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| Agenda Item No.: | 5 |
| Topic: | <i>Vision for Oregon's Forests</i> |
| Date of Presentation: | September 4, 2024 |
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SUMMARY

The *Vision for Oregon's Forests* is a joint effort between the Board of Forestry and Department of Forestry. The *Vision* establishes the strategic direction that will guide the policy and operational decisions for the Board of Forestry and department in the coming years and serves as the foundation for continued planning work. It also informs several other key department and board strategies and plans, including:

- Biennial Agency Request Budget
- Affirmative action; diversity, equity & inclusion; and employee engagement action plans
- Oregon's Forest Action Plan
- Agency communications and information technology strategies
- Succession management plan

The Board and Department received thoughtful and detailed input during the May 2024 public comment period. There were several prevailing themes across comments:

- Concerns about generalization in the statement asserting a decline in forest health across forests and ownerships.
- Acknowledgement of the role of the timber industry in the social and economic fabric of forest-adjacent communities/the outsized impact of forest policies on rural communities.
- Implementation of the Private Forests Accord.
- Acknowledgement of the key role small/family forestland owners have in keeping forests as forests.
- Workforce and education gaps.
- Purpose/function of document is unclear.

The subcommittee met for a final time to review the incorporation of these themes into the *Vision for Oregon's Forests*, the final version of which has been provided to Board members with this staff report and posted on the Board's webpage as part of the materials for this meeting.

RECOMMENDATION

The Department recommends the Board adopt the presented version of the *Vision for Oregon's Forests* (*Vision for Oregon Forests_Final for adoption*) as the vision and strategic direction for the Board and Department.

Some Board members and public commenters have noted the lack of measurable objectives in the *Vision for Oregon's Forests*. Without this component, the *Vision* cannot serve as a functional strategic plan. With the clearer articulation of the purpose of the *Vision*

1. The Department recommends the Board creates a short-term workgroup with Board and Department representation to determine whether it is necessary to establish overarching, observable and measurable outcomes associated with the goals of the *Vision for Oregon's Forests* for use in tracking the Board and Department's alignment with their stated shared vision. The workgroup would bring its recommendation to the full Board at its January 2025 meeting.

NEXT STEPS

With Board adoption, Attachment 1 will undergo design and publishing work, with the final design shared with the Board at the October retreat before being posted to the Board's website. The Department will continue with rollout planning to guide the sharing of the *Vision* with the agency as a whole,

ATTACHMENTS

- (1) Final *Vision for Oregon's Forests*
- (2) Strategies for Oregon Forests

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

Vision for Oregon's Forests

Adopted: DATE

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.

Priority: 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 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.

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.

Strategies for Oregon's Forests

A companion document to the Vision for Oregon's Forests

Resilient Forests

- 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.
- Manage ODF's state forestlands to produce a blend of social, economic and environmental benefits to Oregonians, and demonstrate leadership in forest management.
- Increase partnerships and co-stewardship work with tribes, including incorporation of tribal ecological knowledge into ODF forest management activities.
- Increase cross-jurisdictional alignment on management of public forestlands that meets the needs and expectations of Oregonians.
- Promote and support forest and forestry related educational programs, technologies, pilot projects, forest management jobs, infrastructure and other tools to invest in building the workforce needed to build and maintain resilient forests.
- Continue and expand programs focused on small and family forestland owners who play a key role in keeping Oregon's forests as forests.

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](#).

CALLOUT BOX FOR ECOLOGICAL FORESTRY

Ecological forestry incorporates practices in managed forests that differ from those used on many industrial forestlands. These practices are based on conditions that occur following non-human-induced disturbances and are intended to promote a range of values in addition to the production of wood fiber. Ecological forestry promotes diverse forests over a range of spatial and temporal scales and result in a range of future management options. Specifically, ecological forestry focuses on the following characteristics:

1. Maintains an array of ecosystem functions, structures and biota over time and over a range of spatial scales from within stands to landscapes.
2. Emphasizes ecosystem diversity and resilience to reduce risks and provide options in response to ecosystem disturbances and stressors.
3. Provides an increased number of management options needed to achieve an array of values by expanding the range of silvicultural prescriptions that reflect range of sizes, frequencies and intensities of natural disturbances found in each forest type.
4. Values complexity and heterogeneity at multiple spatial and temporal scales.
5. Adjusts management practices through an ecological model that accommodates changing biophysical and social conditions.

Adapted from information provided by Franklin J. Jerry, Norman Johnson and Debora L. Johnson. Ecological forest management. Waveland Press.

Resilient Communities

- Promote access to forests for recreation, culture, education, and appreciation, in ways that are welcoming and inclusive for a wide range of diverse communities. Ensure access 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.
- Create a culture of shared learning and engagement about forestry with communities that includes culturally specific and appropriate approaches and content.
- 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.
- Incorporate consideration of the social and economic impacts on forest-adjacent communities into policy and operational decision-making processes.

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>

Addressing the Wildfire Crisis

- Development of a stable, equitable, and sustainable funding structure that adequately funds the resources needed to address Oregon’s wildfire crisis and recognizes the broad impacts of catastrophic wildfire on public health and safety, community wellbeing, economies and natural resources across Oregon.
- Lead state-level efforts to expand the use of prescribed fire and fully integrate this tool into forest restoration and resiliency and community fire adaption efforts. Learn from tribes and incorporate tribal ecological knowledge into prescribed fire policy and practice.
- Continuously improve upon Oregon’s complete and coordinated wildfire protection system to meet the needs of the changing operational environment.
- Increase community education and engagement on wildfire topics, such as wildfire science, Oregon’s fire environment, the importance of mitigation, and actions they can take to protect themselves and their communities (prevention, mitigation, preparedness, etc.).
- Prioritize and promote fuels management and forest resiliency work in areas with human life and infrastructure, especially in the wildland-urban interface.
- Advance the implementation of the [20-year Landscape Resiliency Strategy](#) and all-lands shared stewardship across Oregon.
- Promote fire and smoke-adapted communities 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.
- Align with the [National Cohesive Wildland Fire Management Strategy](#):
 - Restore and maintain landscapes.
 - Support fire adapted communities.
 - Respond to fire.
- Improve cross-jurisdictional alignment and coordination on preparedness, prevention, mitigation and suppression to provide consistent, quality service to Oregonians.

Climate Leadership

- 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.

Organizational Excellence

- Engage with legislators and Executive Branch leadership to promote awareness and understanding of the agency's challenges, opportunities and complexities.
- 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.
- Foster a culture of continuous improvement and innovation to increase efficiency and effectiveness.
- 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.
- Expand ODF's education, information, outreach and engagement efforts to increase awareness and understanding of all that the agency does and the variety of ways in which it impacts Oregonians.
- Continue to build a diverse 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.

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.