why status changed or stayed the same
Deputy State Forester	Highly Critical	Highly Critical	Turnover in several executive leadership positions. This position is particularly important as it serves as Chief Operating Officer for the Department, providing strategic direction regarding forest policy and department operations.
Incident Management Teams	Highly Critical	Highly Critical	Sustaining qualified Complex incident Management Team members from all programs and divisions will continue to be a challenge for the foreseeable future due to staffing levels, workloads, and funding. ODF CIMT Succession Management Plan must be updated annually and

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			implemented. ODF will continue to build partnerships with other state agencies to address critical position needs. Continue to aggressively develop trainees in critical needs positions. Utilize AD's and ODF retirees as necessary.
Forest Geneticist	Highly Critical	Critical	The Forest Geneticist is a highly specialized role requiring unique experience and education. Recruitment for such a position is difficult due in part to a limited candidate pool, though with the current job market, it could be easier to find someone with the necessary qualifications. While expertise from the position is essential for operations at the J.E. Schroeder Seed Orchard and in State Forests, by rebalancing some duties it may be possible to fill any potential gap with a consultant. A vacancy is not anticipated in the next year.

Succession Plan 2025 | Identification

Highly Critical

1. Deputy State Forester

a. Competencies of position

The Deputy State Forester is expected to have expert level competency across all enterprise measures, be exceptionally proficient in complex situations and serve as advisor to others in matters of business acumen, communication, innovation, intentional

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engagement, mentoring and developing people, and stewardship of resources; while sharing in statewide values of accountability, equity, excellence, and integrity.

Duties include direct supervision of the agency's executive leadership, ensuring alignment between agency strategic vision, policy, and program operations; promoting cross-division/program communication and coordination; and being held accountable for all department operations.

The individual in this position should have proven leadership in consensus building, collaborative relationships with internal constituents and multiple external stakeholders is required; as well as leadership, vision, knowledge, and commitment to working forest management, conservation, and natural resource protection.

The Deputy State Forester serves as the agency's Government to Government Liaison, represents the agency in legislative affairs, and provides overall strategic project leadership on critical agency-wide and cross-division initiatives, including budget development, annual operations planning, strategic plan development, Leadership Team planning, and priority setting.

b. Why identified as highly critical (see factors in chart below)

The Deputy State Forester is one of four top-line leadership positions of the agency, including the State Forester, Deputy Director of Fire Operations, and the Deputy Director for Administration, all working in close coordination to oversee and direct agency policy, administration, and operations. A high level of communication and coordination between these positions is essential and critical to the success of achieving the department's mission. This position is crucial to the critical work of building and maintaining close connections between Salem and the field, which is key to the agency's success.

c. Was this position identified on your 2024 Succession Plan: Yes

2. Incident Management Teams

a. Competencies of position

A Complex Incident Management Team (CIMT) is a rostered group of ICS-qualified personnel assembled to respond and manage an incident. Incident management skills include a wide range of competencies from technical expertise to strong leadership and communications. These individuals must be able to quickly diagnose and troubleshoot problems, coordinate with relevant teams, and manage communications with stakeholders. They must also be able to maintain composure under pressure and help others effectively manage stress.

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ODF has a comprehensive training and certification program aligning with standards defined by the National Wildland Fire Coordinating Group Wildland Fire Qualification Subsystem Guide and National Incident Management System requirements for IMT positions, augmented to include training, experience, and performance standards unique for all Protection positions and all department personnel. ODF's IMT positions utilize position-based task books to guide required training, evaluate skills and competencies demonstrated, and quantify qualifying assignments prior to certification in the position. IMT positions must further meet annual refresher training requirements and physical standards, while maintaining currency in recent assignments to remain qualified for an IMT position.

b. Why identified as highly critical

ODF responds to not only wildfires in Oregon but has also supported other agency partners across the U.S. and internationally for all-hazard incidents of natural disasters and manmade events. Maintaining an adequate number of qualified, staffed, and supported IMTs is critical to ODF's success and critical to Oregon's emergency response system. While historically, ODF has staffed three IMTs, the ability to fully staff and support three IMTs has been a challenge in recent years as the increasing complexity of fire seasons has strained agency resources.

c. Was this position identified on your 2024 Succession Plan: Yes

Critical

1. **Forest Geneticist**

a. Competencies of position

The forest geneticist provides critical technical expertise relating to forest genetics, researching, producing, and disseminating information related to maintaining and improving the health and productivity of Oregon's forests. The position primarily serves State Forests and the J.E. Schroeder Seed Orchard, though it provides statewide subject matter expertise.

The geneticist maintains documentation of seed orchard programs, including breeding plans, pedigrees, statistical analyses and genetic gain calculations. Developing policies, operating procedures, and technical guidance for staff and field is a core duty of the position, while participating in development of other program policies including silviculture, pathology, and other specialized disciplines.

The forest geneticist provides direction for the Oregon Seed Bank, working with cooperators and partners from across the Pacific Northwest, the United States, and worldwide, while developing and implementing strategies to ensure diversity and

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adaptability within a changing climate. This work includes, acquiring and maintaining adequate supply of seeds by species and location to meet the needs of forest landowners and managers; providing technical support to orchard management committees; developing strategic plans and orchard designs; serving on various technical committees and research cooperatives; providing technical input to inform orchard field work; and coordinating logistics for the seed storage facility.

b. Why identified as highly critical

The Forest Geneticist was identified as critical because it is a highly specialized role requiring unique experience and education. Recruitment for such a position is difficult due in part to a limited candidate pool, though with the current job market, it could be easier to find someone with the necessary qualifications. While expertise from the position is essential for operations at the J.E. Schroeder Seed Orchard and in State Forests, by rebalancing some duties it may be possible to fill any potential gap with a consultant. A vacancy is not anticipated in the next year.

c. Was this position identified on your 2024 Succession Plan: Yes

POSITION IDENTIFICATION REFERENCE CHART	
NOT A CRITICAL POSITION	• Vacancy would cause limited impact • Limited specialized knowledge or skills required • Strong recruitment potential • Competitive compensation package • Limited direct promotional opportunities
CRITICAL POSITION	• Vacancy would cause an impact • Some specialized knowledge or skills required • Challenging recruitment • Moderately competitive compensation package • Skill set in demand • Promotional opportunities • Anticipate vacancy within the next 1 to 5 years
HIGHLY CRITICAL POSITIONS	• Vacancy would cause a significant impact • Specialized knowledge or skills required • Very challenging recruitment • No competitive compensation package/compression issues • Skill set in high demand • Promotional opportunities • Anticipate vacancy within the next year

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Succession Plan 2025 | Development

Highly critical and critical position competency development

Highly Critical

1. Deputy State Forester

a. Development Plan:

- i. This position serves on the agency's Executive Team in a pivotal oversight role for agency operations. To develop future leader's readiness, offer temporary, developmental, work-out-of-class, and special project opportunities, with targeted assignments in the executive building and within agency-wide executive sponsored projects to provide experiential exposure and developmental growth in core competencies.
- ii. Continue to offer future leaders temporary, developmental, work-out-of-class, and special project opportunities across all leadership positions.
- iii. Promote, support, and sponsor employee attendance at internal and external leadership training, driven by applicant and supervisor nomination processes and reviewed by agency leadership.
- iv. Collaborate on work between agency leadership, the Board of Forestry, and stakeholders to complete the agency's strategic plan, supplemental operational plans, and fulfillment of budgetary resources necessary to implement the strategic vision, provide a strong foundation to guide the agency towards optimal organizational excellence.

b. Gaps/Recruitment/Retention Challenges

- i. Executive Leadership Transitions: Over the past several years there has been significant turnover in leadership positions. As a result, several positions are currently filled with new incumbents, many of which came from outside of the agency. Work on the agency strategic plan is expected to provide our executive leadership growth opportunities to intentionally engage together in strategic thinking and organizational planning, creating alignment as a professional team and developing in core enterprise competencies.

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- ii. Analysis of the exit interview questionnaires and recruitment statistics is necessary to identify trends or challenges.

- iii. Further assess and analyze comprehensive human resource statistics utilizing Workday features and supplemental methods available while comparing recruitment and retention statistics collected over time.

c. Skill Development Challenges and Strategies to Overcome

- i. Continue to assess employee engagement to understand impacts and trends changing over time relative to employee resources and support.
- ii. Conduct exit interview questionnaires with all employees completing temporary assignments and special projects in the executive building to identify any barriers, challenges, or further opportunities related to the employee's future candidacy for an executive level position.
- iii. Utilize Workday features for opportunity graphs and development plans, continuing to build bench strength by defining clear successional pathways.

2. Incident Management Team Positions

a. Development plan

- i. Formal tasking to ODF's Incident Commanders and Command and General Staff to evaluate current IMT rosters, identify succession management opportunities for each ICS function, develop recommendations for addressing succession management gaps, and coordinate with Protection training coordinators to develop procedures for implementing the Priority Training program.
- ii. Assess training needs and develop training plans for all employees.
- iii. Continue sending ODF staff members to Complex Incident Management Course (CIMC) this critical training to build depth in Command and General Staff.
- iv. Ensure that ODF IMT's meet the requirements of the new NWCG adopted Complex Incident Management Teams (CIMT).

b. Gaps/Recruitment/Retention Challenges

- i. Lack of fully qualified trainees across all CIMT positions. Difficulty completing core program/division business while meeting the emergency response function of the ODF CIMT's.

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- ii. Update and implement the ODF CIMT Succession Management Plan. Continue development of priority trainees for full certification.

c. Skill Development Challenges and Strategies to Overcome

- i. Attaining the required position training and experience to become a rostered CIMT member. Balancing core business and emergency response capacity.
- ii. Continue to invest in CIMT assignments year-round, including all hazard and ensure participation in CIMC and S520 trainings.
- iii. Area Directors and supervisors support those interested in seeking positions on Incident Management Teams. In addition, create statewide communications to highlight the need for understanding, patience, and grace during wildfire season when Teams are deployed as this may cause some tasks to be delayed.
- iv. Continue to seek diversity, equity and inclusion in the CIMT recruitment and selection process. Expand the pool of available CIMT applicants.

Critical

1. Forest Geneticist – Natural Resource Specialist 4

a. Development Plan:

- i. The competencies within this position are highly specialized and unique to not only the position, but within the Pacific Northwest. Building bench strength from within the agency could provide successional support for ensuring specific tasks or duties are fulfilled in the event of an absence; however, the highly specialized competencies may be challenging to develop.
- ii. Utilize knowledge transfer tools to document processes and identify less specialized competencies of the position that could be shadowed and mentored to other agency staff. Target positions include the J.E. Schroeder Seed Orchard Manager and the State Forests Silviculturist.

b. Gaps/Recruitment/Retention Challenges and Strategies:

- i. Recruitment for the last vacancy was challenging with only one candidate from within the United States; however, job market conditions have changed.

The Department of Forestry offers various resources and support for forest management and genetic research. The J.E. Schroeder Seed Orchard and the Oregon Seed Bank provide seed sources and conservation efforts through distribution of high-quality forest tree seeds that are tailored to soil type and growing region.

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- ii. Creativity in the next recruitment will be required to enhance outreach, and address any barriers to relocation, salary, or benefit packaging to ensure a qualified candidate pool.

c. Skill Development Challenges and Strategies to Overcome

- i. Internal employee development will be difficult provided the breadth of comprehensive knowledge, skills, and expertise necessary to fulfill the agency's position needs.
- ii. Conduct outreach to agricultural colleges, forest and arboricultural associations to identify if any college or specialized training programs exist for tree breeding work.
- iii. Consider an alternate model where core technical needs are served by a consultant.

Agency-wide Plans for Competency Development

The agency's Workforce Development Unit (WDU) has rolled out several resources for staff to utilize in developing their professional skills. In January 2025 the team launched a digital employee toolkit on the agency's ODF Hub intranet. This toolkit serves as a replacement for the past employee handbook and is a resource containing vital information for employees on topics including, but not limited to, State and agency employment, rights, benefits, developmental resources, as well as links to relevant statutes, rules, and union collective bargaining agreement information.

In addition to the digital employee toolkit, the WDU is currently developing a digital manager toolkit which will provide relevant information and resources to agency managers and supervisors. This toolkit is intended to support managers by creating a centralized repository for important information and ensure the use of consistent and accurate information across the agency. It will also provide resources to support successful management and development of staff within the organization.

Multiple tutorial videos on Microsoft 365 programs have been made available on the Workforce Development website, with the intent of providing quick access to useful skill development tools for staff, and information managers might need in their use of Microsoft products. The WDU continues to assess whether further resources are necessary for the professional growth of the ODF workforce.

In August 2025 the WDU engaged in a collaborative effort with the agency's Business Services Division in effort to begin development of digital training modules. This

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engagement is in the early stages but WDU will continue working toward the goal of providing useful learning opportunities in agency-relevant topics.

Further, in October of 2025, the WDU published a digital developmental resource library, accessible to employees on the Agency's intranet. This library pulls in developmental resources and information from across the enterprise and external sources. The intent is to consolidate the expansive array of enterprise and external developmental resources into a centralized format, enabling managers/supervisors, and employees to explore opportunities for skill building. Resources included in the library are made relatable to current enterprise competencies for both employees and managers, with the goal of aiding staff in identifying developmental opportunities that align with the desired competencies for specific positions.

The WDU has also begun drafting a developmental succession planning strategy and process for proposal to agency leadership. The concept has involved outreach to the DAS Chief Human Resources Office, as well as learning and development cohort partners within other State agencies to glean best practices which align with State competency development and agency goals for workforce development to ensure stability of operations.

The succession strategy and process, as envisioned, will include use of an established timeline for management to assess staff for potential succession interest and ability, which will be analyzed by the Human Resources program. This analysis will inform leadership decisions for future iterations of the Agency's succession plan, and local team planning for future positional needs. The plan intends to make the best use of succession planning tools available on the DAS Succession Planning website and sub-pages here [Department of Administrative Services : Succession Planning : Chief Human Resources Office : State of Oregon](#), as well as resources shared by partners from other State agencies. The current timeline for having a reviewable strategy and process available for Agency leadership is anticipated to be in quarter two of 2026.

The agency has had a long history of conducting a biennial Agency Leadership Program (ALP), with the goal of providing leadership and management development resources to employees aspiring to grow within the organization. Agency leadership is currently engaged in an assessment and redesign of the structure of this program for re-incorporation in calendar year 2027, following a brief hiatus in 2025, due to budgetary constraints. Leadership and the WDU aim to curate pre-requisite learning to be completed prior to admission into ALP. The goal of this pre-requisite learning, and subsequent ALP participation, is to further strengthen the agency's available opportunities for workforce growth and succession of aspiring individuals into leadership and management roles.

The agency is motivated to foster a culture of continuous improvement and innovation, and for building a governance structure that ensures efficient implementation of agency functions. These goals are reflected in the agency's investment in developmental

resources to build core enterprise competencies. These resources are designed to build strength needed to meet the agency's strategic priorities, which include climate leadership, wildfire resilience, and community engagement.

Succession Plan 2025 | Evaluation

What are the agency's plans to evaluate and revisit this plan to ensure the agency is on track (i.e. "The agency's leadership team will evaluate this succession plan quarterly and make adjustments as necessary")? Further areas to refine your evaluation strategies are included below.

Overall Plan Review

ODF's Succession Plan is a biennial two-year plan with ongoing revision and development aligned to the agency's strategic and operational planning cycles and inclusive to information streams and outcomes of statewide legislative, budgetary, and administrative initiatives. As these outcomes are realized and compared with results of former planning measures, the agency's future needs and challenges will need to be reassessed to anticipate and respond to changes in work and priorities, to evaluate program and organizational structuring, and identify changes in the personnel fulfilling those duties across the agency. The following evaluation tools will provide critical information needed to analyze and monitor progress in succession planning elements, to ensure competencies are being appropriately targeted in employee goals and development plans, and to refine recruitment and outreach strategies that ensure a ready bench of capable candidates for every critical position.



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ODF Human Resources: Further assessment and ongoing analysis of agency-wide human resources data to include a detailed review of recruitment and retention statistics, anticipated leadership vacancies and projected retirements, monitoring of developmental assignments and learning further compared to candidate qualifications and selection, recognition of internal and external candidates, and measured trends over time.

DAS Succession Planning Questionnaire: ODF's Executive Team will conduct a self-assessment of agency succession planning utilizing the DAS Succession Planning Questionnaire, with results summarized and averaged to determine a baseline single agency score. Executive review of each succession planning criterion will be used to determine areas of strength and define future opportunities for improvement. This assessment will be repeated in the subsequent year of plan implementation to further evaluate and define strategies for incorporation into future planning efforts while monitoring the success of current succession planning strategies.

DAS Workforce Assessment for Agency Leadership and the Agency's Future Workforce: as ODF completes its agency strategic plan, the workforce assessment tools will be shared with agency leadership to support the agency's succession plan and evaluate opportunities for further strategic planning that considers future workforce needs with current availability.

Operating Plans: as ODF continuously develops and revises its agency strategic plan, revisions to the agency operating plans will provide helpful documentation of agency core business and priority projects occurring across the agency, further defined by duties required by law, rule, or policy, identification of core competencies required to fulfill those duties, and recognition to the personnel fulfilling those duties.

Position Descriptions: as revised agency strategic plans are implemented and operational plans defined, positions descriptions will be reviewed and updated to reflect any changes to the work duties and identification of core competencies performed in the position.

Performance and Accountability Reviews: managers will be held accountable for completing employee performance and accountability reviews with ongoing measures of agency and manager completion, and identification of development needs where gaps are identified.

Succession management of ODF's IMTs: is a priority for the agency. Incident Commanders and Command and General Staff are actively tasked with completing an evaluation across all ICS functions within their rosters to assess gaps in qualified personnel, evaluate competencies of current trainees, adjust employee training plans, and coordinate with Protection training coordinators to refine procedures for the Priority Trainee program. Results of this current tasking will include developing recommendations to improve succession management across all ODF IMT rosters.

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These recommendations and strategies will be further evaluated by ODF's Geoboard, Protection Division, and executive leadership for inclusion in future versions of the ODF Succession Plan.

Highly Critical/ Critical Positions

Has the work changed and has how the work is done changed or new programs added?

The work environment has changed for much of the Department since 2021. Senate Bill 762 (2021), the Private Forest Accord, and House Bill 3940 (2025) have reshaped much of the Department, modernizing and changing decades old processes, as this work will necessitate a workforce shift in traditional development during its implementation.

Competency Adjustment

The agency will continue to utilize the quarterly performance, accountability, and feedback check-in model for managers and supervisors to conduct meaningful performance conversations with staff, ensuring that those conversations are grounded in how employee performance relates to necessary competencies within the enterprise. These quarterly check-ins will provide an avenue to assess current competency levels and create attainable goals for the employee to work toward, where additional development of competency is needed.

Employee Goals

Performance Accountability and Feedback (PAF) guidance and resources provided to managers and employees include information on the need to discuss and establish goals during quarterly PAF check-in meetings. This goal setting component of PAFs allows for the discussion and creation of individual/program/organizational goals, using the SMART goal setting system. SMART is an acronym wherein, S = specific, M = measurable, A = attainable, R = relevant, and T = time bound. Managers and employees should evaluate goals during each PAF check-in. This serves the purpose of tracking progress and/or adjusting goals as needed.

Recruitment Strategies

1. Agency Leadership Program

- Goal:** Provide the agency-sponsored Agency Leadership Program in 2027 and support cadre planning throughout 2026
- Objective:** Increase the number of current agency employees who have successfully completed ODF's Agency Leadership Program

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- c. **Targeted Completion Date:** December 2027
- d. **Intermediate Milestones:** Complete planning and preparation for program by end of 2026
- e. **Contingencies (if any):** Potential staffing/funding changes could impact the program
- f. **Metric Target:** Increase in the number of current ODF employees that have successfully completed the program
- g. **Metric Definition:** Assess and evaluate the number of current employees who have successfully completed ODF's Agency Leadership Program. Identify baseline number for agency measurement. Consider the use of Workday Learning to monitor and report on completion. Employees who depart from the agency will no longer be considered current and will be subtracted from the resulting number of current employees who have successfully completed ODF's Agency Leadership Program

2. Internship Program

- a. **Goal:** Provide hands-on work experience and training to college students and increase personnel resources for ODF work units
- b. **Objective:** Introduce student-employees to ODF as the employer of choice, provide practical work experience, and prepare student-employees for a future career in forestry.
- c. **Targeted Completion Date:** Annually, by December
- d. **Intermediate Milestones:** Identify potential partner colleges. Complete planning and preparation for program by end of 2026
- e. **Contingencies (if any):** Potential staffing/funding changes could impact the program
- f. **Metric Target:** Place at least one intern by the end of 2027
- g. **Metric Definition:** Measure number of interns placed throughout ODF. Provide information on pathways to jobs in forestry, position and program descriptions, benefits to working in state government, and invitation to select professors, faculty, and students.

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3. College Career Fairs

- a. **Goal:** Highlight Forest Geneticist position at college career fairs
- b. **Objective:** Increase interest and exposure to the Forest Genetics field through focused attention at a college career fair
- c. **Targeted Completion Date:** Annually, by December
- d. **Intermediate Milestones:** Evaluate current list of college fairs attended previously to identify any known forest genetic programs or opportunities to contribute to development of educational curriculum
- e. **Contingencies (if any):** Limitations in college curriculum or college fairs hosted could affect ability to successfully complete this activity
- f. **Metric Target:** Attend one college career fair by the end of 2026 while providing focus on the Forest Geneticist position
- g. **Metric Definition:** Measure ODF attendance to college career fairs, find opportunity to highlight and showcase the Forest Geneticist position which may include live demonstration, position and program description, benefits to working in state government, and invitation to select professors, faculty, and students.

2026 Retirement Eligibility | One Year Forecast

Utilizing the Workday report [HCM Retirement Eligibility Summary](#), identify the number and percentage of your agencies workforce that is currently eligible to retire or will be within one year. This data may influence positions you identify as critical/highly critical based on potential vacancy due to retirements.

Position	Eligible to Retire Now 78 of 1079 = 7%	Position	Eligible to Retire ≤ 1 Year 29 of 1079 = 2%
Accounting Tech	1	Accounting Tech	1
Administrative Specialist 1	2	Administrative Specialist 1	4

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Position	Eligible to Retire Now 78 of 1079 = 7%	Position	Eligible to Retire ≤ 1 Year 29 of 1079 = 2%
Administrative Specialist 2	1	Business Operations Supervisor 1	1
Automotive Technician 2	2	Chief Information Manager 2	1
Business Operation Supervisor 1	3	Computer Specialist 1	1
Communications System Analyst 3	1	Executive Support Specialist 2	1
District Forest Manager	2	Forest Manager 2	5
Equipment Operator	7	Information System Specialist 4	1
Executive Support Specialist 2	1	Natural Resource Protection and Sustainability Manager	2
Facility Energy Technician	1	Natural Resource Specialist 1	1
Fiscal Analyst 1	1	Natural Resource Specialist 2	2
Fiscal Analyst 3	1	Natural Resource Specialist 3	1
Forest Manager 1	5	Natural Resource Specialist 4	2
Forest Manager 2	6	Office Specialist 1	1
Forest Officer	1	Operations & Policy Analyst 3	1
Human Resource Analyst 1	1	Wildland Fire Supervisor	4
Human Resource Analyst 2	1		
Human Resource Analyst 3	1		
Information System Specialist 4	1		
Natural Resource Protection & Sustainability Administrator 1	1		
Natural Resource Protection & Sustainability Manager 1	1		

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Position	Eligible to Retire Now 78 of 1079 = 7%	Position	Eligible to Retire ≤ 1 Year 29 of 1079 = 2%
Natural Resource Protect & Sustainability Manger 2	1		
Natural Resource Specialist 1	3		
Natural Resource Specialist 2	11		
Natural Resource Specialist 3	5		
Natural Resource Specialist 4	3		
Office Specialist 2	1		
Operations & Policy Analyst 3	1		
Procurement & Contract Specialist 3	2		
Procurement Manager 1	1		
Program Analyst 1	1		
Program Analyst 3	1		
Public Affairs Specialist 1	1		
Public Affairs Specialist 2	1		
Wildland Fire Supervisor	4		
Word Processing Technician 2	1		
TOTALS	78		29

Conclusion

The Department of Forestry is committed to recruiting and retaining a talented workforce that skillfully meets the agency's mandate to "act on all matters pertaining to forestry." ODF is dedicated to complying with Equal Employment and Affirmative Action requirements in the workplace. ODF demonstrates its commitment by actively supporting equal employment for all employees and applicants regardless of race, religion, national

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origin, age, gender, marital status, mental or physical disability, sexual orientation, political affiliation, membership, or activity in or on behalf of a labor organization or refraining from such membership or activity, or any other non-job-related criteria. In addition, ODF ensures equal opportunity by providing internal development opportunities to all its staff. Managers, having the most direct line of communication with their staff, have the primary responsibility to develop and foster a motivated, diverse, and highly skilled workforce.

ODF has identified succession management and workforce development as priorities to ensure a deliberate, transparent plan and that associated processes are developed and implemented – all towards achieving an increase in the availability of experienced and capable employees that are prepared to assume leadership roles as they become available.

This plan directly supports the agency’s Strategic Plan 2025–2030 by ensuring that ODF has the leadership capacity to implement its goals around resilient forests, climate-smart forestry, and organizational excellence. Succession planning is a key mechanism for aligning workforce capabilities with strategic direction, ensuring continuity, and fostering innovation across the agency.

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Maximum Supervisory Ratio Report

Company	Agency Max Supervisory Ratio	Max # of Non-Supervisory Employees per Supervisor	Total # EEs on 6/30/26	Total # Non-Supervisory EEs on 6/30/26	÷	Total # of Supervisory EEs on 6/30/26	Total # of EEs Not Assigned a Representation on 6/30/26	1 :	Rounded Ratio	Adjusted Actual Ratio on 6/30/26	Actual Ratio (Not Rounded)
Bureau of Labor and Industries	1:11	11	235	203	÷	32	-	1 :	6	1:6	6.34
Department of Administrative Services	1:09	9	1,070	953	÷	117	-	1 :	8	1:8	8.15
Department of Agriculture	1:08	8	545	495	÷	50	-	1 :	10	1:10	9.90
Department of Consumer & Business Services	1:09	9	1,045	947	÷	98	-	1 :	10	1:10	9.66
Department of Corrections	1:11	11	5,393	4,936	÷	457	-	1 :	11	1:11	10.80
Department of Early Learning and Care	1:09	9	396	359	÷	37	-	1 :	10	1:10	9.70
Department of Energy	1:07	7	129	114	÷	15	-	1 :	8	1:8	7.60
Department of Environmental Quality	1:09	9	954	863	÷	91	-	1 :	9	1:9	9.48
Department of Fish and Wildlife	1:06	6	1,447	1,261	÷	186	-	1 :	7	1:7	6.78
Department of Human Services	1:8.5	0.5	12,491	11,325	÷	1,162	4	1 :	10	1:10	9.75
Department of Justice	1:10	10	1,743	1,595	÷	148	-	1 :	11	1:11	10.78
Department of Public Safety Standards and Training	1:18	18	395	376	÷	18	1	1 :	21	1:21	20.89
Department of Revenue	1:11	11	1,168	1,062	÷	106	-	1 :	10	1:10	10.02
Department of State Lands	1:08	8	161	144	÷	17	-	1 :	8	1:8	8.47
Department of the State Fire Marshal	1:6	-	169	145	÷	23	1	1 :	6	1:6	6.30
Department of Transportation	1:11	11	5,002	4,572	÷	430	-	1 :	11	1:11	10.63
Department of Veterans Affairs	1:11	11	113	97	÷	16	-	1 :	6	1:6	6.06
Employment Department	1:11	11	2,034	1,856	÷	178	-	1 :	10	1:10	10.43
Forestry Department	1:7	-	1,548	1,359	÷	189	-	1 :	7	1:7	7.19
Higher Education Coordinating Commission	1:7	-	226	202	÷	24	-	1 :	8	1:8	8.42
Land Conservation and Development Department	1:9	-	110	98	÷	12	-	1 :	8	1:8	8.17
Oregon Business Development Department	1:7	-	233	204	÷	29	-	1 :	7	1:7	7.03
Oregon Department of Education	1:09	9	753	670	÷	82	1	1 :	8	1:8	8.17
Oregon Department of Emergency Management	1:11	11	154	139	÷	15	-	1 :	9	1:9	9.27
Oregon Health Authority	1:8.6	0.6	6,520	5,896	÷	624	-	1 :	9	1:9	9.45
Oregon Housing and Community Services	1:6	-	491	419	÷	72	-	1 :	6	1:6	5.82
Oregon Liquor & Cannabis Commission	1:9	-	461	420	÷	41	-	1 :	10	1:10	10.24
Oregon State Department of Police	1:8	-	1,484	1,343	÷	139	2	1 :	10	1:10	9.66
Oregon Youth Authority	1:9	-	1,068	964	÷	104	-	1 :	9	1:9	9.27
Parks and Recreation Department	1:09	9	892	805	÷	86	1	1 :	9	1:9	9.36
Public Employees Retirement System	1:10	10	444	404	÷	40	-	1 :	10	1:10	10.10
Public Utility Commission	1:6	-	155	133	÷	22	-	1 :	6	1:6	6.05
State of Oregon Military Department	1:10	10	529	477	÷	52	-	1 :	9	1:9	9.17
Water Resources Department	1:8	-	253	223	÷	30	-	1 :	7	1:7	7.43
Ratio within Maximum Supervisory Ratio											
Ratio not within Maximum Supervisory Ratio											
* This total number includes positions which were flagged by Workday as NOT having a Repr code assigned. Each position was reviewed and assigned to a supervisory or non supervisory category.											
Agencies with no current ratio on file with CHRO reflect the baseline ratio of 1:11											
Report Name: HCM Span of Control Counts by Company (Company or Supervisory Organization Selection)											

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Racial Equity Impact Statement (REIS) Worksheet: Agency Questions

Executive leadership: Please answer the following questions regarding your agency's strategic mission, goals and programs. To fill out this worksheet, download a copy and type your answers under each question.

1. Who is completing this agency REIS?

Sabra Purifoy, Workforce Development Analyst (DEIB practitioner for Oregon Department of Forestry); supported by ET member/HR Director Sarah Smith.

2. Does your agency have a DEIB practitioner? (Yes or No) Yes.

a. If yes, describe how you collaborated with them on this REIS.

The Workforce Development Analyst (WDA) has drafted responses which were reviewed and approved by executive leadership. In addition, the WDA coordinates with executive leadership throughout the year to manage and track the agency's internal equity outcomes.

b. If you did not collaborate with them, why not?

N/A

3. How do the agency's mission, goals and programs impact racial equity?

ODF's mission is "[t]o protect and promote resilient forests that benefit all Oregonians." This mission is incorporated throughout decision-making and project implementation for the department, thereby establishing equity as a core priority. In addition, the agency has adopted objectives through the Affirmative Action and DEIB Action Plans that include normalizing racial justice concepts and embedding racial equity into day-to-day operations.

The agency's Workforce Development Unit creates learning and professional development opportunities for ODF staff in which equity, as a topic, is incorporated; this is true for all required trainings. The WDA is also working on a DEIB-specific learning path.

4. What barriers exist in your agency's mission, goals, and programs that could hinder the advancement of racial equity?

Operationalizing DEIB is challenging. A Cultural Assessment Survey circulated within the agency revealed that while 75% of those employees taking the survey (approximately 84% of ODF's full time, permanent staff) believe DEI is important, only 30% believe the racial makeup of team leaders is representative of the community the agency seeks to serve. This creates an opportunity for ODF to invite more diverse voices into all facets of decision-making and expand representation in positions of higher responsibility and visibility.

5. What opportunities exist in your agency's mission, goals, and programs that could help advance racial equity?

ODF has a position dedicated to implementing DEIB initiatives across the agency, as well as a Government-to-Government Liaison that coordinates with tribal governments. These positions create resources which are invaluable to pushing this work forward and ensuring that ODF is aligned with its stated equity goals. In addition, the agency has a Workforce Development Unit that has developed a robust suite of trainings to support professional development. There is significant opportunity to leverage the work of this unit to continue embedding equity in all employee trainings and to offer specific, equity-focused trainings. These actions also ensure that current and future leadership have exposure to the language, concepts, and efforts required to advance racial equity.

Under the support of executive sponsorship, ODF established a DEIB Council comprised of agency staff to focus on diversity and equity strategies, program development, initiative implementation, and measurement of outcomes. The Council strives to embed a culture of inclusivity and belonging throughout the

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recruitment, retention, management, and professional development of employees by serving as DEIB Ambassadors for the agency. Council recommendations advance the agency's priority to cultivate an environment where individuals of diverse backgrounds, experiences, and perspectives have inclusive and fair opportunities to excel professionally.

6. How is community voice included in your assessments of progress, equity, and racial disparities?

As a natural resource and fire protection agency, ODF often engages the public through community hearings and townhalls; providing community an opportunity to engage with the agency. ODF also supports the Board of Forestry and several committees. These are public bodies wherein the public is encouraged to attend and provide feedback.

With respect to the Tribes, ODF's government-to-government liaison has the defined goals of strengthening intergovernmental relations and enhancing the exchange of information and resources.

While the WDA's focus is internal, addressing structures that may be inhibiting progress within the agency, and providing learning and development opportunities for staff, furthers ODF's efforts to "protect and promote resilient forests that benefit all Oregonians."

7. What measures are you using to track equity changes over time?

As mentioned above, the WDA, in coordination with the agency's DEIB Council and executive leadership, has responsibility for managing and tracking the agency's internal equity outcomes. Utilizing various qualitative and quantitative methods, such as surveys, workday data, and manual tracking, the WDA tracks equity outcomes in compliance with the state's DEI and Affirmative Action goals and expectations. ODF specifically tracks employee hiring and retention, demographics, engagement and satisfaction, along with several other data points.

8. Describe any racial disparities or trends you are noticing across your agency, programs, and data.

Trending race and ethnicity data indicates that hiring has been trending up for most racial and ethnic groups; the categories "two or more races" and "Native Hawaiian or Pacific Islander" are exceptions, with both experiencing declining numbers. It's important to note that the response "Prefer not to respond" has seen a steady increase in responses throughout the years so this could be impacting the numbers in all other categories.

While the steady growth of these numbers is, on its face, encouraging, when we look at statistical composition, there is still opportunity to improve the racial and ethnic composition of the Department (see chart below). Increased recruitment to these underrepresented groups may support growth within these demographics.

Race/Ethnicity	ODF employee demographic %	Statewide demographic %
African American/Black	0.6	2.5
American Indian	2.9	2.6
Asian	1.6	5.4
Native Hawaiian	0.1	0.6
Hispanic or Latino	6	16.2
Two or more	2.4	6.8