



Oregon Board of Forestry

Wednesday, February 4, 2026, and
Thursday, February 5, 2026
Board Retreat Agenda

Revised
1/21/26

Board Retreat Information

The Board of Forestry's retreat will be held on Wednesday, February 4 and Thursday, February 5 in Salem, Oregon at the ODF headquarters. This retreat is open to the public, allowing for both in-person and virtual attendance. This meeting will not have live public testimony, but written testimony may be submitted by emailing the following address: boardofforestry@odf.oregon.gov. Testimony will be accepted prior to the meeting date, and up to two weeks after the meeting has ended. Submissions should include meeting date and agenda item number/topic header with the written submission.

In-Person Location:

Oregon Department of Forestry
2600 State St., Tillamook Room
Salem, OR 97310

Virtual Meeting Link:

<https://www.youtube.com/c/OregonDepartmentofForestry>

February 4, 2026 Agenda

Action and Information

9:00 am	1. Opening Comments <i>Chair Jim Kelly</i> Welcome and opening comments from the Board Chair. This is an opportunity to address any housekeeping items
9:10 am	2. State Forester Updates <i>Chair Jim Kelly and Kate Skinner, Interim State Forester</i> The interim State Forester will provide updated status reports during this time. This is an opportunity for the State Forester to answer questions members of the Board may have regarding the department.
9:40 am	3. Board Governance Committee Work <i>Ben Deumling</i> The Board of Governance Committee will give a brief update to the full Board on the committee's work with additional information to come in March.
9:50 am	4. Rule-Making Process and Procedures <i>Tim Holschbach, Deputy State Forester</i> Staff will present an overview of rule-making processes and procedures. This is an information item.
10:20 am	5. Robert's Rules of Order Primer <i>Matt DeVore, Assistant Attorney General, Department of Justice.</i> DOJ staff will give a brief overview of Robert's Rules of Order, how it pertains to Board work, and answer any questions.
10:45 am	BREAK



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11:00 am	EXECUTIVE SESSION BEGINS – Public livestream paused.
	6. Executive Session <i>Anika Marriott, Assistant Attorney General, Department of Justice.</i> This item is closed to the public, except for members of the press who are permitted to attend by law. This Executive Session is held pursuant to ORS 192.660 (2)(f) to consider information or records that are exempt by law from public inspection as well as to consult with legal counsel concerning legal rights and duties of a public body regarding current litigation or litigation likely to be filed as authorized by ORS 192.660(2)(h).
12:00 pm	EXECUTIVE SESSION ENDS – Public livestream resumes.
12:00 pm	LUNCH
1:00 pm	7. Governor's Natural Resources Team Update <i>Geoff Huntington, Senior Natural Resources Advisor; Chandra Ferrari, Natural Resources Advisor, and Amy Schlusser, Climate and Energy Advisor</i> The Governor's Office will give a brief presentation on recent executive orders including executive order 25-26; Directing Oregon State Agencies to Promote Resilience of Communities and Natural and Working Lands and Waters.
2:30 pm	BREAK
2:45 pm	8. Key Performance Measures <i>Tim Holschbach, Deputy State Forester</i> Staff will present information related to key performance measures.
3:45 pm	9. Key Performance Measures Reflection <i>Members of the Board</i> This item serves as an opportunity for members of the Board to reflect on the key performance measures presentation and discussion.
4:00 pm	ADJOURN

February 5, 2026 Agenda

Action and Information

8:00 am	1. Opening Comments and Reflections from Day 1 <i>Chair Jim Kelly and Members of the Board</i> Welcome and opening comments from the Board Chair. This is an opportunity to reflect on the Board's work from Day 1 of the retreat.
9:00 am	2. Division Work Plans <i>Tim Holschbach, Deputy State Forester</i> Staff will present information on division work plans.
10:15 am	BREAK
10:30 am	3. Board Work Plan <i>Members of the Board</i>



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	This item is for members of the Board to discuss their work plan.
12:00 pm	LUNCH
1:00 pm	4. Additional Reflection <i>Members of the Board</i> This item serves as an opportunity for members of the Board to discuss any outstanding items and to reflect on any of the topics discussed during the retreat.
1:50 pm	5. Closing Comments <i>Chair Jim Kelly</i> The Board Chair will offer closing comments and mop up any outstanding work.
2:00 pm	Adjourn

NOTE: Times listed on the agenda are approximate. At the discretion of the chair, the time and order of agenda items—including the addition of breaks—may change to maintain meeting flow. The board will hear public testimony [*excluding marked items] and engage in discussion before proceeding to the next item. * A single asterisk preceding the item number marks a work session, and public testimony/comment will not be accepted.

EXECUTIVE SESSION: This item is closed to the public, except for members of the press who are permitted to attend by law. This Executive Session is held pursuant to ORS 192.660 (2)(f) to consider information or records that are exempt by law from public inspection as well as pursuant to ORS 192.660(2)(h) to consult with legal counsel concerning the legal rights and duties of a public body regarding current litigation or litigation likely to be filed.

WRITTEN TESTIMONY: The Board generally accepts written comments on all agenda items except consent agenda items, other items specifically identified in the agenda, and Work Session items [see explanation below]. Those wishing to send information to the Board are encouraged to:

- Provide written summaries of lengthy, detailed information.
- Remember that the value of your comments is in the substance, not length.
- For coordinated comments to the Board, endorse rather than repeat the testimony of others.
- To ensure the Board will have an opportunity to review and consider your testimony before the meeting, please send comments no later than 72 hours before the meeting date. If submitted after this window of time the testimony will be entered into the public record but may not be viewed by the Board until after the meeting.

Written comments for public testimony provide a valuable reference and may be submitted before, during, or up to two weeks after the meeting for consideration by the Board. Send to boardofforestry@odf.oregon.gov. All comments to the Board will become part of the official record of the meeting and made available to the public on the Board's webpage.

GENERAL INFORMATION: For regularly scheduled meetings, the Board's agenda is posted on the web at <https://www.oregon.gov/odf/board/Pages/bofmeetings.aspx> two weeks before the meeting date. During that time, circumstances may dictate a revision to the agenda, either in the sequence of items to be addressed or in



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the time of day the item is to be presented. The Board will make every attempt to follow its published schedule and requests your indulgence when that is not possible.

If you are experiencing technical issues or require accommodations, email boardofforestry@odf.oregon.gov or contact the Board Support Office at (503) 302-6344.

To provide the broadest range of services, lead-time is needed to make the necessary arrangements for offsite locations. If special materials, services, or assistance is required, such as a sign language interpreter, assistive listening device, or large print material, please contact our Public Affairs Office at least seven working days before the meeting via telephone at 503-945-7200 or fax at 503-945-7212.



EXECUTIVE ORDER NO. 25-26

DIRECTING STATE AGENCIES TO TAKE URGENT ACTION TO PROMOTE THE RESILIENCE OF OUR COMMUNITIES AND NATURAL AND WORKING LANDS AND WATERS

WHEREAS, the lands and waters that comprise the State of Oregon have supported people since time immemorial, contributing to clean air and water, food, fiber and shelter, rich biodiversity and ecosystems, recreation, livelihoods, and enhanced quality of life; and

WHEREAS, Oregon is at an inflection point as changing climate and ocean conditions are impacting Oregon's landscapes, waters, communities, and local economies with increased temperatures, warming surface waters, changing precipitation patterns, reduced snowpack, hotter and drier summers, sea-level rise, diminishing water supplies, habitat constraints to iconic species, and more frequent and damaging wildfires and extreme weather events; and

WHEREAS, Oregon's natural and working lands and waters — including forests, grasslands, rangelands, farmlands, wetlands, rivers, lakes and coastal and marine waters, and the parks and open spaces in urban environments — provide a range of environmental, social, health, and economic benefits statewide, including opportunities to increase carbon sequestration to help address climate change; and

WHEREAS, Oregon can realize the promise and power of our natural and working lands and waters through proactive policies and actions that facilitate the management of natural landscapes and waterways in a way that enhances their ability to withstand and recover from climate change impacts; and

WHEREAS, the effects of our changing climate are resulting in direct health impacts from heat and wildfire smoke; damage to and often destruction of homes, businesses, and working landscapes; and economic losses across multiple sectors of the State's natural resource economy; and

WHEREAS, communities have the knowledge, ability, and desire to participate in climate solutions and increase local disaster resilience through collaborative planning and action in partnership with state agencies; and

WHEREAS, the Oregon State Legislature established a definition of climate resilience in House Bill 3409 (2023) as "the capability to anticipate, prepare for, respond to and recover from significant climate-related threats while minimizing damage to social wellbeing, the economy and ecosystem functions"; and



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WHEREAS, meeting Oregon's resilience goals at scale requires bringing everyone together —Tribes, landowners, communities, business, and government — in partnership to support our lands, waters, and communities; and

WHEREAS, meeting Oregon's resilience goals requires a coordinated, outcome-focused effort to implement actions that will meaningfully mitigate and adapt the State's lands and waters to the increasing pace and scale of impacts from the changing climate, so they continue to contribute to the social, environmental, and economic well-being of Oregonians.

NOW IT IS HEREBY DIRECTED AND ORDERED THAT AGENCIES SHALL FURTHER THE ACTIONS IDENTIFIED BELOW.

I. FOSTER RESILIENT LANDS, WATERS AND COMMUNITIES

- 1. Define Key Resilience Attributes for Land and Waters.** Agencies shall use existing plans and strategies and the best available science to define key resilience attributes appropriate for Oregon with the goal of identifying characteristics of lands and water that are: (1) currently resilient to impacts from climate change and therefore able to deliver multiple benefits that are likely to persist under future climate conditions; or, (2) capable of achieving multiple benefits of high resilience in the face of changing conditions if supported by focused actions that promote restoration, enhancement or reconnection of those lands and/or waters.
 - a. The Executive Director of the Oregon Watershed Enhancement Board (“OWEB”) will partner with the Director of Oregon Department of Fish and Wildlife (“ODFW”) (collectively “Lead Agencies”) to lead a natural resource interagency team to undertake the work associated with development of resilience attributes anticipated by Section 1, including determining baseline conditions against which progress will be measured. The Lead Agencies shall collaborate closely with the Director of the Oregon Department of Energy (ODOE), who oversees the Natural and Working Lands Program, to ensure consistency across efforts.**



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- 2. Keep Oregon's Working Lands and Waters Working.**
 - a. Executive branch agencies identified in Section II of this Order (“Agencies”) are directed to utilize the resilience attributes along with other relevant information to identify and improve programs, processes, and practices that protect and promote stewardship of working lands and waters to adapt to impacts from a changing climate. These include but are not limited to the following:**
 - i. Existing programs, tools and incentives that support the stewardship of working lands and waters in order to provide more diverse agricultural, forest and ocean-reliant products while also supporting co-benefits such as clean water, healthy soils and improved resilience to changing climate conditions.**
 - ii. Partnerships to increase the pace and scale of adoption of sustainable stewardship and climate resilient practices by landowners including federal, local and tribal governments, businesses, non-profit organizations and private citizens.**
 - iii. Application and review processes for grantmaking, loan, and financing programs to improve partner engagement on resilience projects including exploration of opportunities to leverage and expand access to capital and administrative capacity through partnership with third party service providers.**
 - iv. Permitting processes for restoration projects on working lands and waters.**
 - b. The Department of State Lands, Department of Land and Conservation Development and Department of Fish and Wildlife, shall work with the Oregon Ocean Policy Advisory Council, the Oregon Ocean Science Trust and Oregon Sea Grant to evaluate opportunities to support long-term resilience of nearshore resources in Oregon, and incentivize and promote globally competitive ocean-reliant products derived through sustainable practices.**



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3. Conserve Natural Lands and Waters to Act as Resilience Anchors in the Face of Climate Change Impacts.

- a. **Ten Percent in Ten Years.** Agencies are directed to protect, conserve, connect or restore ten percent of lands and waters in Oregon within ten years as compared to baseline conditions established for 2025.
- b. **Prioritize Key Lands and Waters.** Agencies subject to this Order will utilize resilience attributes developed in Section I (1) to prioritize implementation of programs, policies and projects seeking to advance protection, conservation, restoration, or connection of lands and waters in support of the goal of ten percent in ten years. Durability and effectiveness of actions to conserve, protect, restore, or connect lands and waters must be considered in determining whether proposed actions further this directive. Agencies shall seek to maximize implementation of actions with co-benefits such as increased carbon sequestration and biodiversity, improved community health and cultural well-being, enhanced ecosystem health, and/or reduced fire and flood risk.
- c. **Develop Innovative Mitigation Solutions.** The natural resources inter-agency team established in Section II (3) of this Order shall collaborate with Business Oregon as appropriate to explore innovative mitigation tools to support the long-term protection and resilience of land and waters that contain key resilience attributes while ensuring that the economic benefits of mitigation investments support local communities. Consideration shall be given but not be limited to the following potential solutions:
 - i. Advanced Mitigation Banks: which proactively conserve or restore ecological values in anticipation of future development impacts; and
 - ii. In-Lieu Fee Programs: which allow project developers to meet mitigation obligations by paying into a state-managed or authorized fund used for strategic conservation, restoration, and landscape resilience projects.
 - iii. These programs must be designed to:



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1. Maximize ecological outcomes aligned with the protection of lands and waters with key resilience attributes.
2. Retain mitigation revenue within Oregon, ensuring that funds support in-state projects.
3. Allow for creative mitigation portfolios that ensure “no net loss” of lands and waters with key resilience attributes while supporting “net benefit” programs and organizations that protect lands and waters from catastrophic wildfire and/or flooding.
4. Benefit Oregon’s agricultural families and rural communities through partnerships with local landowners, land trusts, and conservation districts.
5. Create durable and locally beneficial conservation outcomes through transparent governance, science-based site selection, and robust monitoring/accountability requirements
6. Leverage private investment and market-based tools in ways that complement existing public funding and programs.

4. Lead by Example: State-Owned and Managed Lands and Waters. Agencies subject to this Executive Order that own or manage lands or waters (including, but not limited to, those identified below) are directed to develop and implement strategies to enhance climate resilience as a co-benefit of current management objectives and to ensure present and future impacts of climate change are explicitly considered in planning for the management of those lands and waters.

- i. State Parks
- ii. State Forests, including the Elliott State Research Forest
- iii. State Wildlife Management Areas
- iv. State Fish Hatcheries
- v. State-Owned Properties/Lands (including Trust lands) not principally owned, operated, or managed in support of structures, offices, or facilities serving state agency programs.
- vi. State Held Conservation Easements and/or Leases
- vii. State owned submerged and submersible lands and waters, including the Territorial Sea
- viii. State-Held Water Rights



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5. Ensure a Livable Oregon.

- a. Support and Enhance Local Resilience Efforts through Planning and Action in Collaboration with Communities.** The Oregon State Resilience Officer shall lead an effort to create a Plan for a Resilient Oregon (“PRO”) that identifies and offers funding pathways for strategies to help communities adapt and thrive in the face of increasingly severe climate risks, and to support communities in long-term recovery from climate-driven disasters. The following actions shall be taken to implement this directive:
 - i.** Extensive and meaningful outreach with communities shall occur in every region of the State and shall inform the development of the PRO.
 - ii.** Agencies participating in PRO planning and implementation efforts shall utilize existing and available staffing resources.
 - iii.** The PRO will integrate with existing strategies and plans, including those related to wildfire and flood protection, energy resilience, and directives of this Order.

b. Protect Oregon from Catastrophic Wildfire.

- i. Implement Oregon’s 20-year Landscape Resiliency Plan.** Agencies are directed to leverage partnerships and use available programs and resources to reduce the risk of wildfire and public health impacts of smoke by creating resilient natural and working landscapes. The following actions shall be taken to implement this directive:
 - 1.** Prioritize landscapes for restoration and resilience treatments and identify pathways to increase the extent and scale of treatments.
 - 2.** Maximize dedicated funding to promote partnerships through Good Neighbor Authorities to accomplish large scale landscape resilience treatments.
 - 3.** Identify pathways to increase the extent and scale of prescribed burns and cultural burning while minimizing smoke impacts to public health.



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4. Support the development and implementation of community smoke response plans. Identify additional measures for timely dissemination of air quality information and alerts during wildfire and prescribed fire events.
- ii. **Create Fire-Adapted Communities.** To safeguard lives, property, and critical infrastructure from the growing threat of wildfires, agencies are directed to support efforts to build Fire-Adapted Communities across the state. The following actions shall be taken to implement this directive:
 1. Further defensible space education and establishment across the state. Defensible space is the buffer between a building and the surrounding vegetation that slows or stops the spread of wildfire.
 2. Promote increased use of fire-resistant building materials (home hardening) and community design features to reduce structural vulnerability.
 3. Promote community risk reduction efforts through volunteer programs such as Firewise, local evacuation route planning, and partnerships to increase community survivability during urban wildfire conflagrations.

II. ACCOUNTABILITY, COORDINATION, AND IMPLEMENTATION

1. **Executive Branch Agencies Subject to this Order.** Progress on the direction and commitments of this Order will take focused and coordinated planning and execution by Oregon's natural resource agencies, each of which has its own Board or Commission. The following state agencies and their Boards or Commissions are subject to the goals and directives outlined in this Order as they may apply section by section:
 - i. Department of Land Conservation and Development (DLCD);
 - ii. Department of State Lands (DSL);
 - iii. Oregon Department of Parks and Recreation (OPRD);
 - iv. Department of Environmental Quality (DEQ);
 - v. Oregon Department of Agriculture (ODA);
 - vi. Oregon Department of Energy (ODOE);



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- vii. Oregon Department of Fish and Wildlife (ODFW);
- viii. Oregon Department of Geology and Mineral Industries (DOGAMI);
- ix. Oregon Department of Forestry (ODF);
- x. Oregon Department of Transportation (ODOT);
- xi. Oregon Health Authority (OHA) Environmental Public Health;
- xii. Oregon Water Resources Department (OWRD);
- xiii. Oregon Watershed Enhancement Board (OWEB);
- xiv. Public Utility Commission of Oregon (PUC); and
- xv. Oregon Climate Action Commission (OCAC).

2. **Reporting and Accountability.** State agencies must deliver transparent, accurate reporting on public programs, maintain accountability to citizens and stakeholders, and establish clear feedback loops that enable public input and demonstrate responsive government action, using the following:

- a. **Develop Biennial Plans.** Each agency shall develop (or incorporate into an existing planning process) a biennial plan that includes targets and metrics appropriate to the agency's intersection with this Order with the goal of focusing existing and new resources, programs, and incentives to advance the goals and actions in Sections I and II of this Order as applicable:
 - i. **Public Feedback and Oversight.** Agencies will present their biennial plans to their respective board or commission for discussion, review, and comment at a public meeting where public testimony can be received.
 - ii. **Recommendations for Governor's Recommended Budget ("GRB").** Biennial plans will be developed on a schedule and in a format to inform the development of the GRB starting with the 2029-2031 Agency Request Budget ("ARB") biennial cycle. Actions for consideration for the development of the 2027-2029 GRB will be expedited as needed.
 - iii. **Implementation Workplan.** Agencies shall immediately begin developing implementation timelines and pathways to comply with this Order. The following existing reporting requirements



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related to the goals of this Order will be assessed and consolidated to the extent practicable: the Climate Adaptation and Resilience Roadmap, Forest Climate and Carbon Plan, Connectivity Action Plan, Integrated Water Resources Strategy, Climate Adaptation Framework, Natural Climate Solutions, and others as identified.

- b. Update Key Performance Measures (“KPMs”).** Agencies will work with Department of Administrative Services to review and modify existing plans and KPMs to adjust existing goals as appropriate to integrate with and advance this Order.
 - c. Engagement with Oregon’s Nine Federally Recognized Sovereign Tribal Nations.** The State, through the Office of Governor Kotek and the State Agencies within the Natural Resources Cluster Workgroup, shall collaborate with Oregon’s nine federally recognized sovereign tribal nations to build, sustain, and enhance relationships to find common ground in support of the implementation of this Order.
- 3. Coordination and Oversight of Implementation.** The Governor’s Natural Resources Office will take a leadership role in advancing the efforts associated with this Order. It is the responsibility of each respective agency director to ensure appropriate coordination and implementation contemplated by this Order is integrated into agency programs and initiatives.
 - a. Agency Leadership Implementation Team.** A group of agency directors and senior staff will be assembled under the auspices of the Governor’s Natural Resources Cabinet. The subgroup, working at the direction of the Governor’s Office and State Agency Natural Resources Cabinet, will:
 - i.** Identify existing initiatives and programs that could benefit from increased cross-agency collaboration and develop recommendations to improve integration of climate resilience programs and actions in this Order. These recommendations will



Office of the Governor State of Oregon



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include both policy and budget needs related to the successful implementation of this Order.

- ii. Develop recommendations to address critical gaps or barriers (e.g., programs, administrative rules, statutory changes) to the state's implementation of this Order.
- iii. Assess and implement as practicable a State of Oregon Climate Action and Resilience Dashboard to serve as source of information on the work of agencies on this Order.

b. **Board & Commission Oversight Team.** A subgroup of relevant Board and Commission members will be assembled under the auspices of the Governor's Natural Resources Cabinet. The subgroup will work parallel to the Agency Leadership Team to support the implementation work of the Order.

c. **Legislative & Public Engagement.** As requested, agencies shall provide updates and presentations on implementation work to relevant Boards, Commissions, Councils, Local Governments, Federal Agencies, and the Oregon State Legislature.

Done at Salem, Oregon, this 21st day of October, 2025.



Tina Kotek
GOVERNOR

ATTEST:

Tobias Read
SECRETARY OF STATE

Summary of current key performance measures and proposed actions

KPM	Proposal for 2027-29 Biennium			
	No action	Delete	Change	Pause reporting
1: Customer service to county governments and forest landowners	X			
2: Board of Forestry performance		X		
3: Forest Practices Act compliance			X	
4: Urban and community forest management				X
5: State Forests Total Revenue			X	
6: Air quality protection		X		
7: % of private forestland managed at or above Forest Practices Act				X
8: Forest stream water quality				X
9: Voluntary public and private investments made to create healthy forests				X
10: State forests North Coast habitat			X	
11: Fire suppression effectiveness	X			
12: Prevention of human-caused wildland forest fires			X	
13: Damage to Oregon forests from insects, diseases and other agents	X			

Details on proposed actions

KPM #1

Title and description: 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.

Recommendation: No action

KPM #2

Title and description: BOARD OF FORESTRY PERFORMANCE - Percent of total best practices met by the Board of Forestry.

Recommendation: Delete

This 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.

With the passing of the 2025 Senate Bill 1051, the board no longer meets the criteria above.

While this measure may not be required for reporting to the Legislature with Forestry's biennial budget, the Board's policy governance practices have recognized value in continuing to evaluate the Board's performance.

KPM #3

Title and description: FOREST PRACTICES ACT COMPLIANCE - Percent of forest operations that are in compliance with the Forest Practices Act.

Recommendation: Change target

Propose more realistic, trend-based KPM targets for the 27-29 biennium. Historically the KPM target has been set at 100%. However, with upcoming compliance reports focused on forest practices rules that underwent significant changes as a result of the Private Forest Accord, targets in the 80% range seem reasonable with increased targets in future reporting years as landowner and operator familiarity with the new rules increase.

KPM #4

Title and description: URBAN AND COMMUNITY FOREST MANAGEMENT - Percent of Oregon cities actively managing their urban and community forest resources.

Recommendation: Pause reporting

Pause reporting of the KPM for the 27-29 biennium and incorporate urban and community forestry efforts into a landscape resiliency KPM to be introduced in the 29-31 biennium. This KPM is reflective of decisions within each city's authority and not a reflection of our performance. Additionally, we are reliant on federal funds to provide technical assistance to cities and a KPM exclusive to cities is not reflective of all those we serve (ex: other state and local governmental entities, community-based organizations, Tribes, nurseries, landowners, etc.). A landscape resiliency KPM will be drafted in early 2028 in preparation for 29-31 KPM changes, see KPM #9 for additional details.

KPM #5

Title and description: STATE FORESTS TOTAL REVENUE – Percent increase in total revenue produced by State Forests

Recommendation: Change KPM

The current KPM#5 is only partially within our control, as we do not control the price we receive for timber volume offered at auction. While we do set a minimum bid based on our appraisal, purchasers may often bid well over that and occasionally a sale does not sell because it receives no bids. In the latter case, the sale is either available for the minimum bid or we make adjustments, reappraise and try to auction again.

What is within our control is the timber volume we offer at auction. Focusing on that will make the KPM more responsive to the central question of how well we are accomplishing objectives. This would be a running table that would track Individual AOPs until they are completed, i.e., auctioned and harvested. This would allow for ongoing monitoring of harvest accomplishments. For instance, the last 2 AOPs associated with the 2-year FY 24-25 Implementation Plan would look like this:

Annual Operations Plans accomplishments (MMBF). Note: volume associated with salvage or other non-AOP operations is not included.

AOP Year	Annual Harvest Volume Objective*	Planned Volume	Prepared for Auction/Sold Volume	Delivered Volume to date
2024	165-183	189.7	192.3	64.8
2025	165-183	188	190.2	4.9

*Annual Harvest Objectives are set in multi-year Implementation Plans. Klamath Lake District has an acreage objective, not a volume objective and is not shown here.

KPM #6

Title and description: AIR QUALITY PROTECTION – Total number of smoke intrusions into designated areas per total number of units burned.

Recommendation: Delete

This KPM is related to air quality and may be better suited as a performance measure for another agency. If there is the desire to have a KPM tied to prescribed fire, ODF would propose development of a new KPM for that specific purpose.

KPM #7

Title and description: 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.

- a) Percent of total industrial private forestlands managed under an approved system, agreement, or plan
- b) Percent of total non-industrial private forestlands managed under an approved system, agreement or plan

Recommendation: Pause reporting

Pause reporting of the KPM for the 27-29 biennium in anticipation of deletion in the 29-31 biennium. The percentage of private forestland managed “at” FPA standards is already reflected in KPM #3 through FPA compliance. The percentage of private forestlands being managed above regulatory standards is not a reflection of agency performance as it’s a voluntary landowner choice, however given the Private Forest Accord (PFA) and Senate Bill 1501 (2022) we expect a major shift by the end of 2027.

Guidelines say agencies should request “deletion because an existing KPM is no longer appropriate due to shifts in priorities, data sourcing or methodological issues, or proposed improvements.” As directed by SB 1501 (2022), we are pursuing the PFA Habitat Conservation Plan (HCP) which will cover all private forestlands in Oregon and bring this percentage to 100% for both forestland types for at least 50 years following the approval of the HCP. Ahead of Spring 2028, when 29-31 KPM discussions will occur, an approved PFA HCP is expected to be in place, in which case a deletion of the KPM will be proposed for 29-31.

KPM #8

Title and description: FOREST STREAM WATER QUALITY - Percent of monitored stream sites associated predominately with forestland with significantly increasing trends in water quality.

- a) percent of monitored forested stream sites with significantly increasing trends in water quality
- b) percent of monitored forested stream sites with significantly decreasing trends in water quality
- c) percent of monitored forested stream sites with water quality in good to excellent condition

Recommendation: Pause reporting

Pause reporting of the KPM for the 27-29 biennium and propose a revised KPM for 29-31. The KPM Guidelines say agencies should request “deletion because an existing KPM is no longer appropriate due to shifts in priorities, data sourcing or methodological issues, or proposed improvements.” Additional context on data sourcing and methodological issues is provided within this KPM’s “Factors Affecting Results” section of the Department’s Annual Performance Progress Report for report year 2025, however in brief: declining trends in water 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 (that are not forestry operations) including; increased nutrient inputs and algal growth, increased ambient air temperatures, reduced flow due to drought, reservoir drawdowns and impacts of wildfires. Additionally, per DEQ, 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.

This KPM is also appropriate for deletion as it does not measure the specific impact of forestry operations on water quality therefore it is not an indicator of forest landowner or operator performance or whether the ODF administered forest practice rules are protective of the resource. However, this otherwise accounted for in the following ways:

- The Forest Practices Act (FPA) sets the standards for all commercial activities involving the establishment, management, or harvesting of trees in Oregon’s nonfederal forestlands. Through the forest practice rules, best management practices are established “as necessary to insure that to the maximum extent practicable nonpoint source discharges of pollutants resulting from forest operations on forestlands do not impair the achievement and maintenance of water quality standards established by the Environmental Quality Commission”. Under the FPA, if operations are conducted in compliance with the forest practice rules, they shall not be considered in violation of any water quality standard and KPM #3 already assesses FPA compliance.
- When water bodies do not meet water quality standards, they are identified as impaired in the state’s Integrated Report and prioritized for further planning and programmatic actions. Through this process DEQ develops Total Maximum Daily Loads and Water Quality Management Plans and specifies Designated Management Agencies responsible for developing implementation plans to improve water quality standards. ODF is named as a DMA in the event the water quality impairments are a result of forestry operations.

Rather than proposing deletion of the KPM, a pause is being proposed for the 27-29 biennium to enable the proposal of a revised KPM for the 29-31 biennium. Ahead of Spring 2028, when 29-31 KPM discussions will occur, an approved PFA HCP is expected to be in place, in which case a revised KPM will be proposed for 29-31 that better aligns with HCP reporting requirements. In drafting the revised KPM to align with HCP reporting requirements, we intend to look for opportunities and metrics that demonstrate how Forest Practice Act (FPA) administration contributes to the five goals in the department and BOF’s shared Vision for Oregon’s Forests.

KPM #9

Title and description: 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.

Recommendation: Pause reporting

Pause reporting of the KPM for the 27-29 biennium and propose a revised KPM for the 29-31 biennium. The KPM Guidelines say agencies should request “deletion because an existing KPM is no longer appropriate due to shifts in priorities, data sourcing or methodological issues, or proposed improvements.”. This KPM is appropriate for deletion for data sourcing and methodological issues, shifts in priorities and because the measure is not reflective of agency performance. Due to system complexities with the designated reporting system at OWEB, full reporting of voluntary restoration projects is not occurring or is incomplete. Additionally, this KPM was first instituted when a voluntary framework, through the Oregon Plan for Salmon and Watersheds and the Oregon Conservation Strategy, was being relied upon and there has since been a shift to a regulatory framework which can make it challenging for landowners to exceed increased standards or commit to additional investments.

In July of 2017 the forest practice rules were revised to provide increased protections for Salmon, Steelhead, and Bull Trout (SSBT) resulting increased stream buffers and vegetation retention requirements alongside streams with SSBT use. Following the passage of SB 1501 (2022) significant revisions were made to roughly 75% of all forest practice rules resulting in increased protections that went into effect in 2024. SB 1501 (2022) was the result of a negotiated agreement between conservation interests and forestry industries who agreed to increased regulatory requirements with the intent of achieving regulatory certainty through once the Department successfully reaches an approved Private Forest Accord Habitat Conservation Plan. In addition to increased regulatory requirements, through the Private Forest Accord process another bill, HB 4055 (2022) was passed which establishes a framework for those paying the Forest Products Harvest Tax to pay an additional privilege tax which funds the PFA Mitigation Grant Program. The PFA Grant Program’s purpose is to support projects that benefit the fish and aquatic wildlife species and habitats covered by the PFA HCP and is administered by the Oregon Department of Fish and Wildlife.

Rather than proposing deletion of the KPM, a pause is being proposed for the 27-29 biennium to enable the proposal of a revised KPM for the 29-31 biennium. Ahead of Spring 2028, when 29-31 KPM discussions will occur, a proposed revision will be drafted to capture efforts related to the 20-year Landscape Resiliency Strategy and demonstrate how this work contributes to the goals in the department and BOF’s shared Vision for Oregon’s Forests. This course of action is also consistent with the direction provided by the Governor in Executive Order 25-26 which seeks to promote the resilience of communities as well as Oregon’s working lands and waters.

KPM #10

Title and description: STATE FORESTS NORTH COAST HABITAT – Complex forest structure as a percent of the State Forests landscape.

Recommendation: Change KPM

The current KPM #10 is tied to the complex forest structure goal in our current NW and SW State Forests Management Plans. These FMPs will be replaced with a single FMP in the coming year. One

of the Board of Forestry performance measures associated with the new FMP is “Adaptive Capacity of Forests,” which includes both coarse and fine filter metrics derived from forest inventory. This metric is still in development but would offer a broader view that aligns better with the current focus on resilient landscapes. It would include such things as forest composition (stand age distributions, density etc.), growth rates, and occurrence of legacy structures (large trees, snags).

This would take the focus away from a narrow focus on complex structure meant to emulate certain older forest characteristics or species-specific habitat metrics that will be tracked separately for HCP covered species.

KPM #11

Title and description: FIRE SUPPRESSION EFFECTIVENESS - Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less.

Recommendation: No action

KPM #12

Title and description: PREVENTION OF HUMAN-CAUSED WILDLAND FOREST FIRES – Number of Oregon residents per human-caused wildland forest fires (population expressed in thousands of residents).

Recommendation: Change measurement

Propose a KPM that is easier to measure and understand, such as, “Human-caused wildfires in Oregon to not exceed 110% of the 10-year average.” The number of human-caused wildfires should not fluctuate due to the population and needs to be measured by the effectiveness on how well we are changing human behavior around wildfire prevention and awareness. This would be a stable measurement despite a growing population.

KPM #13

Title and description: DAMAGE TO OREGON FORESTS FROM INSECTS, DISEASES, AND OTHER AGENTS - Percent of forest lands without significant damage mortality as assessed by aerial surveys.

Recommendation: No action

KPM # TBD

Recommendation: Add KPM for state forests recreation, education & interpretation

Adding a KPM for REI would show responsiveness to the social aspect of Greatest Permanent Value. The following would highlight areas where failing to meet targets could indicate the need for increased funding.

There are 3 components to this proposed KPM:

1. Percent of ODF recreation facilities (not trails) open during the recreation season for the year.
 - a. Target = 95%
 - b. Caveat: Does not include facilities closed temporarily due to operational conflicts (e.g. adjacent timber operations), forest-wide closures, or disturbance events (e.g. fire or windthrow).
2. Critical trail assets in good or better condition.
 - a. Target = 90%
 - b. Includes assets with critical resource impacts:
 - i. Bridges
 - ii. Culverts
 - iii. Fords
 - c. Caveat: Does not include features like switchback features that are harder to stay on top of, but also don't result in trail closures or significant impacts to resources.
3. Number of educational interactions with school classes or individual schoolchildren.
 - a. Target = Denise will research annual averages that would make a good baseline.
 - b. Caveat: Not expected to be met during prolonged, widespread school closure events, like COVID.
 - c. This component reinforces the importance of our E&I mission and furthers our objectives engagement with underserved communities and long-term diversification of our workforce by introducing schoolchildren to potential careers in forestry.

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 complimentarily 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	<i>TBD</i>		<i>TBD</i>			
Smoke Management Rules Updates (<i>Fire</i>)			X	<i>TBD</i>				
Final State Forests Management Plan Adoption (<i>State Forests</i>)			X					
Specified Resource Sites: Marbled Murrelet Rulemaking (<i>Forest Resources</i>)					<i>TBD</i>			
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)			X					
Initial Performance Measures (Approval)								
Forest Protection District & Rangeland Protection Association Annual Budgets (Approval) (<i>Fire</i>)			X				X	
Update FPA agreements for the three operating associations (<i>Fire</i>)							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.

The Oregon Board of Forestry and
Oregon Department of Forestry's shared

VISION FOR OREGON'S FORESTS

JANUARY 2025



Vision / Mission / Values



Our Shared Vision

Complex and resilient forest ecosystems that endure and adapt.

Our Shared Mission

To protect and promote resilient forests that benefit all Oregonians.

Our Shared Values

Healthy Ecosystems: Healthy, functioning ecosystems provide many benefits to people, including timber, food, clean air and water, recreation, habitat, regional biodiversity, carbon storage, and so much more.

Ecosystems Support: 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 organization. Those relationships are built and maintained through transparent, honest, effective communication.

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

Safety: Much of the work we do—including firefighting—is both inherently dangerous and necessary to accomplishing our mission. Therefore, safety of our workforce and the public must be 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.

Sound Decision Making: We empower our 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.

Purpose

Forests are an integral part of the social economic and environmental fabric of our state. The benefits we derive from our forests—clean air and water, sustainable forest products, biodiversity, public health and safety, and many more—are all reliant upon a foundation of resilient and healthy forest ecosystems.

The risk of catastrophic disturbances in our forests is increasing, due in part to ever intensifying climate driven stressors—such as insects, storms, heat and wildfire—as well as historic management decisions. This vulnerability requires bold action in our forests to ensure that our forests can continue to provide the many benefits that are essential to a good quality of life in Oregon.

Recognizing the importance and urgency of this work, the Oregon Board of Forestry and Oregon Department of Forestry collaboratively developed this bold, forward looking strategic Vision for Oregon’s Forests that will best serve Oregon’s forests and people into the future. The purpose of this document is to articulate the board and department’s shared vision for the future of forestlands across Oregon. This strategic direction will guide the board and department’s policy and operational decisions and serve as the foundation for key board and department planning efforts.

Context and Commitments

The board and department recognize that:

Bold, science-based actions are needed to address the composition and structure of the forests in Oregon.

- » Policies will be responsive and adaptable to global and local climate change while mitigating threats to ecosystems, human health and safety, and economies.
- » Policies will strive for a reciprocal relationship between forests and human cultures representing multiple identities. There is a responsibility to take care of forests so that forests can take care of us.
- » Policies will support development of local and regional economies. Diversification and innovation in all aspects of forest management should promote the adaptive capacity of forests.

Oregon's rural, urban and suburban populations have varying social perceptions and expectations about forests and how forests should be managed to benefit humans and other species.

- » The vision and goals put forth in this document are applicable statewide. The policies to enact these goals will be applied in a place-based manner at the regional and local level.
- » Policies will seek to reflect and integrate the needs of all communities and identities including those which have been, and continue to be, marginalized.
- » The board and department will provide clear and accurate information about forests in Oregon and accessible opportunities for all Oregonians to provide meaningful input on policies and decisions.

The state has unique and specific government-to-government relationships with the nine federally recognized Tribes in Oregon.

- » Policies will honor government-to-government relationships with Sovereign Nations and meet obligations to protect tribal cultural resources.
- » Policies will encourage collaboration with Tribes by pairing western science with indigenous knowledge.

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.

- » Policies will recognize the changing educational requirements for a trained and skilled workforce that will support 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 *Vision for Oregon's Forests* is forward looking and aspirational, which means that not all strategies can be immediately implemented with the authorities and resources currently available to the board and department.

- » The board and department will work together to identify opportunities and solutions to challenges.
- » There is a shared commitment to working within state government budgeting and policy processes to promote and fulfill the needs to implement this vision.

Priority / Goal

Resilient Forests

To reduce the vulnerability of Oregon's forests from a myriad of catastrophic climate driven disturbances, ODF will direct its policy, management and educational actions to enable and promote all forestland managers to make intentional decisions that increase adaptive capacity of forest ecosystems.

Resilient Communities

Policy and management decisions foster healthy relationships between humans and forests, so that forests support resilient human communities through social, economic, and ecological change.

Addressing the Wildfire Crisis

Prevent, suppress and mitigate wildfire to protect communities and expedite forest restoration activities that promote the adaptive capacity of Oregon's forests.

Climate Leadership

The Board and Department will build capacity for climate-smart leadership.

Organizational Excellence

Strengthen trust and confidence in ODF's ability to effectively accomplish its mission and provide excellent service to Oregonians.



Resilient Forests

Goal

To reduce the vulnerability of Oregon's forests from a myriad of catastrophic climate driven disturbances, ODF will direct its policy, management and educational actions to enable and promote all forestland managers to make intentional decisions that increase adaptive capacity of forest ecosystems.

Context

Changes related to climate, social values and economics are resulting in changes to ecosystem functions and ecosystem services provided to our society. Society recognizes the importance of reciprocal relationships between humans and forests; relationships in which humans support forests so that forests can support humans and other species.

The range of components that describe forest complexity, structure and function in each ecoregion in Oregon will be defined at multiple spatial scales (individual forest stand-to landscape-level) and temporal scales (stand initiation to old-growth). Beyond the legal requirements of the Endangered Species Act, the Clean Water Act and the Clean Air Act, and state forest practices act rules, complex, functional forests representing a wide range of seral stages from early successional to old-growth contribute to maintaining populations of native species over space and time in each Oregon forest type. Forest complexity can be enhanced at all stages of stand development using management based on best available science and continuous learning.

Communities in rural, suburban, and urban environments can support forest management if communities can see their values considered and represented in the outcomes of that management, including clean water and air, fish and wildlife habitat, timber for jobs and housing, and recreational opportunities. Complex, functional forest ecosystems in each of Oregon forest types hold the greatest opportunities for providing these values over space and time.

The Board of Forestry believes that all forest owners and stewards have a social responsibility to improve the resilience and adaptive capacity of their lands. The Department of Forestry has the tools to incentivize and support this work.



Resilient Communities

Goal

Policy and management decisions foster healthy relationships between humans and forests, so that forests support resilient human communities through social, economic, and ecological change.

Context

Forests have both direct and indirect effects on quality of life, economic opportunities for communities, and ecological conditions in rural, suburban, and urban areas across the state. Resilience varies regionally and between communities of place and culture. Forests provide a range of benefits to Oregonians and contribute to community resilience. Place-based and scientifically informed management approaches support forests to contribute a full range of benefits to enhance community resilience by meeting their needs.



Addressing the Wildfire Crisis

Goal

Prevent, suppress and mitigate wildfire to protect communities and expedite forest restoration activities that promote the adaptive capacity of Oregon's forests.

Context

Wildfire has been a force that has helped shape Oregon's forests for millennia. Naturally occurring and prescribed fire, as well as suppression of fire, have played important roles in creating the forests we have today. Across Oregon, fire in forests has always existed in a variety of regimes, from frequent, low intensity fire to stand-replacing events, and mixed severity fires that present a spectrum of disturbance patterns.

Over the past decade, wildfires in Oregon have been trending toward larger, more complex, and more challenging and costly due to climate change and current forest conditions. With more people living in or near forests, there are far more lives, property and infrastructure threatened every year. Beyond immediate physical safety concerns, wildfire and smoke have broader impacts on public health, community wellbeing, local economies and our state's natural resources, including water and air quality.

This plan seeks a balanced approach that recognizes the role of fire suppression in protecting life and property, the role of active management to mitigate risk and control forest fuels, and the ecological role of fire on the landscape. Place-based solutions based on robust assessments of current conditions and desired outcomes will be essential to promoting forests that are resilient and can continue to provide abundant benefits to Oregonians.



Climate Leadership

Goal

The Board and Department will build capacity for climate-smart leadership.

Context

The Board adopted its Climate Change and Carbon Plan in November 2021, which centered climate-smart forest management to guide activities contributing to adaptation and mitigation, as well as social dimensions of the effects of climate change. Climate-smart forestry is a holistic approach for addressing the management needs related to the existential pressures exerted from climate change.



Organizational Excellence

Goal

Strengthen trust and confidence in ODF's ability to effectively accomplish its mission and provide excellent service to Oregonians.

Context

Oregon state agencies have an obligation to the Oregonians they serve to continually improve business processes to promote organizational efficiency and effectiveness in their delivery of services. Achieving this requires alignment: internally at all levels; with the direction provided by the Board of Forestry, Executive Branch and Legislature; with our partners; and with the public we serve. Organizational excellence requires a well-trained, highly competent and diverse staff of professionals and a culture that values and encourages individual and team learning and continuous improvement.



About Us

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 responsibilities are to:

- » Supervise all matters of forest policy within Oregon.
- » Appoint the State Forester, who also serves as the director of ODF.
- » Adopt rules regulating forest practices.
- » Provide general supervision of the State Forester's duties in managing ODF.

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
- » Support local urban and community forestry efforts.

The division also houses the Federal Forest Restoration Program that, along with the Good Neighbor Authority, enables ODF to assist its federal partners in forest restoration and resiliency work on federally managed forestlands. Since the federal government is responsible for so much of Oregon's forests, the condition of these lands has a dramatic effect on the health of the state's total forestland.

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.