

ODF 2026-2029

Executive Order 25-26

Climate Resilience

Work Plan



ODF 2026-2029

Climate Resilience Work Plan

Oregon's forests and forested landscapes are fundamental to the state's environmental, social, and economic well-being. They provide clean water, habitat and biodiversity, durable forest products and economic livelihoods, recreation, cultural benefits, and carbon stewardship. Changing climatic conditions are increasing stress on forests and communities through hotter and drier summers, drought, changing precipitation and snowpack, forest-health impacts, wildfire, smoke, and other disturbances.

In October 2025, Governor Kotek issued Executive Order (EO) 25-26 directing state agencies to take urgent action to promote the resilience of our communities and natural and working lands and waters. EO 25-26 directs agencies to keep Oregon's working lands and waters working by improving programs, processes and practices that protect and promote stewardship of working lands and waters to adapt to impacts from a changing climate and to ensure a livable Oregon. The EO also called for the development of agency work plans to implement the Order. The Order can be viewed in its entirety at this [link](#).

Guided by Executive Order 25-26, the Oregon Department of Forestry is advancing coordinated actions that support resilient forests, working lands, and communities. This Climate Resilience Work Plan outlines ODF's anticipated actions for 2026-2029 across the directives of the Executive Order and identifies how agency programs, partnerships, and investments contribute to Oregon's resilience attributes and intended outcomes.

This document is organized around the principal directives and accountability provisions in the climate resilience EO:

- 1. Define Key Resilience Attributes for Lands and Waters**
- 2. Keep Oregon's Working Lands and Waters Working**
- 3. Conserve Natural Lands and Waters**
- 4. Lead by Example**
- 5. Support Community and Wildfire Resilience**
- 6. Reporting and Accountability**

For each directive, ODF identifies anticipated agency actions, resilience attributes benefitted, anticipated outcomes, and collaborations.

The four resilience attributes provide a common statewide frame for considering how agency actions contribute to broader resilience outcomes. They are interconnected and do not constitute separate program requirements or independent outcomes.

1

Define Key Resilience Attributes for Lands and Waters

An organizing element of the Order is the establishment of a common understanding of the attributes of climate-resilient lands.

1.1

Interagency team shall develop resilience attributes for lands and waters

Agency Actions:

ODF participated in and supported the interagency effort led by OWEB and ODFW to define the attributes of resilient lands and waters. ODF contributed forestry, forest-health, wildfire, working-lands, climate, and resource-management perspectives to development and review of the attributes.

The resulting attributes provide a common statewide framework for considering how lands and waters can remain resilient under changing conditions or achieve greater resilience through restoration, enhancement, management, or reconnection.

Resilience Attributes Benefitted:

Diversity,
Connectivity,
Thriving Communities,
Ecological Function



Diversity



Connectivity



Thriving Communities



Ecological Function

Anticipated Outcomes:

- Statewide resilience attributes defined and available to inform agency planning and implementation.
- Common language for describing resilience across State natural-resource agencies.
- Improved ability to identify and communicate how ODF programs contribute to statewide resilience outcomes.

Collaborations:

OWEB, ODFW, ODOE, Governor's Natural Resources Office, state natural-resource agencies, Tribes, universities, landowners, conservation organizations, and other participating partners.

1.2 Interagency team shall develop baseline conditions

Agency Actions:

ODF will continue participating in the interagency effort to establish baseline conditions against which progress toward the resilience attributes and the goals of EO 25-26 can be evaluated. ODF will contribute relevant forest information, monitoring, and analytical capacity, including forestland status and change, forest condition, disturbance, restoration and treatment activity, and other available forest-resource information.

Resilience

Attributes Benefitted:

Diversity,
Connectivity,
Thriving Communities,
Ecological Function



Diversity



Connectivity



Thriving
Communities



Ecological
Function

Anticipated Outcomes

- Forest information appropriately represented in statewide baseline conditions.
- Improved capacity to track forest change and resilience-related actions over time.
- Increased consistency between ODF monitoring and interagency resilience reporting.

Collaborations

Governor's Natural Resources Office, OWEB, ODFW, ODOE, other natural-resource agencies, universities, Tribes, federal agencies, and research partners.

1.3

Ensure consistency with Oregon Department of Energy's Natural and Working Lands Program

Agency Actions:

ODF has actively contributed to development and review of Oregon's Natural Climate Solutions and Natural and Working Lands metrics through coordination with ODOE and the Oregon Climate Action Commission. ODF will continue providing forestry expertise and analytical support for forest-related metrics, including forest carbon, forestland change and retention, and other forest conditions.

Resilience

Attributes Benefitted:

Diversity,
Connectivity,
Thriving Communities,
Ecological Function



Diversity



Connectivity



Thriving
Communities



Ecological
Function

Anticipated Outcomes

- Improved consistency of forest metrics used by ODF, OCAC, and statewide climate initiatives.
- Forest change measures supported by available science and resource-monitoring information.

Collaborations

ODOE, OCAC, ODFW, OWEB, Governor's Natural Resources Office, universities, federal research partners, and other agencies participating in Natural and Working Lands work.

2

Keep Oregon's Working Lands and Waters Working

The Order directs agencies 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.

2.1

Identify and improve programs, tools, and incentives that support stewardship and co-benefits

Agency Actions:

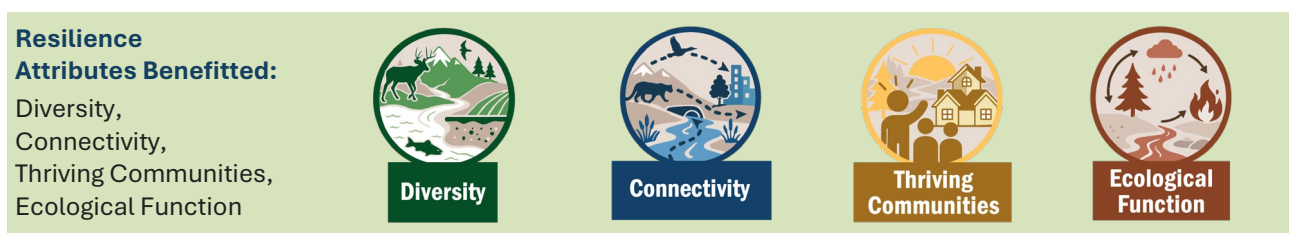
ODF administers the Forest Practices Act (FPA) which applies to all non-federal forestlands and encourages economically efficient forest practices to ensure the continuous growing and harvesting of forest tree species and the maintenance of forestlands consistent with sound management of soil, air, water, fish and wildlife resources and scenic resources to ensure the continuous benefits of those resources for future generations of Oregonians. This provides many long-term environmental, economic, and social benefits and strikes a balance between resource protection and maintaining the viability of working forests and forestland management for owners to prevent conversions to other uses.

ODF also delivers several diverse programs designed to increase the pace and scale of forest restoration and improve the resilience of Oregon's forests by protecting, managing, and promoting stewardship to enhance environmental, economic and community sustainability. These programs span all ownership types; private, family, or small forestlands, private industrial forestlands, urban and community forestlands, tribal forestlands, state public lands and federal forestlands. Examples of this work include the Small Forestland Owner Office which helps small forestland owners reach their economic, ecological and stewardship goals for their forests through compassionate, responsible, and transparent assistance. This work includes outreach and education to support compliance with the FPA, and providing technical and financial assistance to small forestland owners. The office administers related programs including the Small Forestland Investment in Stream Habitat grant program and the Forest Conservation Tax Credit program and informs policymaking specific to small forestland owners.

Additionally, the office houses the Incentives Program. Forestland owners often face pressure to convert forestland to non-forest uses because the land value exceeds the timber value and often need information and technical assistance to properly manage their lands for multiple resources. These forestlands produce important social,

ecological, and economic value. The division aims to protect and enhance the value of these forestlands by partnering with landowners to meet their management goals. The Incentives Program administers federal and state grant and incentive programs for the benefit of a variety of landowner types and partners in collaboration with field staff. This includes but is not limited to the Forest Legacy Program, the Forest Stewardship Program, Emergency Forest Restoration Program, Natural Resource Conservation Service programs, the Small Forestland Grant Program and the Landscape Resiliency Program.

ODF will continue to advance programs that support the stewardship, health, productivity, and retention of Oregon's working forests in partnership with landowners and collaborative partners. The Department will leverage available state and federal resources, provide technical assistance, and connect landowners with programs and incentives that support forest stewardship, retention, and ecological function.



Anticipated Outcomes

- Landowner access to forest stewardship technical and financial assistance .
- Forestlands are actively managed, treated, restored, reforested, or otherwise supported through ODF programs.
- Continued forestland function and productivity under changing conditions.

Collaborations

USFS, BLM, NRCS, USFWS, OWEB, ODFW, ODA, DLCD, Tribes, counties, SWCDs, watershed councils, forest collaboratives, conservation organizations, forest industry, small woodland owners, land trusts, universities, and private landowners.

3

Conserve Natural Lands and Waters

3.1

Protect, conserve, connect or restore 10% of lands and waters within 10 years

Anticipated Agency Actions:

ODF will contribute to Oregon's statewide 10 × 10 objective through forest protection, conservation, restoration, connection, forest-retention, and stewardship actions within or supported by Department programs. ODF will coordinate with the Governor's Office and partner agencies to identify qualifying actions and appropriate methods for tracking ODF contributions against the 2025 baseline.

- **Forest protection and conservation mechanisms include:**
 - Forest Legacy conservation easements and other durable conservation mechanisms that maintain working forests and conservation values.
 - Technical assistance and other actions that support continued forestland status and reduce conversion risk.
 - Aquatic, riparian and terrestrial conservation actions under the Western Oregon State Forests Habitat Conservation Plan.
- **Forest restoration, connection, and resilience mechanisms include:**
 - Implementation of the 20-year Landscape Resiliency Strategy.
 - Federal Forest Restoration Program and Good Neighbor Authority projects.
 - Forest-health and fuels treatments, prescribed and beneficial fire, and post-disturbance reforestation.
 - Delivery of technical and financial assistance programs to support forestland owners in their stewardship and active management efforts.
 - Enhancement activities in Riparian and Habitat Conservation Areas under the Western Oregon State Forests Habitat Conservation Plan.
 - Commercial and non-commercial management activities under the Western Oregon State Forests Management Plan to benefit native fish and wildlife and address forest health concerns

Resilience Attributes Benefitted:

Diversity,
Connectivity,
Thriving Communities,
Ecological Function



ODF will maintain an inventory of applicable forest conservation, protection, restoration, and treatment actions and associated acres.

Anticipated Outcomes:

- Forestlands are protected or conserved through qualifying durable actions.
- Forestlands are restored, treated, enhanced, or reconnected through ODF-administered, funded, or supported programs.
- Statewide understanding of ODF's contribution to the 10 × 10 objective.
- Healthy forests with ecological function, landscape connectivity, and continued working-forest function.

Collaborations:

Governor's Natural Resources Office, OWEB, ODFW, DSL, DLCD, ODOE, USFS, NRCS, USFWS, NOAA Fisheries, Tribes, counties, land trusts, conservation organizations, forest collaboratives, forest industry, small woodland owners, and private landowners.

3.2 Develop innovative mitigation solutions

Anticipated Agency Actions:

ODF will participate in the interagency evaluation of innovative mitigation tools contemplated by EO 25-26 and provide forestry, forestland, restoration, wildfire-resilience, and working-lands expertise where those tools intersect forest resources. ODF does not administer a general statewide mitigation program; its role is principally technical, programmatic, and collaborative.

- Identify opportunities for mitigation investments to support durable forest conservation, restoration, and landscape resilience while remaining compatible with working forests and local communities.
- Provide technical information relevant to forestland conservation, restoration priorities, wildfire risk, ecological resilience, and forest carbon.
- Evaluate whether existing ODF-supported restoration mechanisms, including landscape-scale restoration programs, could provide appropriate implementation pathways for qualifying mitigation investments.
- Coordinate with partner agencies regarding monitoring, durability, accountability, and measurement of forest-resource benefits.

Resilience Attributes Benefitted:

Diversity,
Connectivity,
Thriving Communities,
Ecological Function



Anticipated Outcomes

- Forest-resource considerations incorporated into statewide innovative-mitigation development.
- Identification of appropriate pathways for mitigation investments to support durable forest conservation and restoration.
- Increased ability to direct qualifying investments toward locally beneficial landscape-resilience work.
-

Collaborations

Business Oregon, ODFW, DSL, OWEB, DLCD, DEQ, ODOE, Tribes, land trusts, local governments, conservation organizations, forest collaboratives, forest landowners, industry, and other members of the natural-resources interagency team.

4

Lead by Example

The order directs agencies that own or manage lands or waters to develop and implement strategies to enhance climate resilience as a co-benefit of current management objectives and ensure present and future impacts of climate change are considered in planning for management.

4.1

Leading by example on agency owned/managed lands and waters

Anticipated Agency Actions:

ODF will use existing State Forests planning and implementation processes to consider current and future climate conditions and enhance resilience consistent with governing authorities and management objectives. State Forests are managed for integrated economic, environmental, and social benefits, including timber production, habitat, clean water, recreation, education, and benefits to counties and rural economies.

- Incorporate climate and resilience considerations through the Western Oregon State Forests Management Plan related Implementation Plans, and Annual Operations Plans.
- Continue forest-health, restoration, habitat, aquatic, road, recreation, and other management activities that support resilient forest conditions.
- Monitor aquatic and forest conditions and disturbance patterns to inform adaptive management.
- Monitoring of forest and carbon conditions to support management decisions and stewardship.
- Document the multiple ecological, social, and economic benefits provided by State Forests, including timber, habitat, clean water, recreation, education, carbon stewardship, and benefits to counties and rural communities.

**Resilience
Attributes Benefitted:**

Diversity,
Connectivity,
Thriving Communities,
Ecological Function

**Anticipated Outcomes**

- Climate and resilience considerations incorporated through applicable State Forests planning processes.
- Improved forest-condition and carbon information for state forestlands.
- Continued delivery of ecological, social, and economic benefits from State Forests.
- State Forests management responsive to changing forest conditions and disturbance.

Collaborations:

Counties, Tribes, ODFW, USFWS, NOAA Fisheries, conservation organizations, recreation, forest industry, universities, adjacent landowners, local communities, and other partners.

5

Community and Wildfire Resilience

The Order charges agencies with implementing the 20-year Landscape Resiliency Plan, leveraging partnerships and using available programs and resources to reduce the risk of wildfire and public health impacts of smoke by creating resilient natural and working landscapes.

5.1 Support the Plan for a Resilient Oregon (PRO)

Anticipated Agency Actions:

ODF will support implementation of the Plan for a Resilient Oregon where it intersects the Department's authorities, programs, information, and expertise. ODF will connect forest and wildfire resilience work with statewide community resilience planning while using existing programs and staffing resources.

- Provide information on forest health, wildfire risk, landscape restoration, working forests, climate impacts, and forest-resource conditions to support PRO planning.
- Coordinate applicable ODF landscape, wildfire, community-resilience, and post-disturbance recovery programs with PRO implementation.
- Connect existing ODF planning and investment programs with community resilience priorities where appropriate.
- Support place-based collaboration and engagement with communities, Tribes, forest landowners, local governments, and other partners.
- Improve access to ODF decision-support information relevant to wildfire and forest resilience.

Resilience Attributes Benefitted:

Thriving Communities,
Ecological Function



Anticipated Outcomes:

- Coordination between ODF programs and statewide community-resilience planning.
- Forest and wildfire considerations appropriately represented in PRO implementation.
- The linkage between landscape resilience, forest stewardship, and community resilience is understood.

Collaborations:

State Resilience Officer, Governor's Office, OSFM, ODFW, OWEB, DEQ, OHA, OEM, local governments, Tribes, counties, forest collaboratives, watershed councils, landowners, and community organizations.

5.2 Implement the 20 Year Landscape Resiliency Strategy

Anticipated Agency Actions:

The 20-Year Landscape Resiliency Strategy is implemented by ODF and was developed with private, local, state, and federal partners to target high-risk acres of forest and range lands to reduce wildfire risk.

The strategy is used to strategically focus investments and activities on the landscape that improve forest health such as thinning forests, prescribed burns, removing invasive species, and restoring lands after fires. The work aims to help economic development and steward lands that can endure extreme fire, drought, and pests. The strategy utilizes a shared stewardship model which involves many partners, with large scale, cross-boundary, joint priorities working to align federal, state, and private investments.

ODF will advance implementation of Oregon's 20-Year Landscape Resiliency Strategy by coordinating existing programs, partnerships, and funding that support forest restoration, forest health, fuels reduction, habitat improvement, reforestation, cross-boundary treatments, and climate and ecological resilience.

Resilience Attributes Benefitted:

Diversity,
Connectivity,
Thriving Communities,
Ecological Function



Anticipated Outcomes:

- Landscapes receive forest health and fuels reduction treatments, are restored and more resilient.
- Continue to link and leverage restoration programs and funding across all land ownership types in Oregon for cross-boundary treatments.
- Reduced vulnerability of forests and communities to wildfire and other disturbances.

Collaborations:

USFS, BLM, Tribes, ODFW, OWEB, OSFM, NRCS, counties, collaboratives, SWCDs, watershed councils, conservation organizations, forest industry, private landowners, and local communities.

5.3

Create fire-adapted communities

Anticipated Agency Actions:

ODF will support Fire-Adapted Communities by connecting community wildfire-risk reduction with forest management, fuels treatment, prescribed and beneficial fire, and landscape-resilience work.

- Continue and expand Firewise outreach, technical assistance, community recognition, and coordination with Community Wildfire Protection Plans and related community wildfire-resilience efforts.
- Support the forest-management and landscape-treatment elements of Community Wildfire Protection Plans.
- Coordinate with OSFM, local governments, fire districts, and other partners responsible for defensible space, home hardening, evacuation, emergency preparedness, and related community-risk-reduction functions.
- Advance prescribed and beneficial fire through the Certified Burn Manager Program, district support, partnerships, and appropriate Tribal collaboration on cultural burning.
- Identify operational barriers to increased prescribed-fire implementation, including smoke, staffing, liability, insurance, planning, burn windows, and implementation capacity.
- Coordinate prescribed-fire and wildfire information with DEQ, OHA, local public health, emergency management, and other partners responsible for smoke-response planning and public information.

Resilience Attributes Benefitted:

Thriving Communities,
Ecological Function



Anticipated Outcomes:

- Increased participation in Firewise and related community wildfire-resilience efforts.
- Increased acres treated through prescribed fire, fuels reduction, and landscape restoration.
- Improved coordination of wildfire-risk reduction across ownership boundaries.
- Better understanding of barriers to expanded beneficial-fire use.
- Improved coordination of smoke and burn information with public-health and community partners.

Collaborations:

OSFM, DEQ, OHA, OEM, local fire districts, counties, Tribes, USFS, BLM, Rangeland Fire Protection Associations, Prescribed Burn Associations, forest collaboratives, private landowners, and community organizations.

Reporting and Accountability

EO 25-26 establishes a framework for implementation, reporting, and accountability, including, Board review, consideration of resilience priorities in future budget development, and coordination among related plans and reporting processes.

ODF will use this biennial work plan to guide implementation of the actions identified and connect that work with relevant agency planning, monitoring, performance measures, and reporting.

The Order identifies the Forest Climate and Carbon Plan among existing reporting requirements to be assessed for opportunities to better inform related planning and reporting consistent with the Order and reduce unnecessary duplication.

6.1

Workplan Implementation, Reporting, and Climate Change Carbon Plan Revision

Agency Actions:

ODF will maintain its biennial Climate Resilience Work Plan to identify implementation actions, anticipated outcomes, collaborations, and appropriate targets or measures associated with the Department's responsibilities under EO 25-26. Consistent with the Order's reporting and accountability direction, ODF will:

- Develop and refine implementation pathways and timelines for the actions identified in Sections 1–5 of this work plan.
- Develop future biennial plans on a schedule and in a format that can inform Agency Request Budget and Governor's Recommended Budget development.
- Review applicable agency plans, reporting processes, and performance measures for opportunities to improve consistency, coordination, and reporting efficiency.
- Participate in statewide coordination and engagement with Oregon's nine federally recognized sovereign Tribal nations.
- Review and update the Climate Change and Carbon Plan to reflect relevant directions of the Executive Order and inform strategic policy and monitoring on climate change, forest carbon, and climate-smart forestry. The revised Plan will incorporate relevant EO 25-26 resilience direction; and support monitoring and reporting across forest adaptation, climate mitigation, and social and economic outcomes. The revision will also improve coordination with Oregon's Natural and Working Lands metrics and related statewide climate and resilience reporting.

Resilience

Attributes Benefitted:

Diversity,
Connectivity,
Thriving Communities,
Ecological Function



Diversity



Connectivity



Thriving
Communities



Ecological
Function

Anticipated Outcomes:

ODF will maintain a transparent biennial implementation framework for EO 25-26, with clear pathways, measures, and actions identified in Sections one through five. Board and public review will provide an ongoing feedback mechanism, and future workplans can inform agency planning, performance measures, and budget development.

The Climate Change and Carbon Plan revision will provide an updated framework for ODF climate and carbon policy, and improve forest-change, carbon, adaptation, mitigation, and social and economic monitoring.

Collaborations:

Governor's Natural Resources Office, Board of Forestry, DAS, ODOE, OCAC, ODFW, OWEB, Tribal nations, other natural-resource agencies, federal agencies and research partners, universities, forest-sector partners, conservation organizations, and other relevant implementation partners.