



# State Board of Towing 2025 Strategic Plan



Oregon State Board of Towing  
2025 Strategic Plan  
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# OREGON STATE BOARD OF TOWING

## 2025 Strategic Plan

### Executive Statement:

2024, the first year of operations of the Oregon State Board of Towing, focused on infrastructure and operational requirements:

- Adopting initial administrative rules, a Mission Statement, and Bylaws.
- Reviewing complaints to determine top compliance concerns and the Board's regulation priorities.
- Building a compliance program, including establishing complaint policies, a complaint process, and implementing a case management system.
- Adopting two public policies addressing the two largest compliance issues demonstrated in complaints.
- Conducting several outreach campaigns focusing on law enforcement agencies, the towing industry, and individuals, advocates, and organizations with an interest in private parking facilities and residential complexes.
- Engaging partners, the public, complainants, and the towing industry in reviewing the laws and defining expectations.

The Board's 2025 strategic plan focuses on three priorities:

1. Towing rates and fees
2. Signage requirements,
3. Research of a tow business registration

while continuing to build on the foundational work of 2024:

- Implementing the adopted public policies and moving forward with disciplinary actions for illegal towing activities.
- Interpreting Oregon laws and adopting public policies to clarify compliance and expectations.
- Identifying best practices and standards.
- Identifying partners, stakeholders, and conducting outreach and educational efforts.
- Protecting the public and the towing industry by implementing and enforcing Oregon laws and regulations.

## 2025 Goals and Objectives:

<b>Goal 1: Towing Rates and Fees</b>		
<i><b>Objective:</b></i> Determine towing rate and fee requirements in ORS; ensure towing rates and fees across the state are lawful, customary, reasonable, and consistent, and set standards and best practices to protect both the well-being of the public and the towing industry from unnecessary or unlawful towing fees and charges.		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Review invoice and fee complaints submitted to the Board	1 <sup>st</sup> Quarter	
<i><b>Progress/Notes:</b></i>		
Review ORS 98.856 & 98.859 for legal requirements of rates and fees		
<i><b>Progress/Notes:</b></i>		
Review laws and rules from other states		
<i><b>Progress/Notes:</b></i>		
Review rate and cost requirements from Oregon jurisdictions (law enforcement)		
<i><b>Progress/Notes:</b></i>		
Identify partners and industry members for public input and comments		
<i><b>Progress/Notes:</b></i>		
Identify resolutions, solutions, or rate requirements.		
<i><b>Progress/Notes:</b></i>		

<b>Goal 2: Signage</b>		
<i>Objective:</i> Define signage requirements of ORS 98.854, other signage requirements for properties, and signage or badging on vehicles used for towing to ensure that towers and property owners understand the legal requirements, that signs across Oregon are consistent, and that vehicle owners have the information required by law.		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Review ORS 98.854 and other statutes for legal requirements for signs	2 <sup>nd</sup> Quarter	
<i>Progress/Notes:</i>		
Review laws and rules from other states		
<i>Progress/Notes:</i>		
Review sign requirements from Oregon jurisdictions (law enforcement)		
<i>Progress/Notes:</i>		
Identify sign requirements and parameters based on purpose and use		
<i>Progress/Notes:</i>		
Identify best practices and requirements for signage		
<i>Progress/Notes:</i>		
Review truck badging and signage requirements, set enforcement standards, and ensure the Oregon requirements and enforcement (ex. repo trucks) comply with federal laws		
<i>Progress/Notes:</i>		

### Goal 3: Tow Business Registration

- **Objective:** Research and consider options for a Tow Business Registration. The current DMV Tow Business Certificate is issued for each individual tow vehicle, it is not a registration or license for the actual towing business as an entity. The Board’s focus is to identify how and where tow businesses should register in order to capture information about the actual businesses, not only the vehicles.

Action Items	Timeline	% Completed
Identify benefits and value of a tow business certificate issued to the towing companies and not limited to the vehicle.	3 <sup>rd</sup> Quarter	
<i>Progress/Notes:</i>		
Review laws and rules from other states, and ordinances from local jurisdiction		
<i>Progress/Notes:</i>		
Identify “tow business” registration minimum requirements, expectations		
<i>Progress/Notes:</i>		
Draft ORS concept and language.		
<i>Progress/Notes:</i>		
TBD		
<i>Progress/Notes:</i>		
TBD		
<i>Progress/Notes:</i>		

## Continued work from 2025:

Focus: Enforcement of Private Property Impound Statutes (ORS 98.853 and 98.854)		
Action Items	Timeline	% Completed
Mail Fall 2024 Newsletter to all towers with a DMV issued tow certificate	Nov. 2024	
<i>Progress/Notes:</i>		
Enter PPI complaints into CMS/ database	Nov. 2024	
<i>Progress/Notes:</i>		
Close PPI complaints with no violation of the tower or not enough information to open investigation		
<i>Progress/Notes:</i>		
Open investigation,		
<i>Progress/Notes:</i>		
Board review of investigation reports/ documents, issue appropriate Board actions		
<i>Progress/Notes:</i>		
Set civil penalty fee schedule in policy/OAR		
<i>Progress/Notes:</i>		
Draft suggested ORS amendments		
<i>Progress/Notes:</i>		
Continue review and interpretation of remaining PPI statutes under ORS 98.853 and 98.854		
<i>Progress/Notes:</i>		

<b>Focus: Enforcement of ORS 822.200, Operating an Illegal Tow Business</b>		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Mail Fall 2024 Newsletter to all towers with a DMV issued tow certificate and individuals operating without tow certificates	Nov. 2024	
<i>Progress/Notes:</i>		
Mail Notice letter to persons identified as possibly towing vehicles without TW plates/certificate	Nov. 2024	
<i>Progress/Notes:</i>		
Mail Warning letters to companies who have not submitted applications, and are towing without tow business certificates/TW plates		
<i>Progress/Notes:</i>		
Open investigations into violations.		
<i>Progress/Notes:</i>		
Board review of investigation reports/ documents, issue appropriate Board actions		
<i>Progress/Notes:</i>		
Set civil penalty fee schedule in policy/OAR		
<i>Progress/Notes:</i>		
Draft suggested ORS amendments		
<i>Progress/Notes:</i>		



<b>Focus: Outreach and Education, Stakeholder Engagement</b>		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Fall 2024 Newsletter	Nov. 2024	
<i>Progress/Notes:</i>		
Update website with focus on resources and information; Develop FAQs and handouts for Board website; create a “Contested Tow Hearing” contact list and information page.		
<i>Progress/Notes:</i>		
Add additional email distribution lists through the state (Proposed Policy and Rules Group, Law Enforcement)		
<i>Progress/Notes:</i>		
Continue identifying stakeholders and partners; Attend partner, stakeholder, and association meetings		
<i>Progress/Notes:</i>		
Prepare presentations, flyers, and other documents to convey information		
<i>Progress/Notes:</i>		
Identify training and information needs of public and industry		
<i>Progress/Notes:</i>		
Foster a culture of feedback, input, and collaboration		
<i>Progress/Notes:</i>		
Develop active and valuable social media accounts (Facebook, X and Instagram)		
<i>Progress/Notes:</i>		

<b>Focus: ORS Review</b>		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Continue the review, interpretation, and enforcement of the ORSs assigned to the Board to administer as identified when processing complaints.		
<i>Progress/Notes:</i>		
Review complaints and issue disciplinary actions based on the adopted Public Policies to ensure Board interpretation of the ORS, making changes and modifications as necessary.		
<i>Progress/Notes:</i>		
Identify existing ORS language for amendment to reflect the intent of the statute(s).		
<i>Progress/Notes:</i>		
Identify ORSs not currently under the Board’s administration but should be for consistency in enforcement and oversight.		
<i>Progress/Notes:</i>		

<b>Focus: Adoption of OARs</b>		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Review and update existing OARs under OAR Chapter 750	July 1, 2025	
<i>Progress/Notes:</i>		
Update Civil Penalty Schedule		
<i>Progress/Notes:</i>		
Identify ORS requiring OARs for clarification and enforcement		
<i>Progress/Notes:</i>		

<b>Focus: Best Practices and Standards</b>		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Identify best practices and standards of the industry		
<i>Progress/Notes:</i>		
Draft “tool kits” and information packets for industry use		
<i>Progress/Notes:</i>		
Assist local jurisdictions in developing expectations, accountability, and expectations		
<i>Progress/Notes:</i>		
Identify and provide for training and business needs through education or resource development		
<i>Progress/Notes:</i>		
TBD		
<i>Progress/Notes:</i>		

<b>Focus: Operations and Administration</b>		
<b>Action Items</b>	<b>Timeline</b>	<b>% Completed</b>
Finalize Board Administrator position description and classification.		
<i>Progress/Notes:</i>		
Schedule a consistent monthly meeting day and time, with flexibility to reschedule to accommodate schedules.		
<i>Progress/Notes:</i>		
Review operation and administrative processes for effectiveness and value; develop required policies and procedures; create and administrative desk manual incorporating all levels of Board operations and policies.		
<i>Progress/Notes:</i>		
Create position descriptions for each of the board member positions; ensure statutes accurately reflect the needs of the Board in the positions. Draft template recruitment announcement.		
<i>Progress/Notes:</i>		
Identify board member and staff training needs.		
<i>Progress/Notes:</i>		
Create a "Lottery Box" and emergency plan		
<i>Progress/Notes:</i>		
Transition from sending Board meeting documents via email to the case management system as a depository of meeting materials; research additional methods for review and access to Board meeting materials outside of email attachments.		
<i>Progress/Notes:</i>		
Update file management system; archive 2024 board records.		
<i>Progress/Notes:</i>		