

Purpose

Board of Forestry work plans are developed on a biennial basis (calendar year) and identify the critical objectives for the board to achieve the goals of the *Vision for Oregon's Forests*, as well as more routine and recurring responsibilities throughout the year. These work plans focus the majority of the board's limited bandwidth on the most important topics and drive agenda development for the two-year period. Plans also include a mid-cycle workplan status check to allow the board to discuss priorities, adjust or make corrections to workplans if needed, as well as integration of any new statutory mandates.

Two sets of board workplans exist: strategic and standard business. ODF's deputy directors and division chiefs are responsible for developing the framework of both plans for presentation to the board for input during its annual spring retreat. Following approval by the board, deputy directors and division chiefs are responsible for fulfilling the department's commitments in the workplans.

The board is responsible for complementarily working with other agencies (liaisons) and any other work independent of the department into the final workplans. The board is also responsible for seeking public input to help guide the board as it builds, implements and adjusts its work plans.

Key Topics for the Board of Forestry

Below are the key standard business and strategic topics for calendar years 2026 and 2027 that ODF proposes bringing before the Board of Forestry. Consolidated timelines for when the board should expect information or needs to take action related to these topics are provided in the next section of this document.

Agency Administration/Business Services Divisions

Relevant Statutory Responsibilities for the Board

- May acquire real property (ORS 526.166)
- May sell, lease, exchange or otherwise dispose of real property (ORS 526.194)
- Provide direction to state forester on equipment pool participation and equipment transfer (ORS 526.144)
- Terminate equipment pool (ORS 526.152)

Strategic Board Business

Workplan Management: Board work plans are intended to strengthen the board's ability to be an effective policy-making body, direct the department's work, and focus the board's and department's efforts on the most important issues. The board and department's work plan

process is designed to create a systematic way for the board to identify issues and set priorities that lead to specific decisions and products. The process is also designed to link with the biennial budget cycle where resources are identified and allocated within the department.

Development of Legislative Concepts: The development of legislative concepts for bills that may be introduced during the 2027 Legislative Session represents an important opportunity for the board and the department to advance goals, objectives, and priorities.

Agency Budget Development and Request: The first steps in biennial budget development focus on assessing current and anticipated conditions, establishing principles and guidelines, and identifying initial focus areas for deeper analysis. These elements guide the formation of preliminary budget concepts, which may be refined as circumstances evolve during the nine-month development period leading to completion of the Agency Request Budget. Together, these assessments, principles, and focus areas provide the foundation for final budget development. As the 2027-29 Agency Request Budget advances through the state's budget process, the department will provide the board with regular updates on the outcomes of the Governor's Budget and the Legislatively Adopted Budget.

Board Governance Performance Self-Evaluation: The governance performance measure for state boards and commissions, "percent of total best practices met by the board" was enacted by the Oregon State Legislature and adopted by the Board in 2006. The measure included fifteen standard best practices criteria and flexibility for Boards and Commissions to develop additional criteria to meet the Board's specific needs and interests. Board members complete individual self-evaluations of board governance performance and a summary of the self-evaluations is presented to the board for approval in meeting the sixteen best practices criteria.

Standard Board Business—Information-only

ODF Human Resources Report: Annual updates on the department's human resources and safety-related metrics.

ODF Facilities Capital Management Plan: The department manages more than 400 structures statewide, including office buildings, storage warehouses, housing facilities, communication sites, and miscellaneous infrastructure. This report provides the board with an overview of the status and conditions of ODF facilities; recurring and deferred maintenance needs; and investment strategies to best manage ODF's extensive network of statewide structures.

ODF Equipment Pool Report: The Equipment Pool provides the resources and equipment necessary to accomplish ODF's mission. ODF's wireless radio network supports firefighting by enabling real-time communications during emergencies. ODF's fleet services provides the vehicles and equipment needed to fight fire, manage forestlands, build roads, and other key parts of ODF's core business.

Agency Annual Performance Progress Report: The department is required to submit an Annual Performance Progress report related to its Key Performance Measures (KPMs) to the Legislative Fiscal Office (LFO) and DAS Chief Financial Office (CFO) in September of each year. This report includes a list of the department's KPMs, a summary of the department's performance for the past year based on those measures, and a more detailed narrative for each KPM explaining factors contributing to performance.

State Forests

Relevant Statutory Responsibilities for the Board

- Under authority and direction of board, except as otherwise provided for the sale of forest products, the state forester shall manage Board of Forestry lands so as to secure the greatest permanent value of those lands to the state (ORS 530.050)

Standard Board Business—Decisions

Adopt Western Oregon State Forests Management Plan: Consistent with the process detailed in OAR 629-035-0030, the Board of Forestry shall review and may revise the forest management plan developed by the State Forester to ensure that it meets the obligation to secure Greatest Permanent Value (OAR 629-035-0020). Once the plan is approved by the Board, the Board shall adopt the plan as rule.

Set Performance Measures for the Western Oregon State Forests Management Plan: Prior to, concurrent with, or subsequent to adoption of the plan as rule, the Board may choose to set performance measures related to forest resources identified in the plan to further guide the State Forester on development of more specific implementation and operational plans. This is not a statutory or rule requirement and is at the discretion of the Board.

Other Intermittent Topics

Western Oregon State Forests Habitat Conservation Plan: The Board will receive updates from staff on the progress towards a final HCP and issuance of Incidental Take Permits.

State Forests Harvest Accomplishment Reporting: The Board will receive a report on State Forests Annual Operations Plans harvest accomplishments. This will be accompanied by the annual Council of Forest Trust Land Counties report.

Forest Resources

Relevant Statutory Responsibilities for the Board

- The Forest Practices Act, ORS 527.610 to 527.770, 527.990 and 527.992, assign specific duties, powers, and responsibilities to the BOF. Notably these include:
 - Exclusive authority to develop and enforce forest practice rules under the Forest Practices Act and to coordinate with other state agencies and local governments which are concerned with the forest environment (ORS 527.630).
 - Authority to adopt rules to administer the Forest Practices Act, subject to the procedures set forth in the Administrative Procedures Act, ORS Chapter 183 and ORS 527.714 (ORS 527.710).
 - Responsibility for appointing members to a number of statutorily required advisory committees in addition to any committees the BOF elects to convene under their discretion in ORS 526.016.

Standard Board Business—Decisions

Committee Appointments: The BOF appoints members of the Adaptive Management Program Committee (AMPC), Committee for Family Forestlands (CFF), Independent Research and Science Team (IRST) and the three Regional Forest Practice Committees (RFPCs).

Adaptive Management Program (AMP) Budget for Approval: Per Oregon Administrative Rules (OARS) 629-603-0130 and 629-603-0200, the BOF determines the budget for the IRST Housing Agency, IRST research projects and analyses, participation grants for AMPC and other aspects of the AMP.

CFF Annual Activity Report: The CFF provides an annual report to the BOF capturing their activities and progress made in addressing issues facing family forestlands.

Tethered Logging Rulemaking: At the March 2025 BOF meeting, the BOF initiated rulemaking concerning tethered logging as directed by Section 7 of Senate Bill 1501 (2022). The meeting included a briefing on tethered logging and in September 2025 a related field tour occurred. Both information and decision items are anticipated in 2026 and potentially 2027 to continue that discussion and reach a conclusion.

Specified Resource Sites: Marbled Murrelet Rulemaking: In June of 2016, the BOF received a Petition to Initiate Rulemaking under specified resource site rules for the marbled murrelet. In November of 2016, the BOF directed ODF to initiate a rule analysis and develop the required technical report. The draft technical report was presented to the BOF in April of 2018. Findings from an expert review of the draft technical report were presented to the BOF in November of 2018 and the final technical report was approved by the BOF in April of 2019. This work was then paused by the pandemic and implementation

of the Private Forest Accord. As Private Forest Accord Habitat Conservation Plan development efforts reach completion in 2027, the division anticipates resuming this work which will likely include information and potential BOF decision items.

Standard Board Business—Information-only

AMP Progress Report: OARs 629-603-0100 and 629-603-0500s require the State Forester to annually report on the status of the adaptive management program efforts and progress.

Operator of the Year Awards: The BOF presents three "Forest Practices Forest Operator of the Year" awards to operators selected by each of the RFPCs and learns of operators being recognized with Merit Awards.

Other information only items will be submitted via email to the BOF and posted to Board webpage as completed to increase the frequency of information flow, honor the volunteer time donated by board members and respond to board member concerns related to the size and digestibility of board meeting packets. This will include the Private Forest Accord Progress Report, the Forest Practices Act Interagency Meetings Report, Compliance Monitoring Reports and when applicable the Adaptive Management Program Committee Research Agenda and a report on implementation of the ODF/DEQ Water Quality MOU.

Other Intermittent Topics

Forest Practices Act Enforcement Items: Under the Forest Practices Act, a Finding or Order of the State Forester may be contested following the procedures set in rule. These can include civil penalties hearings, hearings for people adversely affected by an operation, and other orders such as citations, Cease Orders or Repair Orders issued for violations of the forest practice rules. Hearings are held by an Administrative Law Judge who hears the case and develops a Proposed Order for the BOF's consideration. The BOF then reviews the Proposed Order and facts of the case prior to issuing a Final Order.

Protection

Relevant Statutory Responsibilities for the Board

- Shall approve forest protection districts' annual cost of protection (ORS 477.230)
- Shall review, make any needed changes, and approve forest protection district budgets annually (ORS 477.265)
- Shall cooperate with Rangeland Fire Protection Associations in preparation of annual budgets and review, modify, and approve these budgets annually (ORS 477.325)

Standard Board Business—Decisions for CY 2026 & 2027

Approve Protection Budgets: As directed by statute, “The State Board of Forestry shall annually review the forest protection district and rangeland protection budgets, make any changes in the budgets that are proper and consistent with law, and pass final approval on all protection budgets and the prorated acreage rates therein.”

Update to the Oregon Smoke Management Rules: The Department intends to initiate a comprehensive review of the Smoke Management rules. This review will incorporate feedback from other partner agencies, and we anticipate an update to the rules to bring to the board.

Standard Board Business—Information-only

Forest Protective Association (FPA) Letters: In each of the agreements with the non-operating forest protective associations, there is an opportunity for communication directly to the board from each protective association “...an annual letter from the Association to the Forester providing input on Department operations affecting the District or the Association (to be transmitted to all members of the Board) ...”. This can be delivered as a consent agenda item.

Fire Season Reports: Protection staff will provide fire season reports at the June and September board meetings.

Other Intermittent Topics

Forest Protection Association Agreements: Periodically, agreements are updated, and Board approval of updated agreements are necessary under OAR 629-041-0100. This can be delivered as a consent agenda item.

Rangeland Protection Association Formation: Periodically, a request for a public hearing on the possible formation of a Rangeland Protection Association (RPA) will come before the Board for approval. Based on the outcome of the hearing, the Board may receive a request for approval on the formation of an RPA. This can be delivered as a consent agenda item.

Forest Patrol Assessment: Periodically, property owners of forestland that is newly classified by a county Forestland Classification committee, request to appear before the

Board for an appeal of the addition of property to the forest patrol assessment. The forestland classification process may also prompt review of the administrative boundaries of the Department's forest protection districts.

Board of Forestry Strategic Workplan—Calendar Years 2026 & 2027

<i>Planning</i>	CY 2026		CY 2027
	Spring	Fall	Fall
Review & Input on Potential Legislative Concepts/Policy Option Packages for 2027-29	X		
Discuss Revisions of Key Performance Measures	X		
Review Changes to Annual Board Governance Self-Evaluation & Initiate Process	X		X
Review Draft 2026-27 Workplans	X		
Assessment of Issues & Trends for Potential 2026-27 Workplan Updates			X
Mid-Course 2026-27 Workplan Review & Updates		X	
Discuss Annual Board Governance Self-Evaluation Results		X	X
Assessment of Issues and Trends for 2028-29 Workplan Development			X
Budget & Policy Strategic Initiatives Review		X	X
Discuss Priorities for Legislative Concepts/Policy Option Packages for 2029-31			X

<i>Decisions</i>	CY 2026				CY 2027			
	Jan	Mar	Jun	Sep	Jan	Mar	Jun	Sep
Final Board Workplans (Adopt)		X						
Updated Board Workplans (Adopt Any Revisions)						X		
2027-29 Agency Request Budget (Approve)			X					
Summarized Board Governance Self-Evaluation Results (Approve)				X				X

Board of Forestry Standard Business Workplan—Decision Items, Calendar Years 2026 & 2027

	CY 2026				CY 2027			
	Jan	Mar	Jun	Sep	Jan	Mar	Jun	Sep
Rulemaking								
Amending a Deadline for Stream Map Rulemaking (<i>Forest Resources</i>)	X							
Tethered Logging Rulemaking (<i>Forest Resources</i>)		X	TBD		TBD			
Smoke Management Rules Updates (<i>Fire</i>)			X	TBD				
Final State Forests Management Plan Adoption (<i>State Forests</i>)			X					
Specified Resource Sites: Marbled Murrelet Rulemaking (<i>Forest Resources</i>)					TBD			
Committee Appointments								
Adaptive Management Program Committee (<i>Forest Resources</i>)	X				X			
Committee for Family Forestlands (<i>Forest Resources</i>)	X		X				X	
Independent Research and Science Team (<i>Forest Resources</i>)								X
Regional Forest Practice Committees (<i>Forest Resources</i>)				X				X
Emergency Fire Cost Committee (<i>Fire</i>)								
Other Business								
State Forester Financial Transactions (Approval) (<i>Admin</i>)		X				X		
Adaptive Management Plan (Endorsement) Initial Performance Measures (Approval)			X					
Forest Protection District & Rangeland Protection Association Annual Budgets (Approval) (<i>Fire</i>)			X				X	
Update FPA agreements for the three operating associations (Fire)							X	
Federally-approved Habitat Conservation Plan and Incidental Take Permits for State Forestlands (Accept) (<i>State Forests</i>)				X				
Adaptive Management Program Budget (Approval) (<i>Forest Resources</i>)								X
Reports								
Committee for Family Forestlands Annual Report (<i>Forest Resources</i>)				X				X

Board of Forestry Standard Business Workplan—Information-Only Items, Calendar Years 2026 & 2027

	CY 2026				CY 2027			
	Jan	Mar	Jun	Sep	Jan	Mar	Jun	Sep
ODF Information Items								
Operator of the Year Awards (<i>Forest Resources</i>)	X				X			
Climate-Smart Forestry Awards (<i>Planning</i>)	TBD				TBD			
State Forester State of the Agency Report		X				X		
Adaptive Management Program Progress Report (<i>Forest Resources</i>)		X				X		
Emerging Topic: Forest, Farms and People Report		X						
Letters from Forest Protective Associations (<i>Fire</i>)			X				X	
Fire Season Reports (<i>Fire</i>)			X	X			X	X
ODF Human Resources Report (<i>Admin</i>)			X				X	
ODF Facilities Capital Management Report (<i>Admin</i>)			X				X	
ODF Equipment Pool Report (<i>Admin</i>)			X				X	
Emerging Topic: Forest Ecosystem and Conservation Management			X					
Emerging Topic: Forest Sector Economics				X				
Agency Annual Performance Progress Report (<i>Admin</i>)				X				X
Legislative Updates (<i>Admin</i>)		X			X	X	X	X
Budget Process Updates (<i>Admin</i>)					X		X	X
State Forests Harvest Accomplishments (<i>State Forests</i>)								X
Board Member Information Items								
Environmental Quality Commission Liaison Report Out (EQC meets Jan, Mar, May, July, Sep and Nov/Dec)	X	X	X	X	X	X	X	X
Water Resources Commission Liaison Report Out (WRC meets Mar, June, Sep and Dec)	X	X	X	X	X	X	X	X
Emergency Fire Cost Committee Liaison Report Out (EFCC meets Jan, Mar, Jun and Sep)	X	X	X	X	X	X	X	X

Overview

Oregon Board of Forestry (est. 1907)

For more than a century, the Board of Forestry and Department of Forestry have been caring for Oregon's forests. The board was established in 1911, along with the positions of state forester and deputy state forester. Together, they were charged with preventing forest fires and coordinating the response when fires did start. This was the start of Oregon's complete and coordinated fire protection system that is still a crucial part of our suppression success today.

Less than a decade after being founded, the Board of Forestry adopted a forest policy for the state that identified the need for increased forest protection, a forest nursery, insect control, and formation of state forests. This policy was the starting point for the broad portfolio of work the board and department are responsible for today.

The Oregon Board of Forestry is a seven-member citizen board appointed by the Governor and confirmed by the state Senate. The board's primary responsibility is Oregon forest policy.

The board is charged with representing the public interest. No more than three members may receive any significant portion of their income from the forest products industry. At least one member must reside in each of the state's three major forest regions: northern, southern, and eastern. The term of office is four years, and no member may serve more than two consecutive full terms. The State Forester serves as secretary to the board.

Oregon Department of Forestry (est. 1911)

The Department of Forestry's work is truly a team effort. The policy and direction established at the headquarters level guides the work happening in the field statewide. The department's headquarters are in Salem, but much of the on-the-ground work is done by the leadership and staff of ODF's 12 districts with 24 units from Astoria to Wallowa and all the way down to Lakeview and Medford. The dedicated public servants in these offices are the people responsible for fighting fires, assisting landowners and managing our state forestlands every day for their fellow Oregonians. ODF also partners with three forest protective associations as part of the fire protection program.

ODF's Fire Protection Division is the state's largest fire department and protects 16 million acres of private, state, and some federal lands. ODF has been protecting Oregon's forests for 110 years. The department emphasizes preventing human-caused fires, reducing wildfire risks through improved forest health and resiliency, and keeping those fires that do start as small as possible. This approach minimizes resource loss, fire danger and smoke impact to communities, and suppression costs. ODF leads Oregon's complete and coordinated fire protection system. This system relies on partnerships with local, state, tribal, and federal government; the structural fire service; landowners; forest operators; contractors and more.

ODF's Forest Resources Division is responsible for several key areas of operation that contribute to sustainable, healthy forests. The most prominent work they do involves the administration of the Forest Practices Act, which is a cornerstone of natural resource protection in Oregon that encourages sound management of forestlands. Division staff also: monitor and help preserve forest health across the state, provide technical assistance to landowners and municipalities, support local urban and community forestry efforts, and assist federal partners in forest restoration and resiliency work on federally managed lands.

ODF's State Forests Division manages more than 760,000 acres of working forests— also known as Board of Forestry lands—to provide social, economic and environmental benefits for Oregonians, which is not an easy task. The way the division's work is funded adds to the complexity. State forestland management is funded by a portion of the revenues received from timber sales on these lands. The majority of the revenue goes to the counties in which the timber sales are located and helps fund essential local services. ODF retains 36.25% of the revenues, which has to support all aspects of state forestland management. Essentially, all recreation and environmental work on state forestlands is paid for by timber sales. The ability to build trails, maintain campgrounds, and improve wildlife habitats are all dependent upon timber being harvested off those same lands.