



2026-2028 Strategic Plan

May 2026

FRA 2026-2028 STRATEGIC PLAN

Vision

Forest Resources Association will be recognized for its diverse membership and commitment to sustaining the success of the forest products industry.

Mission

Forest Resources Association will proactively lead a world-class wood supply chain.

We will:

Provide an effective member voice in Washington, DC:

- Defend against threatening legislation and regulation
- Advance public policies that support industry sustainability

Communicate relevant and timely information to create opportunities for company and employee success:

- Promote safety
- Improve skills
- Elevate technical and operational expertise
- Identify workforce issues and define proactive solutions
- Establish leadership development programs

Maintain a thriving regional structure:

- Address regional policy and operational issues
- Identify regional research priorities
- Build and grow a strong grassroots advocacy network

Values

We are:

- Ethical
- Proactive
- Collaborative
- Inclusive
- Safety Focused

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ASSOCIATION-WIDE PRIORITIES

These cross-cutting strategies strengthen the effectiveness of the entire wood supply chain, rather than advancing a single-issue area.

- **Data-Driven Advocacy:** Use clear, defensible data to support all policy positions.
- **Member Engagement:** Keep members informed and mobilized across all issue areas.
- **Coalition Building:** Partner with aligned associations where interests converge; maintain neutrality when the value chain is divided.
- **Regulatory Monitoring:** Track federal rulemaking that affects the wood supply chain.
- **Federal Outreach:** Maintain consistent communication and strive to improve credible relationships with members of Congress and federal agencies with influence or control over policy impacting the wood supply chain.
- **Global Competitiveness:** Increase the competitiveness of U.S. Forest products in domestic and international markets.
- **Rural Economic Stability:** Support the economic health of rural communities dependent on the wood supply chain.

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NATIONAL PUBLIC POLICY / ADVOCACY COMMITTEE

Public Policy / Advocacy Committee Goals: Provide an effective member voice in Washington, DC. Successfully influence public policy to defend and enhance the wood supply chain's operating environment and sustainability.

Markets, Trade & Wood Utilization

Goal: Expand domestic and international markets for forest products in ways that strengthen rural economies, improve forest health, and create value across the entire wood supply chain - from landowners to end-product manufacturers.

Strategic Objectives

- Grow demand for traditional and emerging wood products to sustain active forest management.
- Promote mass timber, advanced wood construction, and emerging markets.
- Address trade barriers and regulatory obstacles limiting U.S. competitiveness.
- Ensure market strategies are directly aligned with operational conditions across all segments of the wood supply chain.

Priority Actions

- Advocate for federal incentives, research funding, and procurement policies supporting mass timber and advanced wood technologies.
 - Support existing and emerging markets.
 - Engage decision makers on international trade issues (e.g., EUDR, tariffs, non-tariff barriers) to protect exports and market access.
 - Highlight the role of markets in improving forest health, reducing wildfire risk, and strengthening rural communities through improved job opportunities.
 - Provide members with timely market intelligence and policy updates.
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Transportation & Infrastructure

Goal: Improve the safety, efficiency, and reliability of wood product transportation.

Strategic Objectives

- Modernize interstate truck weight limits to align with state standards.
- Support investment in rural roads, bridges, and forest access infrastructure.
- Reduce transportation bottlenecks and strengthen supply chain resilience.

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Priority Actions

- Advocate for passage of the Safe Routes Act and related truck weight reforms.
 - Engage with USDOT and state partners to emphasize how rural freight mobility underpins the efficient movement of wood fiber from the woods to the mill.
 - Provide data-driven analysis to Congress on safety and efficiency benefits.
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Workforce & Labor

Goal: Ensure a stable, well-trained workforce to sustain logging, trucking, forestry, and mill operations.

Strategic Objectives

- Expand workforce development and training programs.
- Protect and strengthen access to guest worker programs critical to forestry.
- Defend independent contractor models essential to logging and trucking businesses.

Priority Actions

- Advocate for passage and implementation of workforce legislation (e.g., Jobs in the Woods Act).
 - Engage Congress and federal agencies on practical, predictable administration of H-2B and related visa programs.
 - Protect the independent contractor framework.
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Environmental & Regulatory Reform

Goal: Shape federal regulations so they are predictable, science-based, and operationally workable across the entire wood supply chain.

Strategic Objectives

- Promote operationally informed rulemaking that supports active forest management.
- Improve regulatory clarity and consistency across agencies.
- Strengthen FRA's role as a trusted technical resource in rulemaking processes.

Priority Actions

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- Engage on ESA listings, critical habitat designations, and consultation processes.
 - Support policies affirming the carbon neutrality of forest biomass.
 - Provide members and policy makers with timely analysis of regulatory proposals and operational impacts.
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Federal Programs & Investment

Goal: Ensure federal programs reflect the needs of landowners, contractors, and mills across the wood supply chain.

Strategic Objectives

- Shape Farm Bill provisions to support forestry and wood products.
- Strengthen federal lands management and timber programs.
- Improve access to credit and financing for small forestry businesses.

Priority Actions

- Advocate for forestry-focused titles and funding in the Farm Bill.
 - Support increased resources for the U.S. Forest Service to reduce wildfire risk and maintain timber outputs.
 - Promote financing and credit options for contractors and mills.
 - Engage Congress, federal agencies, and key stakeholder committees on program implementation.
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NATIONAL SUPPLIER / CONSUMER RELATIONS COMMITTEE

Supplier / Consumer Relations Committee Goals: Promote the development of a competitive framework within which members may implement supply chain efficiency improvements, identify workforce issues, and define proactive solutions throughout the supply chain.

Facilitate Interactive Workshops Between Mill and Supplier Personnel

Goal: Promote the availability of FRA's Consumer-Supplier Relationships Workshop.

Strategic Objectives

- Utilize USDA-Forest Service Wood Innovation Grant to provide consumer/supplier facilitated workshops for FRA members.
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Relieve Logging, Trucking, and Mill Workforce Shortage

Goal: Identify, foster, and promote means to increase available logging, forest products trucking, and manufacturing workforce.

Strategic Objectives

- Establish alliances with organizations with access to likely entry-level workers.
 - Publicize logging, trucking, and mill career opportunities to broad sectors of the public.
 - Connect with organizations that help veterans and separating military personnel transition into the civilian workforce and highlight career opportunities within the forest products industry.
 - Build and encourage the development of relevant training resources.
 - Publicize emerging technologies and techniques that increase efficiencies while maintaining output.
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Raise Awareness of Current and Emerging Markets and Trends

Goal: Create opportunities for market observers to report on the wood and forest biomass market and demand trends.

Strategic Objectives

- Summarize and link to published articles in relevant communication channels.
 - Invite analysis of emerging demand trends and technical responses in utilization and merchandising in FRA meetings and Technical Releases.
 - Identify barriers to markets for small-diameter wood and residuals.
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Strengthening Supply Chain Communication

Goal: Promote new options for improving the quality of communications among supply chain members, including the use of new technologies.

Strategic Objectives

- Identify techniques and technologies, emerging and in use, for improving communication.
 - Identify and publish reviews of tested systems as FRA Technical Releases.
 - Identify opportunities for demonstrations at regional FRA meeting field trips.
 - Stage forums at FRA meetings for discussion of emerging communications techniques or technologies.
 - Improve access to FRA safety materials to address forest certification requirements.
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NATIONAL OPERATIONS COMMITTEE

Operations Committee Goals: Share/promote technical best practices, promote safety, improve skills and elevate technical and operational expertise, encourage process improvements and operational excellence, and promote industry development and technology transfer.

Forest Products Market Support and Promotion

Goal: Emphasize collaboration with strategic partners to assist economic development officials in recruiting industry investment and promoting new markets for forest products.

Strategic Objectives

- Promote the overall economic contributions of the forest products industry and affiliated value chain.
 - Share the impacts of recent mill closures on local and regional economies with elected officials and stakeholders.
 - Explore solutions to address supply/demand imbalances in the wood supply chain.
 - Collaborate with other like-minded associations to seek creative solutions to address lost capacity, support mill/facility retention efforts, and attract new investment in the industry.
 - Encourage emerging market opportunities for products benefiting the wood supply value chain.
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Address Industry-wide Trucking Safety and Insurance Challenges

Goal: Identify and promote efforts to meet the current log trucking challenges of increasing insurance costs and declining insurance availability, a shortage of qualified, insurable drivers, and log trucking safety and loss control issues.

Strategic Objectives

- Include trucking safety and insurance-related presentations at FRA regional and national meetings to share successes and possible solutions, including risk transfer and reduced exposure/liability opportunities.
- Highlight successful driver training programs in FRA publications and outreach for member benefit.
- Publish trucking safety-related FRA Technical Releases and Safety Alerts.

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- Coordinate with other organizations (logging associations, state implementation committees, etc.) to promote the dissemination of trucking safety training throughout the trucking workforce.
 - Monitor tort reform efforts and share pertinent information.
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Promote Forest Products Industry Innovations

Goal: Monitor and share innovations within the forest products industry to improve efficiency for all wood supply system stakeholders.

Strategic Objectives

- Expand FRA's focus on Artificial Intelligence (AI) by evaluating AI-based training platforms that improve safety and efficiency, and by integrating AI-related content, speakers, and technology updates into meetings, webinars, and FRA publications.
 - Continue partnership with Southern Region Council on Forest Engineering (SRCOFE) group to feature faculty and graduate student research on forest operations topics at region meetings.
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Improve Trucking & Supply Chain Efficiency

Goal: Identify and promote effective systems for optimizing trucking assets, wood transport costs, and identify best practices in reducing truck turnaround both at the woodyard and at the landing.

Strategic Objectives

- Identify systems to improve operational efficiency.
 - Educate members on innovations through publications, webinars, and at regional and national meetings.
 - Encourage logging businesses and truck manufacturers to share knowledge of local innovations and barriers to trucking improvement across regions.
 - Identify innovations and educate members through FRA publications, webinars, and meetings.
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Address Emerging Forest and Supply-Chain Security Issues

Goal: Inform members of emerging supply-chain and woodland security exposures and of best practices in loss prevention and assisting law enforcement.

Strategic Objectives

- Disseminate Security Group information and findings with FRA membership to minimize risk within their operations.
 - Provide continued cybersecurity guidance to members through webinars, Woods to Mill articles, and other methods of outreach and correspondence.
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Enable Improved Fuel Efficiency and Reduced Consumable Spending

Goal: Identify and promote technical innovations and management systems that effectively conserve fuel and other consumables or reduce their per-unit cost in wood supply chain management.

Strategic Objectives

- Identify best practices in fuel conservation and cost control and promote them through publications and meeting presentations.
- Publish evaluations of distribution systems controlling per-unit fuel costs.
- Assess the impacts of electric trucking fleets and other carbon reduction initiatives on the forest products supply chain.