

Vision for Oregon’s Forests

Purpose

Oregon’s forest ecosystems are vulnerable. Forest health overall is in decline. This is due in large part to climate-driven stressors—such as insects, diseases, drought and wildfire—and historic forest management decisions. Our forests don’t stand alone in their vulnerability in the face of mounting and escalating challenges.

Forests are an integral part of the social economic and environmental fabric of our state, and as such, their vulnerability is ours as well. Clean air and water, sustainable forest products, biodiversity, public health and safety, and many more critical benefits Oregonians rely upon require a foundation of resilient forest ecosystems. But there is a lot of work to do to help our forests get there.

Community Engagement Recommendation	Board/Executive Team Decision
Put the second paragraph first, as forests are central to Oregonians concept of their state.	
Add “spiritual” and “emotional” to the list of benefits.	

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.

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.

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

Forest-centric values

Healthy ecosystems

We value the benefits provided by healthy, functioning ecosystems to people, including timber, food, clean air and water, recreation, habitat, regional biodiversity, carbon storage, and so much more.

Ecosystems support

We value the critical importance of people's actions to support 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.

Climate-smart forestry

We value a holistic approach to addressing the management needs related to climate change that considers adaptation, mitigation and the social dimension of forestry, which includes community and economic aspects.

People-centric values

Relationships

We value strong, respectful relationships.

Workforce

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

Public service

We are service focused and responsible stewards of the public's trust, confidence and resources.

Sound decision making

We empower our workforce to make decisions closest to the point of action and 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.

Safety

The safety of our workforce and the public is always a top priority.

Priority: 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.

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.

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, clean air, fish, wildlife, aesthetics, timber for jobs and housing, recreation. Complex, functional forest ecosystems in each of Oregon forest types hold the greatest opportunities for providing these values over space and time.

Community Engagement Recommendation	Board/Executive Team Decision
Also consider spiritual values.	

Strategies

- Promote ecological forestry principles that further forest complexity components, including diversity of regenerated woody and nonwoody species, a wide range of stand densities, extended rotations and increased retention of large legacy structures (live green trees, snags, and downed wood) during harvest activities.
- Engage in the development of safe harbor agreements, habitat conservation plans, and other regulatory compliance mechanisms in collaboration with landowners and state and federal agencies.
- Engage with the Governor’s Office and Legislature on potential incentives to encourage implementation of stewardship agreements on private lands.
- Encourage the development of complex, functional forests that sequester and store carbon.
- Promote the Forest Legacy Program and other efforts to protect private forestlands. and the multitude of public benefits they provide, from fragmentation and conversion.
- Engage with partners on place-based plans that seek to balance ecological, economic and social trade-offs to support the resilience, recovery and regeneration of diverse forests in the aftermath of severe disturbance events.
- Adopt new, and revise existing, Oregon Administrative Rules pertaining to harvest and reforestation to incentivize retention and development of forest complexity components.
- In collaboration with the Governor’s Office and Legislature, establish a clear state policy position on prescribed fire.
- Manage ODF’s state forestlands to produce a blend of social, economic and environmental benefits to Oregonians, and demonstrate leadership in forest management.

Leadership Team Recommendation	Board/Executive Team Decision
Add strategy about engagement with tribes on partnerships/co-stewardship/tribal ecological practices and incorporation into ODF management activities.	
Add strategy about federal forestland management. Potential for engagement with federal delegation to increase	

CALLOUT BOX FOR ECOSYSTEM SERVICES

Forest ecosystem services are the benefits provided by healthy, functioning ecosystems to humans; these services are categorized into the following four groups (Millennium Ecosystem Assessment 2005).

1. **Provisioning services.** Provisioning services are raw resources provided by forest ecosystems including but not limited to: sustainable and predictable supply of timber and special forest products; food, energy and mineral sources; and clean air and water.
2. **Regulating services.** A regulating service is the benefit provided by a forest ecosystem's impact on natural processes such as carbon storage, water storage and purification, erosion and flood control and decomposition.
3. **Cultural services.** Cultural services are nonmaterial benefits provided by forest ecosystems such as sustenance; spiritual, recreational, aesthetic, and scientific benefits; and values as numerous and diverse as the people and cultures that use them.
4. **Supporting services.** Supporting services are necessary for the maintenance and support of

all other ecosystem services. Forest ecosystems support the *function* of many systems including *nutrient cycling*, soil formation, pollination and seed dispersal, habitat for fish and wildlife and regional *biodiversity*.

Services to ecosystems are the actions taken by humans that support the continued resilience and adaptive capacity of ecosystems.

1. **Protecting Services.** Wildfire management activities, fish and wildlife habitat protection, integrated pest management, riparian and water protection, soil protection, sustainable harvest.
2. **Enhancing services.** Density management, seedling selection, nutrient cycling.
3. **Restoring services.** Post-wildfire restoration activities, fish and wildlife habitat restoration and enhancement, promoting carbon storage.
4. **Supporting services.** Cultural and natural resources stewardship practices, culturally significant vegetative species strategy, native seed sources, recreation management, educational and interpretive opportunities.

CALLOUT BOX FOR SHARED STEWARDSHIP

Urgent land management challenges like extreme wildfires, severe drought, and invasive species do not recognize property lines. Shared stewardship is a collaborative approach to land management that emphasizes partnerships across state, federal, private, and tribal landownerships. Shared stewardship approaches seek to identify joint priorities, explore opportunities, and develop cross-boundary strategies that make an impact on a landscape scale to create more resilient landscapes over time.

In 2019, Oregon's Governor and state and federal officials signed a Memorandum of Understanding (MOU) to document the commitment to work collaboratively to create a shared stewardship approach for implementing land management activities in Oregon. This MOU and the passage of Oregon Senate Bill 762 (2021) led to the development of the 20-year Landscape Resiliency Strategy.

This strategy—developed in collaboration with public and private sector partners—prioritizes restoration actions and geographies for wildfire

risk reduction to direct federal, state, and private investments. More information on the strategy the plan for implementing Shared

Stewardship in Oregon can be found on the [ODF website](#).

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Priority: 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.

Strategies

- Promote access for diverse communities to healthy forests for recreation, culture, education, and appreciation, in ways that are welcoming and inclusive for a wide range of needs that are important to Oregonians. Ensure access that respects cultural resource protections, private ownership and natural resources.
- Promote forest and forestry related educational programs, technologies, pilot projects, forest management jobs, infrastructure and other tools to invest in the sustained economic viability and vitality of communities.
- Ensure management of forests contributes to clean water and air.
- Educate and engage communities about Oregon's forests.
- Employ shared stewardship to support collaborative management across ownerships, promoting diverse strategies that maintain environmental and economic values.
- Take a place-based approach to supporting resilient communities that recognizes unique characteristics of that place.
- Engage with communities on place-based plans to support community recovery from severe disturbance events.

Leadership Team Recommendation	Board/Executive Team Decision
Add environmental justice strategy that includes more than just access to forests.	

Community Engagement Recommendation	Board/Executive Team Decision
Incorporate culturally specific and appropriate into strategy about educating and engaging communities.	

CALLOUT BOX FOR PLACE BASED

Oregon is home to diverse and varied landscapes, ecosystems, and peoples. Developing natural resource management strategies that maintain environmental, human, and economic health requires consideration of local differences in both human and natural communities. Taking a place-based approach means finding solutions that are uniquely tailored to the geography and relevant human communities for a given locale, while still meeting broader regional, national, or global needs.

Place refers to both the natural-environmental context (a valley, mountain range, region,

ecosystem, etc.) and the human context (human cultural history, economics, laws, etc.). Place-based strategies include goals and outcomes that reflect a balance of needs between the environmental and human components of a place. Understanding and achieving this balance can be challenging, but the Board and department are committed to open and equitable processes that attempt to bridge this often-challenging divide.

Link analysis of resilience in spatial planning:
<https://doi.org/10.1007/s12061-022-09449-z>

Priority: Living with Fire

Goal

Prevent, suppress, manage, and mitigate wildfire to protect communities, allow natural ecosystem processes, and promote the adaptive capacity of Oregon's forests.

Context

Wildfire has been a force that has helped shape Oregon's forests for millennia. Both natural and human induced fire, the use of prescribed fire, and the 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. This plan seeks a balanced approach that recognizes the role of fire suppression in providing protection to life and property, the role of active management to mitigate hazards and control forest fuels, and the role for natural fire to occur where appropriate for ecological function. Place-based solutions based on robust assessments of current conditions and desired outcomes will be essential to promoting forests that are resilient and can provide abundant benefits to Oregonians.

Strategies

- Align with the [National Cohesive Wildland Fire Management Strategy](#):
 - Restore and maintain landscapes.
 - Support fire adapted communities.
 - Respond to fire.
- Advance the implementation of the [20-Year Landscape Resiliency Strategy](#) and all-lands shared stewardship across Oregon.
- Continuously improve Oregon's complete and coordinated wildfire protection system to meet the needs of the changing operational environment.
- Prioritize and promote fuels management and forest resiliency work where needed to protect human life and infrastructure, especially in the wildland-urban interface.
- Promote fire and smoke-adapted communities in the wildland urban interface and beyond to mitigate the impacts of climate-induced increases in wildfire severity.

- Promote management activities that provide for safe operations before, during and after wildland fire events.

Leadership Team Recommendation	Board/Executive Team Decision
Add strategy about prevention.	
Add strategy about fire education, including wildfires, prescribed fire, wildfire science, etc.	
Incorporate encouragement/increase of prescribed fire into current strategy about fire and smoke-adapted communities.	
Add strategy about building public/community acceptance of prescribed fire.	
Add strategy about limiting transfer of risk in suppression decisions.	
Add strategy about wildfire prevention.	
Add strategy about adequate, sustainable funding for wildland fire mitigation, prevention and suppression.	

Community Engagement Recommendation	Board/Executive Team Decision
Add strategy or incorporate into existing strategies opportunities for community engagement related to wildfire.	

Priority: 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 2023, 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.

Strategies

- Implement the adopted *Climate Change and Carbon Plan*.
- Lead efforts for a just and equitable transition to climate-informed silviculture and climate-smart forestry that optimizes climate mitigation and adaptation, while maintaining a sustainable flow of wood products to ensure long-term resource benefits and viability of the forest products industry and flow of long-lived forest products.
- State forests management: Lead by example and demonstrate climate-smart forest management on state forests to achieve adaptation, mitigation, and the achievement of forest resource goals.
- Accelerate the pace, scale, and quality of climate appropriate forest restoration to increase the resilience to increased wildfire, drought, and biotic disturbance severity and incidence. Support implementation of the recommendations of the Governor's Council on Wildfire Response.
- Increase the extent and resilience of urban and community forests to maximize the climate mitigation and health benefits of urban forest canopy.
- Facilitate the reforestation of areas burned by wildfire and encourage afforestation of low-productivity lands that are understocked or not in forest use.
- Support a strong, but flexible, land use planning system as a cornerstone of maintaining Oregon's forests on private lands.
- Create and maintain a research and monitoring program to track the status and trends of ecological, economic, and social indicators and the effects of climate change and to track progress related to this plan.

CALLOUT BOX FOR CLIMATE-SMART FORESTRY

Climate-smart forestry is a holistic approach for addressing the management needs related to the existential pressures exerted from climate change. Recent impacts go beyond the biotic aspects of the forest and include social dimensions including economics and state financial obligations. Abiotic and biotic forces are driving a divergence of existing ecosystems and the future environment.

The Oregon Department of Forestry and the Oregon Board of Forestry have accepted a definition of climate-smart forestry that includes three legs: adaptation, mitigation, and the social dimension (including communities and economic aspects), and following this will help the board and department align with each other and with the State's federal counterparts which have been directed to center climate-smart agriculture and forestry in their own work and processes. Adaptation policy can help forests adapt towards more resilient landscapes through human intervention. Examples include changing forest structure, management approaches, and incentivizing efforts to incorporate climate change into management

decisions. Adaptation tools can help forest landowners and managers assess their vulnerability to climate change. Mitigation policy and activities contribute to reducing temperatures through the removal of carbon dioxide from the atmosphere. Natural climate solutions like forests, agricultural lands, and blue carbon offer options to increase this mitigation through biologic sequestration. Policy approaches and levers that can be utilized include incentivizing practices to increase stored carbon in the forests, reducing emissions from forest activities (e.g., limiting slash burning and increasing alternative slash use), among others. Social license considers the impacts of adaptation and mitigation action on people, personal and community health, and community and rural economies. Utilizing climate smart forestry to create healthy, resilient forests that also provide ecosystem and economic benefits can help lift disadvantaged, underserved, natural resource dependent, and those living with intergenerational poverty.

Priority: 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. This includes being transparent, accountable and fiscally responsible. 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. Operational 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.

Leadership Team Recommendation	Board/Executive Team Decision
Incorporate funding mechanisms.	
Incorporate governance/best practices.	
Highlight the administrative functions that are responsible for much of the work necessary for success in this priority area.	

Strategies

- Build an agency governance structure that ensures consistent, optimized and efficient implementation of all agency functions.
- Create and maintain strategic and operational plans that support accomplishment of the goals in this document.
- Engage and collaborate regularly with the nine federally recognized Tribes in Oregon.
- Collaborate and coordinate with partners to identify and pursue opportunities and leverage efficiencies to accomplish individual and shared goals and objectives.
- Increase transparency into key areas of interest including agency performance, enforcement activities, and financial condition.
- Prioritize initiatives to expand ODF’s education, information, outreach and engagement efforts.

- Continue to build a diverse and innovative workforce where employees understand and value their role in the agency’s mission.
- Encourage a culture of learning by providing development opportunities and supporting professional growth.
- Incorporate diversity, equity and inclusion into all aspects of ODF’s business and operations.

Leadership Team Recommendation	Board/Executive Team Decision
Incorporate metrics and monitoring into the strategy related to increasing transparency into key areas of interest.	
Add strategy about promoting a more unified agency identity that represents the full scope of ODF’s work and responsibilities.	
Add strategy about regular, robust agency risk assessment and mitigation program.	
Add strategy about adequate funding.	
Add strategy about increasing organizational maturity, with a focus on building repeatable and documented business processes.	
Add strategy about modernization of technology and innovation.	

CALLOUT BOX FOR DIVERSITY, EQUITY & INCLUSION

The Oregon Department of Forestry and the Oregon Board of Forestry are committed to a vision for Oregon’s forests that benefits all Oregonians across all identities, backgrounds, and experiences. The board and department are committed to integrating diversity, equity, and inclusion, as defined below, across the agency’s operations and spheres of influence. Collectively, we aspire to create a culture of inclusivity for our employees and the communities we serve.

Definitions extracted from [C](#).

Diversity: Honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It

emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state’s competitive advantage through innovation, effectiveness, and adaptability.

Equity: Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual’s or group’s needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by

systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

Inclusion: A state of belonging when persons of different backgrounds, experiences, and

identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

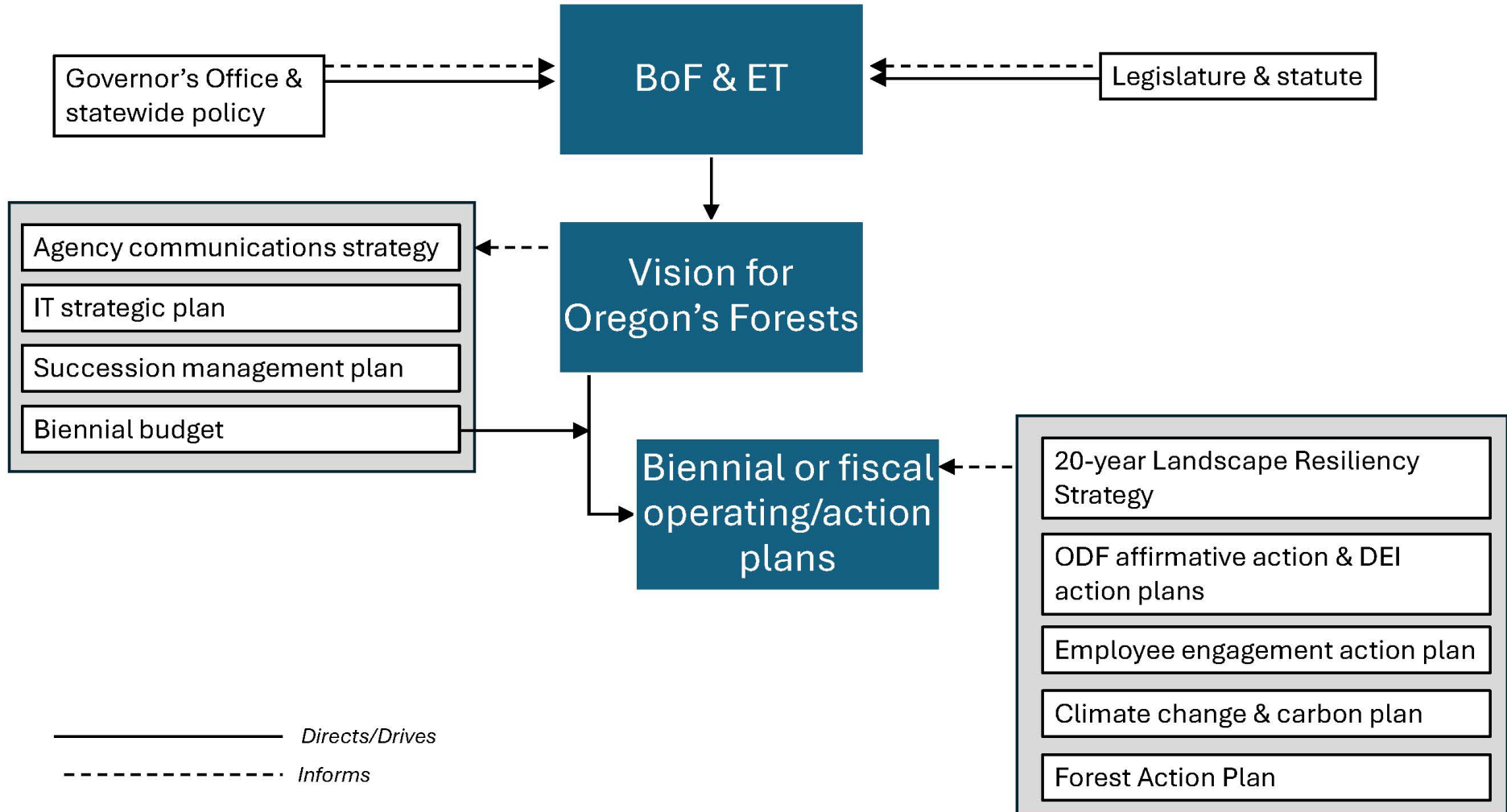
CALLOUT BOX FOR TRIBAL RELATIONS

There are nine federally recognized Indian Tribes in Oregon. These Tribes existed prior to the foundation of the United States of America and retain a unique legal status and provide a historic context to Oregon's natural resources. The board and department are committed to communicating, engaging, and partnering with the Tribes at a government-to-government level. This means acknowledging Tribal governments as sovereign nations that have rights of self-determination. The nine federally recognized Tribes of Oregon have lived, worked, and played in Oregon since time immemorial, and partnering in natural resource stewardship is imperative given the challenges we face together, and the millennia of knowledge Tribes bring to ecosystem management in the Pacific Northwest. The [department's intent](#) is to promote and strengthen inter-government relations, resolve potential concerns, and enhance the exchange of information, ideas, and resources for the greater good of all Oregonians.

Appendix A: Monitoring, evaluating & adapting

	2024	2025	2026	2027	2028	2029	2030
Q1		Adopt progress measures	First annual progress report to BoF				Adopt updated plan
				Annual progress report to Board			
	ET quarterly progress check						
Q2	Adopt new plan						
	ET quarterly progress check						
Complete fiscal year action plans & present to Board							
Q3	Begin development of progress measures						
	Begin FY26 action plan development			ET quarterly progress check			
	Implement fiscal year action plans						
Q4	Complete progress measures				Begin BoF & ODF review of plan	Complete plan updates	
	ET quarterly progress check						

Appendix B: Connection to other strategies & plans



Appendix C: Glossary

Climate-smart forestry: A holistic approach for addressing the management needs related to the existential pressures exerted from climate change.

Complete and coordinated response system: Oregon’s cross-boundary wildfire preparedness and response system which includes the coordinated efforts of federal, state, tribal and private partners.

Place-based: General planning approach which emphasizes the characteristics and meaning of places as a fundamental starting point for planning and development. “Solutions that are uniquely tailored to a geography and the relevant communities or people for a given locale.”

Silviculture: The growing and cultivation of trees.

Wildland-Urban Interface (WUI): The geographic area where structures and other human development meets or intermingles with wildland or vegetative fuels. A transition zone between wildlands and human communities.

Appendix D: Reference materials & resources

National Cohesive Wildfire Management Strategy:

<https://www.forestsandrangelands.gov/documents/strategy/natl-cohesive-wildland-fire-mgmt-strategy-addendum-update-2023.pdf>

Pacific Northwest Quantitative Wildfire Risk Assessment: <https://pnw-quantitative-wildfire-risk-assessment-osugisci.hub.arcgis.com/>

Oregon Forest Action Plan: <https://www.oregon.gov/odf/Documents/aboutodf/OregonActionPlan.pdf>

ODF Diversity, Equity and Inclusion Action Plan 2023-25:

<https://www.oregon.gov/odf/aboutodf/Documents/2023-2025-diversity-equity-and-inclusion-action-plan.pdf>

ODF's Information Technology Strategic Plan:

ODF/Tribal Relations: <https://www.oregon.gov/odf/aboutodf/Pages/tribalrelations.aspx>

Shared Stewardship MOU: <https://www.oregon.gov/odf/fire/documents/shared-stewardship-mou-agreement.pdf>

2021-2023 Landscape Resiliency Program Report:

<https://www.oregon.gov/odf/aboutodf/documents/2023-odf-sb762-landscape-resiliency-program-report.pdf>

Peer reviewed: Climate-Smart Forestry: Promise and risks for forests, society, and climate.

<https://doi.org/10.1371/journal.pclm.0000212>

Peer reviewed: Meta-Overview and Bibliometric Analysis of Resilience in Spatial Planning – the Relevance of Place-Based Approaches. <https://doi.org/10.1007/s12061-022-09449-z>

Appendix E: Who we are

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.

Our shared mission

To protect and promote resilient forests that benefit all Oregonians.

Internal survey results:

- 67.6% agree or strongly agree that they can see how their work connects to accomplishing the mission.
- 59.8% agree or strongly agree that the mission statement accurately describes why ODF exists.
- Themes from open-ended responses:
 - Recognition of the challenge of capturing the complexity of what we do while also being clear and concise about our mission.
 - Remove “resilient” because we’re involved with all forests, not just the resilient ones.
 - Disagree with either “protect” or “promote,” or feel there needs to be something that addresses the work on state forestlands.
 - Feel it’s not just Oregonians who benefit from our work, it’s everyone.

Decision points	Board/Executive Team Decision
Shared Board of Forestry and ODF mission or just ODF’s mission?	
Replace “ resilient ” Replace “ benefit all Oregonians ” Replace “ promote ” with “ foster ” Recommendation: <i>“To protect and foster healthy, productive forests that provide for current and future generations.”</i>	

Organizational (people-centric) values

People-centric values

Relationships

We value strong, respectful relationships.

Workforce

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

Public service

We are service focused and responsible stewards of the public’s trust, confidence and resources.

Sound decision making

We empower our workforce to make decisions closest to the point of action and 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.

Safety

The safety of our workforce and the public is always a top priority.

Internal survey results:

- 64% feel the value statements represent ODF well or very well.
- Strongest agreement with value statements related to relationships, public service and safety.
- Themes from open-ended responses:
 - Additional work needed on “public service” value statement.
 - “Resources” natural, government or both?
 - Type of service we’re focused on?
 - Seems to be missing mention of the “best interest of Oregonians”

Decision points	Board/Executive Team Decision
Shared Board of Forestry and ODF people-centric values, or shared forest-centric values and the people-centric values are just for ODF?	
Clarify the type of resources we’re responsible stewards of	
Specify the how we provide services—ex: efficient & effective	
Incorporate language about serving in the best interests of Oregonians	