

Oregon Department of Forestry Strategic Plan

2004 to 2011

A companion document to the 2003 Forestry Program for Oregon

September 2004

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Oregon Department of Forestry Strategic Plan

2004 to 2011

Executive Summary

The *Oregon Department of Forestry Strategic Plan 2004 to 2011* describes high priority actions the agency will undertake between 2004 and the end of the 2009-2011 biennium (June 30, 2011). These actions will enable the department to meet its statutory mandates, and assist the Oregon Board of Forestry in achieving the strategies, actions, and vision in the *2003 Forestry Program for Oregon*.

The Department of Forestry's strategic planning is designed to:

- Clearly define and communicate internally and externally what the Department of Forestry is and what it does;
- Establish the department's fundamental guiding values and priorities;
- Assist the Board of Forestry in implementing the strategies and actions in the *Forestry Program for Oregon*;
- Focus resources and efforts on the most important issues and "vital actions"¹ that will promote and create the board's and department's desired future;
- Measure and report performance (both successes and setbacks); and
- Provide an improvement cycle that allows the board, the department, and the Oregon Legislature to make informed changes when necessary.

The mission of the Oregon Department of Forestry is to serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability. The strategic plan also includes statements on the department's vision for the future, organization values, and core business functions.

The department has eight programs that uniquely contribute to achieving the overall mission and vision of the agency, and its statutory mandates. To support their unique roles, each program has developed individual vision and mission statements, strategic emphasis areas, strategies, and defined a list of vital actions. These vital actions are designed by each program to meet their portion of the agency's mandates, and to assist in addressing the strategies and actions outlined in the *2003 Forestry Program for Oregon*. In this agency strategic planning process, a program's vital actions have been linked to the board's highest priorities, identified as "key actions" in *the Forestry Program for Oregon*. In this way, the department is able to effectively communicate how its programs contribute to the achievement of these board priorities while also achieving the department's overall mission and vision, and statutory requirements.

¹ "Vital actions" are critical tasks of the highest priority to the department in this strategic plan.

Performance measurements will inform strategic planning, budgeting, quality improvement, and program/employee appraisal processes. As a first step, department programs have made their vital action statements measurable when possible. In addition, the department has also developed a set of agency performance measures intended to track over time a representative subset of the outputs and outcomes of the agency's actions. These performance measures will provide further indication of the Department of Forestry's success in achieving its mission and vision, and in assisting with the achievement of the *2003 Forestry Program for Oregon*.

It is the department's intent that agency strategic planning be a dynamic process tied to a long-term vision shared by the Board of Forestry and department. This is the first Department of Forestry strategic plan to be fully integrated with the board's *Forestry Program for Oregon*, and to incorporate an eight-year planning horizon. It is clearly understood that many external variables may affect the actions of the board and department during this planning cycle, so the strategic planning process has been constructed in a way that can adapt and respond to these trends and changes.

Department biennial budgeting is the means by which resources are allocated to implement the strategic plan, and will provide the mechanism for mid-course adjustments. On this two-year cycle, the department's programs will develop biennial implementation plans that will provide more details on short-term actions, including actions to address external factors or initiatives not anticipated in 2004. Any strategic adjustments that are identified will require program plans to balance on-going mandate-related actions with those that may result from new initiatives within the context of the department's available, and/or projected budget levels.

The eight-year strategies of the department's eight programs are listed below. The vital actions of the department's programs, which form the body of the agency strategic plan flow from these strategies. More information is available in Appendix 7. 2.

Private and Community Forests Program Strategies:

- 1.1. Develop a new and integrated program that fully supports private and community forests in their respective roles in achieving the vision of the *Forestry Program for Oregon*.
- 2.1. Promote best management practices through the use of incentives to achieve public values from private and community forests.
- 2.2. Promote best management practices through effective regulations and other measures that achieve a high level of voluntary compliance.
- 2.3. Implement long-term watershed research and monitoring to demonstrate the effectiveness of best management practices in meeting resource protection objectives.
- 3.1. Actively promote policies that recognize the different "primary purpose" roles that forest lands play in providing sustainable forestry.
- 3.2. Promote federal recognition of the Oregon Plan for Salmon and Watersheds

- 3.3. Improve the promotion of forest market opportunities that add value to and encourage investment in forestlands.
- 4.1. Monitor forest health conditions
- 4.2. Prevent new and eradicate when needed invasive non-native species
- 4.3. Promote resilient landscape conditions.
- 5.1. Provide and maintain an adequately staffed, well-trained, and motivated workforce.
- 5.2. Provide improved access to program information and data management.
- 5.3. Improve organizational efficiency
- 6.1 Promote the sustainability of urban and community forests through supporting communities' management of their forests.
- 6.2. Promote communities' understanding of policies and actions needed to produce sustainable forests.

Protection From Fire Program Strategies:

- 1.1. Work with affected parties to determine scope and level of protection coverage.
- 1.2. Work with landowner organizations, federal agencies, and legislatures to secure adequate funding and resources.
- 2.1. Actively engage cooperators and the public in helping to prevent fires and address wildland-urban interface related problems.
- 3.1. Cooperate in the development of solutions for statewide fuel reduction and forest health.
- 3.2. Facilitate fuel reduction through administration of National Fire Plan Grant monies and technical assistance.
- 4.1. Intensify internal expectations for training and participation in fire suppression.
- 4.2. Remove barriers and encourage participation of a broader spectrum of cooperators in fire suppression.
- 5.1. Revise business and fiscal management process and practices, to ensure cost efficiency, timely payments, and the timely recovery of revenue.
- 6.1 Provide our workforce with appropriate and cost effective new technologies.

State Forests Program Strategies:

- 1.1. Continue to Implement district plans for northwest and southwest Oregon State Forests, which include the following key functional areas: Education and Interpretation; Recreation Management; Stand Management, including Harvest; Roads and Engineering; Fish and Wildlife Habitat Management; and Reforestation and Young Stand Management.
- 1.2. Carry out monitoring and adaptive management strategies identified in Forest Management Plans and Habitat Conservation Plans.
- 2.1. Develop and implement a program business plan with clear business objectives
- 2.2. Develop consistent and accurate reporting systems
- 2.3. Develop business systems with integrated information to meet a variety of needs.

- 3.1. Identify gaps in policy guidance and fill those gaps
- 4.1. Assess need and provide key training to support new Forest Management Plans and business activities.
- 4.2. Provide forums for Field/Staff collaboration.
- 5.1. Fully assess potential Endangered Species Act compliance options.
- 5.2. Seek consensus w/ beneficiaries on best compliance option.
- 6.1. Engage key stakeholders and local communities on key issues and processes.
 - Board of Forestry
 - State Land Board/Division of State Lands
 - Environmental community
 - Associations
 - Legislators
 - Beneficiaries
 - Education Community
- 7.1. Participate in Information Technology Program business planning analysis
- 7.2. Continue with development of integrated info systems.

Forest Resources Planning Program Strategies:

- 1.1. Assist the board in implementing the *2003 Forestry Program for Oregon* by developing meaningful indicators of progress towards sustainable forest management in Oregon.
- 1.2. Working to earn public support for sustainable forestry.
- 1.3. Assist the department in strategic thinking and in revising its agency strategic plan and performance measures, consistent with the *Forestry Program for Oregon*.
- 1.4. Assist the board in working with Oregonians to develop the 2011 edition of the *Forestry Program for Oregon*.
- 2.1. Provide technical assistance to other department programs, assist them in developing coordinated policies, and take the lead on forest policy topics that affect multiple department programs.
- 3.1. Provide quality information, policy, planning services, and visionary ideas for forestry decision-makers.
- 3.2. Continue to build and refine forest resource assessment tools, moving towards true integrated, statewide, landscape-scale capability to assess conditions, trends, opportunities, and barriers.
- 4.1. Play an active role in influencing federal land management policies in Oregon to achieve state and federal goals.
- 4.2. Provide leadership when working with other state agencies and private organizations on forest sustainability, land use, forest health, and economic development policies.
- 5.1. Maintain a safe, innovative, and productive work environment that uses the public's resources effectively and efficiently and that encourages employees to achieve their individual career goals.

Agency Affairs Program Strategies:

- 1.1 Publish and disseminate information about Oregon's forests and forestry that aids public understanding.
- 1.2 To create and implement strategies and processes to inform and involve the public and stakeholders so they may provide the Board of Forestry and Department knowledgeable input regarding the uses and benefits of Oregon's forestlands and resources.
- 1.3 Provide strategic agency affairs advice and counsel, liaison, strategic communications planning, and publicity for key board and department programs.
- 1.4 Earn and maintain the trust and respect of the news media.
- 1.5 Provide accurate and timely information about key programs to stakeholders and the general public and establish a clear identity with our Oregonians.
- 2.1 Maintain awareness of current trends in public opinion about forestry issues.
- 3.1. Promote effective public involvement and collaborative processes that will support sound decision-making.
- 4.1 Enhance employees' ability to respond to issues and act on behalf of the department through information, education, and training.
- 5.1. Maintain a safe, innovative, and productive work environment while using the public's resources effectively and efficiently.

Information Technology Program Strategies:

- 1.1. Develop and implement an enterprise wide technology business needs analysis, providing leadership in the development, selection and management of the preferred alternatives.
- 2.1. Communicate in a manner that compliments the expertise of the audience and meets the business needs of the agency.
- 3.1. Develop and implement project management standards, technology standards, and customer service standards.
- 4.1. Develop and implement employee competency standards for technology use - driven by the business needs of the agency.

Human Resources Program Strategies:

- 1.1. Job classification and associated pay/benefits will be reviewed to provide viable organizational structures and rewards that complement and facilitate Forestry's vision of having an aligned and empowered workforce.
- 2.1. Implement the strategies outlined in the Department's Diversity Action Plan in order to promote an inclusive work environment that encourages and enables employees to reach their full potential. The Affirmative Action Plan efforts will complement the diversity agenda by increasing the number of protected class candidates in our applicant pool as well as our workforce.

- 3.1. Strengthen training, career development and succession planning programs to ensure the Department is prepared for the retirement of nearly one-third of forestry's permanent workforce in the next 8 years and the rapid technological, societal change all organizations are facing.
- 4.1. Continue our efforts to reduce time/loss incidents and paid costs, as well as, to reduce preventable incidents, both personal and vehicle accidents.
- 5.1. Continue to review the Personnel, Training, Safety sections effectiveness and efficiency. Seek ways to improve services.

Business Services Program Strategies:

- 1.1. Increase leadership and guidance role in all areas of financial management.
- 2.1. Provide budget development expertise to the Department.
- 2.2. Provide leadership and guidance to the Department budget execution and monitoring.
- 3.1. Focus agency efforts to improve and implement strong internal financial management controls.
- 3.2. Implement governmental requirements and accountability initiatives.
- 4.1. Provide leadership and guidance in procurement and payroll processes.
- 5.1. Respond to new and changing technology by assuring compatibility and interoperability of systems, integration of various tools across all programs, and provide adequate training of service providers and users.
- 6.1. Provide a healthful, productive work environment for employees, and expand the useful life of buildings, initiating a Statewide Facilities Management Planning Program, including the coordination and implementation of construction, capital improvement, and maintenance projects.
- 6.2. Provide support in the implementation of state sustainability and energy-saving initiatives.
- 7.1. Implement cost effective service levels and strategies to plan future support service operations that focus on changing support needs. Effectively communicate with internal and external customers concerning system changes, costs, and service levels.

Oregon Department of Forestry Strategic Plan 2004 to 2011

1. Purpose

The purpose of the *Oregon Department of Forestry Strategic Plan 2004 to 2011* is to describe the high priority actions that will be undertaken by the agency to meet its statutory mandates, and to assist the Oregon Board of Forestry in achieving the *2003 Forestry Program for Oregon*. The agency's eight programs will undertake these high priority actions between 2004 and the end of the 2009-2011 biennium (June 30, 2011).

2. Agency Mission, Vision, Values, and Core Business Functions

Department of Forestry Mission Statement

To serve the people of Oregon by protecting, managing, and promoting stewardship of Oregon's forests to enhance environmental, economic, and community sustainability.

Department of Forestry Vision Statements

These department vision statements have been revised from past department strategic plans to be consistent with the current vision statements of the Board of Forestry.² It is important that the board and the department are working towards the same vision of the future. Together, the board's and the department's actions will help create these desired future conditions.

The Department of Forestry will be successful in achieving its mission when Oregon has:

- 1. Healthy forests providing a sustainable flow of environmental, economic, and social outputs and benefits.*
- 2. Public and private landowners willingly making investments to create healthy forests.*
- 3. Statewide forest resource policies that are coordinated among Oregon's natural resource agencies.*
- 4. The Department of Forestry recognized as an agency operating openly and in the public interest.*

² References to information technology and business management strategies, which do not appear in the *Forestry Program for Oregon*, has been added to statement #6.

5. *Citizens who understand, accept, and support sustainable forestry and who make informed decisions that contribute to achievement of the vision of the 2003 Forestry Program for Oregon.*
6. *Adequate funding for the Department of Forestry to efficiently and cost-effectively accomplish the mission and strategies of the Board of Forestry, appropriate use of information technology, business management strategies, and department personnel policies that encourage and recognize employees, allowing them to meet their full potential in providing excellent public service.*

Department of Forestry Value Statements

In addition to supporting the Board of Forestry's ten Value Statements listed in the *2003 Forestry Program for Oregon*, the Department of Forestry will incorporate the following core values as our employees work together with our stakeholders and customers to achieve our mission and vision. The Department values:

- *Being a leader in professional forestry.*
- *Innovation based on sound science.*
- *Excellent, efficient, and effective service.*
- *The involvement and cooperation of all Oregonians.*
- *Honesty and integrity.*
- *Individual initiative, effectiveness, and hard work.*
- *Respectful, strong, cooperative relationships.*

These department value statements reflect previous agency strategic planning documents and the department's working guidelines (Appendix 7.3).

Core Business Functions

The Department of Forestry's core business functions describe the organization's purpose and further amplify its mission. The core business functions are based on the Board of Forestry's and the agency's mission statement, statutory authorities, and responsibilities, within the framework of the environmental, economic, and social sustainability of Oregon's forests. Implementation of these core business functions will help establish a favorable business climate for forest landowners and sustainable resource production for the public.

The core business functions of the Department of Forestry are to:

- *Minimize loss of forest resources and values by protection from damaging agents including fire, insects, diseases, and damaging forest activities.*
- *Manage state-owned forest resources consistent with statutory, Board of Forestry, and State Land Board direction.*

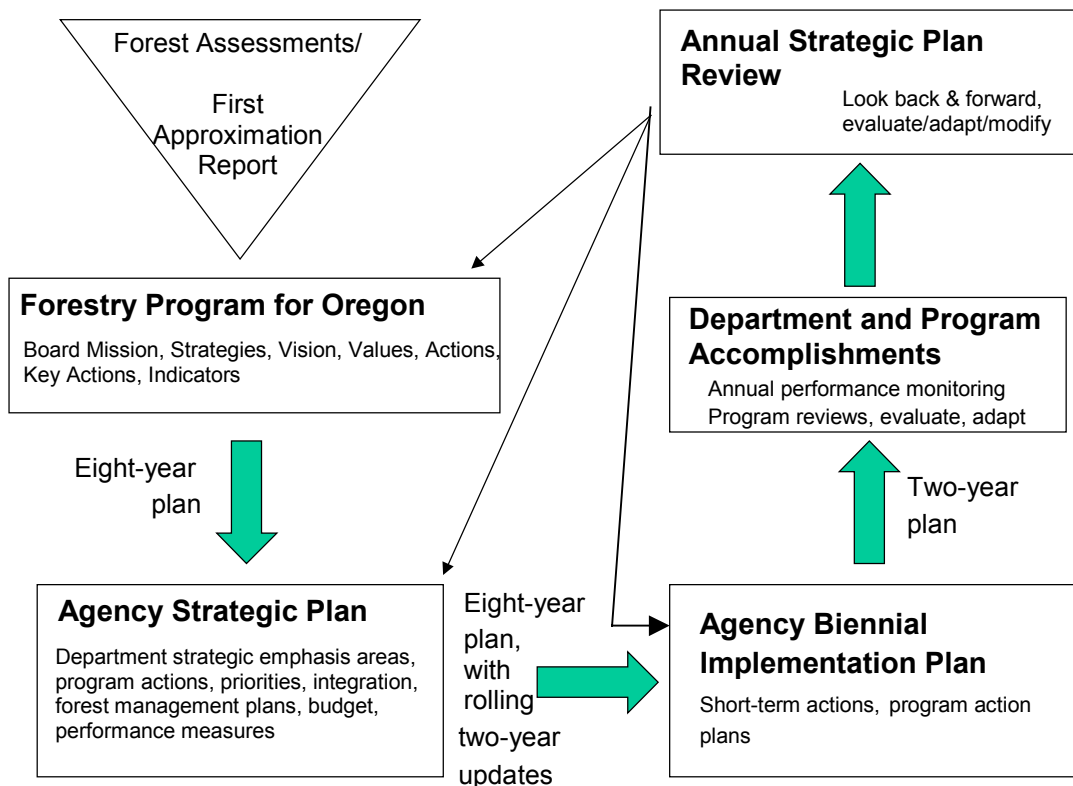
- *Facilitate forest stewardship on private lands through education, assistance and regulation, with a focus on meeting landowner objectives and preventing potential adverse resource impacts.*

These core business functions are based on an ongoing assessment of Oregon's forests and the analysis, development and/or influence of forest policy at the state, regional, and national level. To successfully carry out the above three functions, the department must also maintain adequate organizational capacity to do this work.

3. Department of Forestry Approach to Strategic Planning

The *Forestry Program for Oregon* is the Board of Forestry's framework for strategic planning. The department's strategic planning is intended to be a comprehensive, iterative effort that is consistent with the actions listed in the *2003 Forestry Program for Oregon*, and that applies to the same eight-year planning horizon. The Board of Forestry intends that its and the department's strategic plans be fully integrated, and that these plans lead to better integration of Department of Forestry programs (Figure 1). This strategic planning effort is designed to help Oregonians achieve the "triple bottom line" of sustainable environmental, economic, and social performance.

Figure 1



The Department of Forestry's strategic planning is designed to:

- Clearly define and communicate (internally and externally) what the Department of Forestry is and what it does;
- Establish the department's fundamental guiding values and priorities;
- Assist the Board of Forestry in implementing the strategies and actions in the *Forestry Program for Oregon*;
- Focus resources and efforts on the most important issues and "vital actions"³ that will promote and create the board's desired future;
- Measure and report performance (both successes and setbacks); and
- Provide an improvement cycle that allows the board, the department, and the Oregon Legislature to make informed changes when necessary.

The *2003 Forestry Program for Oregon* provides extensive background information on the external trends affecting Oregon's forests. These trends will influence future outcomes, and may require a shift in the department's view of the world, or require a review of its current direction. Key department "assumptions" are the future conditions or outcomes the department believes will be created or influenced by external trends. These assumptions are significant in that they serve as "road signs" for the department's efforts. Current trends and assumptions are summarized in Appendix 7.1.

Over the eight-year life of the strategic plan, the department will review the trends and assumptions and identify any changes and emerging issues. Biennial implementation plans will reflect these evolving trends and assumptions.

Planning Principles

The department has adopted guiding principles that provide the foundation for its strategic planning effort, which include the following:

- Strategic planning will consider the department as a whole rather than as eight individual programs.
- The strategic plan will be organized around the seven broad strategies listed in the *2003 Forestry Program for Oregon* and other agency-wide strategies, but will also recognize the unique and separate responsibilities of the department's programs.
- Strategic planning will utilize processes that encourage broad employee participation and stakeholder review.
- Performance measurements for achieving Board of Forestry strategies will inform strategic planning, budgeting, quality improvement, and program/employee appraisal processes.
- Strategic planning is a dynamic process. This plan will be revisited and revised as needed on a two-year cycle to respond to changing budgets, legislation, and other external factors.

³ "Vital actions" are critical tasks of the highest priority to the department in this strategic plan.

- The department's strategic plan should be ambitious but also realistic about what can be accomplished during the next eight years, with emphasis on successfully implementing the key actions identified by the Board of Forestry.

Plan Implementation

Department biennial budgeting is the means by which resources are allocated to implement the strategic plan, and will provide the mechanism for mid-course adjustments. On this two-year cycle, the department will also be able to address the implications of new legislation, voter-approved ballot measures, federal mandates, new initiatives by the Governor, and new direction from the Board of Forestry.

To ensure implementation of this eight-year strategic plan, and actions associated with agency mandates, the department's eight programs will develop supplemental two-year implementation plans. These program implementation plans will list "vital actions" and other actions that are proposed each biennium to address external factors or initiatives not anticipated in 2004. The implementation plans will identify deliverables, responsibilities, timelines, methods, and resources required. Any strategic adjustments identified will then require a review of each program's implementation plan, and a balancing of both the on-going actions related to the agency's mandates with those that may result from new initiatives. As well, the adjustments will need to be made within the context of the department's available, and/or projected budget levels.

4. Proposed 2004 to 2011 "Vital" Agency Actions to Address Forestry Program for Oregon Strategies and Other Mandates

This section is the heart of the strategic plan. It lists the Board of Forestry's *2003 Forestry Program for Oregon* strategies and actions. The board's strategies are adapted from an internationally-recognized framework for measuring and discussing the conservation and sustainable management of forests like those in Oregon.⁴ The board's actions were developed following a two-year public involvement process. These actions are where the board intends to focus its attention over the next eight years. Board of Forestry "key actions" are actions that the board believes are high priorities for attention through agency implementation, budgeting, and coordination.

Beneath this direction by the board, the department's "vital actions" planned by the eight programs are added. The board's strategies and actions do not directly reference the administrative functions of the department. However, there are inferences to these functions in *Forestry Program for Oregon* vision statements #5 and #6. While these administrative actions are not directly linked to the seven strategies in *the Forestry Program for Oregon*, they do help to provide the organizational capacity for the department to address these board strategies. They also directly contribute to achieving the vision of the board and the department. Following a discussion of

⁴ See the Appendix of the *2003 Forestry Program for Oregon*, page 73-74.

department vital actions addressing the seven strategies, these administrative vital actions are organized into four categories under the two vision statements: Agency Affairs, Information Technology, Human Resources, and Business Services.

Collectively, these department actions summarize how the agency plans to assist with the successful achievement of the board's strategies over the next eight years. In many cases, these individual actions, designed to meet a program's mission and vision as well as statutory mandates, will assist with achieving more than *one Forestry Program for Oregon* action. Special attention is given to those *Forestry Program for Oregon* actions identified as key actions and therefore the highest priorities for the board.

These same vital actions are organized by program in Appendix 7.2.

Department employees may find that many of the important day-to-day activities they do (such as fire suppression, operation inspections, timber sale layout, record-keeping, maintenance, and customer service) are not listed as vital actions. These activities are also vital, but in the interest of brevity, the strategic plan focuses primarily on the new actions needed to achieve the department's strategies. Employees may find information more specific to their ongoing duties in the department programs' two-year action plans.

Symbols used:

- BOF A.1, A.2, etc. refer to Board of Forestry Actions in the *2003 Forestry Program for Oregon*.
- Board of Forestry "Key Actions" are highlighted in bold type.
- ODF a., b., c., etc. refer to planned Department of Forestry vital actions to implement the board's actions. Symbols for the lead department programs are provided for each department action.
- Program Symbols:

P&CF	Private and Community Forests
PFF	Protection From Fire
SF	State Forests
FRP	Forest Resources Planning
AA	Agency Affairs
IT	Information Technology
HR	Human Resources
Bus.	Business Services

Strategy A. Promote a sound legal system, effective and adequately funded government, leading-edge research, and sound economic policies.

Department Contributions to the Board’s Key Actions Under Strategy A:

BOF A.1	The board will continue to support an effective, science-based, and adaptive Oregon Forest Practices Act and a strong but flexible Land Use Planning Program as the cornerstones of forest resource protection on private lands in Oregon. (KEY ACTION)
	<p><u>ODF</u></p> <p>a. The department will develop a new Private and Community Forests Program by building and implementing a work plan by July 2004, delivering a report and making recommendations to the Board of Forestry by December 2007 and developing the recommendations into budget and legislative concepts by July 2008.</p> <p>The development process will:</p> <ul style="list-style-type: none"> • Support a public advisory committee process used for providing public input and oversight in the development of recommendations; • Identify services and delivery methods desired by our customers; • Identify and evaluate the critical changes and technologies that are and will affect the program; • Identify alternative means of implementing the elements of the <i>Forestry Program for Oregon</i> related to private and community forests; • Recommend actions and program elements based upon their relative returns on investments in terms of social, economic and environmental benefits; and • Identify alternative means of funding desired program delivery systems. <p>(Also will contribute to D.2 [PCF])</p>
	b. The department will gain compliance with the Forest Practices Act through the development of strong working relationships with operators and landowners and in using an appropriate mix of education, technical assistance, incentives, and uniform enforcement. [PCF]
	c. The department will actively participate in the development of land use plans and regulations at the state and local level. Where informed decisions are made to remove forestland from the base to accommodate growth and development, the department will promote planning for those lands to assure the least possible impact to the productive capacity of the rest of the forestland base. (Also will contribute to A.6, C.1 [FRP])
	d. The department will clarify stewardship forester responsibilities and workload priorities for assisting forest landowners in accomplishing their objectives and providing for public values and benefits. [PCF]
	ODF Actions under C.1 , D.1 , D.2, Agency Affairs, and Information Technology contribute to this board action.
BOF A.2	The board will foster collaborative partnerships with federal natural resource regulatory and forestland management agencies. The board will actively support federal policies that are consistent with the board’s strategies and actions and actively seek changes to federal policies that are inconsistent with the board’s strategies and actions. (KEY ACTION)
	<p><u>ODF</u></p> <p>a. The department will ensure that state policies that implement the Endangered Species Act, Clean Water Act, and other programs are consistent with the <i>Forestry Program for Oregon</i> and supportive of the implementation of the Forest Practices Act and Oregon Plan. (Also will contribute to A.7 and A.8 [PCF])</p>

	<p>b. Department programs will coordinate efforts to pursue Endangered Species Act and Clean Air Act assurances. [FRP]</p>
	<p>c. The department will support revision of the Northwest Forest Plan, including greater use of adaptive management, evaluation of the viability of reserve-based strategies in high fire frequency forest types, and improved social and economic outcomes. (Also will contribute to C.3 [FRP])</p>
	<p>d. The department will actively promote board policies in policy processes affecting federal forestland management in Oregon and will be viewed as a credible and objective source of information on this topic by the Governor's Office and federal land management agencies. (Also will contribute to A.4, C.3, F.2 [FRP])</p> <p>ODF Actions under A.4, A.7, and A.8 contribute to this board action.</p>
BOF A.3	<p>The board will promote active, adaptive forest management and the outreach monitoring, assessments, research, and evaluations that support it as a continuous learning and improving process for all seven strategies. (KEY ACTION)</p>
	<p><u>ODF</u></p>
	<p>a. The department will annually monitor forest health conditions through aerial and ground surveys and report findings. (Also will contribute to (C.6, F.2, and F.6 [PCF])</p>
	<p>b. The department will continue a best management practices effectiveness monitoring program and report results annually to the Board of Forestry and stakeholders. (Also will contribute to D.4, D.6, E.6 [PCF])</p>
	<p>c. The department will coordinate with state, federal, and private partners to develop high quality tools, methodologies, and data needed for landscape-scale forest assessments. [FRP]</p>
	<p>d. By 2009, the department will produce a statewide forest resource assessment that summarizes high priority studies listed in the Forest Assessment Project Study Plan. (Also will contribute to A.10, B.6, B.7, C.6, E.1 [FRP])</p>
	<p>e. The department will continue active involvement with OSU, Forest Research Laboratory, and PNW Research Station to shape and guide key forestry research efforts. [PCF]</p> <p>ODF Actions under B.5, D.1, D.2, D.5, E.4, and F.3 contribute to this board action.</p>
BOF A.4	<p>The board will promote congressionally approved experiments in Oregon and other states where local communities with mature, successful histories of collaboration are empowered to demonstrate their stewardship of federal forestlands and are held accountable for the results. Such experiments should be implemented under a framework of national management and monitoring standards (KEY ACTION)</p>
	<p><u>ODF</u></p>
	<p>a. The department will actively promote and support revision of the federal Northwest Forest Plan and promote experiments of local empowerment in the management of federal forests. (Also will contribute to A.2, C.3, F.2 [FRP])</p> <p>An ODF Action under A.2 contributes to this board action.</p>
	<p>b. The department will promote experiments of local empowerment in the management of federal lands, building on models such as the Blue Mountain Demonstration Area, Lake County Resources Initiative, and the Suislaw Stewardship Pilot. (Also will contribute to C.3, F.2 [FRP])</p>

Department Contributions to Other Board Actions for Strategy A:

BOF A.5	When forest practice regulations are necessary, the board, consistent with state statutes, will work to minimize the adverse financial effects of regulations that may require private landowners to contribute forest resources to provide increased public benefits.
<u>ODF</u>	<p>a. The department will provide economic analyses and other support functions for policy and administrative rule development. (Also will contribute to A.7 [FRP])</p> <p>An ODF Action under D.1 contributes to this board action.</p>
BOF A.6	The board will continue to support local land-use planning to stabilize the forestland base and encourage long-term investments in forestland.
<u>ODF</u>	ODF Actions under A.1 and C.1 contribute to this board action.
BOF A.7	The board will encourage the use of nonregulatory methods, such as landowner incentives, to achieve public-policy goals on private forestlands.
<u>ODF</u>	<p>a. The department will work with the Committee for Family Forestlands and other interests to develop new, viable incentives and better utilize existing federal and state incentive programs such as conservation easements to encourage private landowners to make voluntary investments in their forestlands. (Also will contribute to A.2, C.5, D.2, D.7, D.8, E.3 [PCF])</p> <p>ODF Actions under A.1, A.2, A.5, C.1, C.2, D.1, and E.3 contribute to this board action.</p>
BOF A.8	The board will promote collaboration, partnerships, dialogue, and consensus-building as preferred pathways to resolve natural resource conflicts.
<u>ODF</u>	<p>a. The department will work with the board and stakeholders to develop measurable core indicators and targets to evaluate progress towards achieving the <i>Forestry Program for Oregon</i> strategies and inform the board on progress through periodic updates. [FRP]</p> <p>b. The department will influence federal decisions related to coastal Coho salmon to get recognition of the Oregon Plan and greater regulatory certainty for private landowners. (Also will contribute to A.2 [PCF])</p> <p>c. The department will, as directed by the board, provide staff support to develop the next edition of the <i>Forestry Program for Oregon</i> for board approval (technical input, public opinion surveys, public involvement process, document editing). [FRP]</p> <p>d. The department will develop and implement an effective communication plan that complements the mission of other organizations such as OFRI and OSU by January 2005. (Also will contribute to B.3 [PCF])</p> <p>e. The department will cooperate with OFRI, OSU Extension, and others to develop public information and education tools on key aspects of sustainable forestry and the <i>Forestry Program for Oregon</i>. Build outreach coalitions with other organizations in the sustainability movement. [FRP]</p> <p>f. The department will identify clear financial goals for the State Forests Program in collaboration with the legislature and program stakeholders. [SF]</p>

	g. The department will ensure agency policies are coordinated between programs through increased communication and interaction. [FRP]
	h. The department will maintain a coordinated legislative tracking and ballot measure analysis system for department and Board of Forestry use in tracking proposals affecting forest policy and department operations. [FRP]
	i. The department will develop and conduct a series of public opinion surveys for the State Forests Program to assess attitudes and beliefs, and how they are changing about State Forests' management. [SF]
	j. The department will develop and implement a two-year State Forests Program communications plan beginning in 2004, with updates every two years thereafter. [SF]
	k. The department will provide public involvement opportunities during the development of the State Forests Program's Annual Operation Plan, and during forest management planning and revision processes to hear the full range of opinions. [SF].
	l. The department will involve a diversity of stakeholders to inform decision-making related to the implementation of forest management plans on State Forest lands, accomplished through advisory committees, work groups and other appropriate public involvement activities. [SF]
	m. The department will engage the Forest Trust Land Advisory Committee in advising the Board of Forestry on matters where counties may have a responsibility related to forest land managed by ODF. [SF]
	n. The department will engage a diversity of stakeholders in recreation planning on State Forest lands, assisting in the prioritization and implementation of projects. [SF] ODF Actions under A.2 and B.10 contribute to this board action.
BOF A.9	The board will promote policies and programs that will reinvigorate rural areas by promoting active forest management, economic and community investment, urban/rural partnerships, and public education about the benefits that forests and rural areas provide all Oregonians.
	<u>ODF</u>
	a. The department will develop and distribute educational materials encouraging active management of urban and rural forests by 2007. [PCF]
	b. The department will cooperate with OFRI, OSU Extension, and others to develop public information and education tools on key aspects of sustainable forestry. Building coalitions with other organizations in the sustainability movement. [FRP] ODF Actions under B.1 , B.5, and C.4 contribute to this board action.
BOF A.10	When developing Oregon forest policies, the board will consider them in the context of the Oregon environment and economy, but also in the context of the global environment and the global economy.
	<u>ODF</u>
	a. In 2004, the department will assess the ability of Oregon's forest-related industries to remain globally competitive and to sustain production of other environmental economic and social values. (Also will contribute to B.6 [FRP]) ODF Actions under A.3 and B.6 contribute to this board action.

Strategy B. Ensure that Oregon’s forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner.

Department Contributions to the Board’s Key Actions Under Strategy B:

BOF B.1	The board will work with other organizations to create and maintain a favorable investment climate for environmentally sensitive, socially responsible, and globally competitive forest-based businesses throughout Oregon that will generate high quality, value-added products; high quality, stable employment; and increased export capacity. (KEY ACTION)
	<p><u>ODE</u></p> <p>a. The department will work with other agencies to develop and promote a comprehensive forest sector economic development strategy tied to indicators of economic sustainability. (Also will contribute to A.9, B.2, B.3, B.5, B.8, B.12, G.5, G.6, and G.7 [FRP])</p>
	<p>b. The department will work with the existing marketing efforts of the Oregon Small Woodlands Association, Oregon State University, and Northwest Wood Products Association to integrate ODF Woodland Assistance Website with a web marketing strategy. (Also will contribute to A.9, B.2, B.4, C.1, and G.6 [PCF])</p> <p>ODF Actions under B.4 and B.8 contribute to this board action.</p>
BOF B.2	The board will promote the development of programs that enhance Oregon’s forest industry competitiveness, industrial development, and both in-state and global recognition that Oregon forest products come from sustainably managed forests. (KEY ACTION)
	<p><u>ODE</u></p> <p>a. The department will assist landowners and operators in addressing marketing and certification issues by:</p> <ul style="list-style-type: none"> • Providing sound information about the consistency of different certification systems with the <i>Forestry Program for Oregon</i>; • Seeking methods to assist landowners that choose to participate in the various certification schemes; • Helping them capture market value from Oregon’s high protection standards to improve market competitiveness for Oregon forest products; and • Helping them improve and maintain market access. [FRP] <p>An ODF Action under B.1 contributes to this board action.</p>
BOF B.3	The board will promote increased public dialogue about the challenges of satisfying increasing consumer demand for forest products, the need to keep private forestland in forest uses, the desire for healthy forests, and the need for greater rural economic and community resilience. (KEY ACTION)
	<p><u>ODE</u></p> <p>ODF Actions under A.8 and B.1 contribute to this board action.</p>

BOF B.4	The board will continue to assess the unique challenges and opportunities facing family forest landowners and promote policies that encourage continued retention of, and investment in, family-owned forestlands. (KEY ACTION)
	<p><u>ODF</u></p> <p>a. The department will work with the Governor’s Natural Resource Office, National Association of State Foresters, and federal and state partners to fully fund both existing and new incentive programs to restore and improve private forestlands (Also will contribute to D.2, D.7, and D.8 [PCF])</p> <p>ODF Actions under B.1 and B.3 contribute to this board action.</p>
	<p>b. The department will continue to utilize the Committee for Family Forestlands to promote collaboration and influence policies to resolve natural resource issues. [PCF]</p>

Department Contributions to Other Board Actions for Strategy B:

BOF B.5	The board will promote environmentally sound, active forest management policies that encourage long-term investments, sustainable timber supplies, recreation and cultural opportunities, special forest products, fish and wildlife habitat, clean air and water, renewable energy, other forest outputs and benefits, and high levels of employment and income.
	<p><u>ODF</u></p> <p>ODF Actions under B.1, B.6, B.10, C.1, D.2, E.3, and F.3 contribute to this board action.</p>
BOF B.6	The board will direct the Department of Forestry to analyze barriers to forest industry investment and to assess the ability of Oregon’s forest-related industries to remain globally competitive and to sustain production of other desired environmental, economic, and social values from Oregon’s forests.
	<p><u>ODF</u></p> <p>a. By 2009, the department will assess the ability of Oregon’s forest related industries to remain globally competitive and to sustain the production of other environmental, economic and social values. (Also will contribute to A.10 [FRP])</p> <p>An ODF Action under A.3 contributes to this board action.</p>
BOF B.7	The board will direct the Department of Forestry to conduct a study of economic contributions and trends of Oregon’s forest recreation and non-wood products industries.
	<p><u>ODF</u></p> <p>a. By 2009, the department will assess the capability of Oregon’s forests to produce and market non-wood forest products, recreation, water, fish and wildlife habitat, etc. (Also will contribute to C.6, E.1 [FRP])</p> <p>An ODF Action under A.3 contributes to this board action.</p>

BOF B.8	The board will promote new employment opportunities by encouraging an assessment of what and where wood could be removed from federal forests to improve forest health, consistent with other management objectives, and encouraging the development of the infrastructure needed to accomplish the desired future condition for these forests.
	<p><u>ODF</u></p> <p>a. By 2008, the department will report on a cooperative state/federal assessment of where wood can be economically removed from federal lands to improve forest health and meet other management objectives. [FRP]</p> <p>An ODF Action under B.1 contributes to this board action.</p>
BOF B.9	The board will develop and implement forest policies potentially affecting recognized Indian tribes in consultation with those affected tribes.
	<p><u>ODF</u></p> <p>a. The department will assist the Governor's Office in representing the state's interests in any discussions of possible forestland transfer from federal to tribal ownership [FRP]</p> <p>An ODF Action under B.10 contributes to this board action.</p>
BOF B.10	The board will support programs that maintain and protect archeological and cultural sites on forestlands.
	<p><u>ODF</u></p> <p>a. The department will develop recommendations for the Board of Forestry to promote the protection of cultural resource sites by June 2007. (Also will contribute to A.8, B.5, and B.9 [PCF])</p>
BOF B.11	The board will support programs that enhance urban and community forest values and that increase Oregonians' understanding of the important role urban and community forests play in providing environmental, economic, and social benefits.
	<p><u>ODF</u></p> <p>a. The department will continue to provide technical assistance to communities and local interests. (Also will contribute C.2 and C.4 [PCF])</p> <p>b. The department will develop and teach courses such as the Community Tree Management Institute and forestry component within the Master Gardener Training Program to develop technical abilities at the local level. (Also will contribute C.2 and C.4 [PCF])</p> <p>c. The department will complete construction and begin operating the Tillamook Forest Center. [SF]</p>

BOF B.12 The board will work with other organizations to revitalize the economy and social fabric of rural communities and ensure that the values they provide to all Oregonians are maintained and compensated. The board will consider the social effects on rural communities from current and proposed forest management policies and practices.

ODF

- a. The department will work with OSU College of Forestry, OFRI, OECDD, and other stakeholders to further develop and implement the recommendations from the Oregon Business Council white paper on forest resources and from the OFRI 2004 Oregon Forest Sector Economic Symposium. Review and define the department's appropriate role in promoting forest sector economic development by July 2005. (Also will contribute to **B.1**, **B.2**, **B.3**, **B.4**, B.5, B.6, B.7 [FRP])
- b. The department will be an active partner with forest landowners, local governments, the Office of Rural Policy, and the Rural Policy Advisory Committee and other stakeholders to foster and represent the interests of rural Oregon. [FRP]

An ODF Action under **B.1** contributes to this board action.

Strategy C. Maintain and enhance the productive capacity of Oregon’s forests to improve the economic well-being of Oregon’s communities.

Department Contributions to the Board’s Key Actions Under Strategy C:

BOF C.1	The board will promote retention and improvement of the forestland base and long-term forest investments by landowners through Oregon’s land-use and tax programs, regulations, forest products market development, and appropriate incentives. (KEY ACTION)
	<u>ODE</u>
	a. The department will actively coordinate with forest landowners, DLCD, and ODR to promote the retention of, and investment in, forestland through sound land use planning and forest taxation policies. (Also will contribute to A.1 , A.6, B.5, D.7 [FRP])
	b. The department will continue to assess and report on statewide land use changes and development trends. [FRP]
	ODE Actions under A.1 , B.1 , B.4 , D.7, E.3 , and Information Technology contribute to this board action.

Department Contributions to Other Board Actions for Strategy C:

BOF C.2	The board recognizes that different owners have different objectives for land ownership with different emphases on conservation, commodity production, multiple use, and residential values. The board will promote a policy framework that recognizes that the management of these different ownerships can provide a suite of benefits which collectively will meet Oregon’s environmental, economic, and social needs.
	<u>ODE</u>
	a. The department will develop a work plan for developing the scientific and policy basis for incorporating the concepts of dynamic ecosystems and the “primary purposes” of forestlands to: <ul style="list-style-type: none"> • Build consistent state policies • Improve forest management and practices (Also will contribute to D.8 [PCF])
	b. The department will initiate a comprehensive ten-year review of the State Forests Program NW and SW Forest Management Plans during the 09-11 biennium. (Also will contribute to B.5 and E.4 [SF])
	c. The department will revise the State Forests Program NW and SW District Implementation Plans during the first half of the 05-07 biennium following completion of the harvest and habitat modeling project. (Also will contribute to B.5 and E.4 [SF])

	<p>d. The department will initiate a review of the Eastern Region Forest Management Plan. [SF]</p>
	<p>e. The department will revise the Elliott State Forest Management Plan during the 05-07 biennium. [SF]</p> <p>ODF Actions under B.11, C.1, C.4, and Information Technology contribute to this board action.</p>
BOF C.3	<p>The board will encourage the federal government land management agencies to achieve their statutory objectives by actively managing federal forestlands, including the use of commercial timber harvests where appropriate.</p>
	<p><u>ODF</u></p> <p>ODF Actions under A.2 and A.4 contribute to this board action.</p>
BOF C.4	<p>The board will support proper management to protect and enhance the multiple values of Oregon's urban and community forests and forests in the wildland/urban interface.</p>
	<p><u>ODF</u></p> <p>a. The department will continue to facilitate the development of comprehensive community forestry program elements such as Tree City USA, Tree Boards, and the development of local tree ordinances. (Also will contribute to A.9 and C.2 [PCF])</p> <p>An ODF Action under B.11 contributes to this board action.</p>
BOF C.5	<p>The board will encourage forest landowners to manage their forests in a manner that ensures long-term wood volume growth in Oregon equals or exceeds rates of timber harvest and mortality across all ownerships.</p>
	<p><u>ODF</u></p> <p>a. The department will annually report on statewide timber harvest trends and also continue to use Forest Inventory and Analysis plot data to monitor and report on statewide timber inventory trends and growth rates. [FRP]</p> <p>ODF Actions under A.1 and A.7 contribute to this board action.</p>
BOF C.6	<p>The board will support continued assessments and research on the capability of Oregon's forests to produce timber, non-wood forest products, recreation, water, fish and wildlife habitat, and other forest values.</p>
	<p><u>ODF</u></p> <p>a. The department will support research that contributes to implementation of the <i>Forestry Program for Oregon</i> and participate on advisory committees of the PNW Research Station and the OSU Forest Research Laboratory. [FRP]</p> <p>ODF Actions under A.3 and B.7 contribute to this board action.</p>

Strategy D. Protect, maintain, and enhance the soil and water resources of Oregon’s forests.

Department Contributions to the Board’s Key Actions Under Strategy D:

BOF D.1	The board will support and contribute to continuing statewide efforts under the Oregon Plan for Salmon and Watersheds to protect and enhance Oregon’s native fish populations and water quality, while sustaining a healthy economy. (KEY ACTION)
	<u>ODF</u>
	a. The department will provide leadership to complete the Oregon Plan Assessment of the North Coast ESU by December 2004. (Also will contribute to A.3 , A.7 , D.2 [PCF])
	b. The department will accomplish two watershed assessment projects annually on NW State Forests through 2011. [SF]
	c. The department as directed by the board in response to Executive Order 99-01 (the purpose of the Oregon Plan for Salmon and Watersheds) will modify forest practice water protection rules and/or allow for voluntary measures. (Also will contribute to A.1 , A.3 , A.5 , [PCF])
	d. The department will modify forest practice rules as directed by the Board to be consistent with 2003 House Bill 3264 that removed the authority of the State Forester and board to approve written plans and grant prior approval. (Also will contribute to A.1 , A.3 , A.5 [PCF])
	An ODF Action under A.1 contributes to this board action.

Department Contributions to Other Board Actions for Strategy D:

BOF D.2	The board will continue to use the Forest Practices Act as the primary means to protect soil productivity and water quality and also promote ongoing voluntary resource restoration and enhancement efforts by forest landowners through the Oregon Plan.
	<u>ODF</u>
	a. The department will develop and implement biennial training plans for field foresters, landowners, and operators. (Also will contribute to A.1 , B.5 [PCF])
	ODF Actions under A.1 , A.7 , B.4 , D.1 , D.4 , E.3 , and Information Technology contribute to this board action.
BOF D.3	The board will promote understanding, acceptance, and support across all land uses for relevant indicators of water quality conditions based on beneficial uses, and the use of these indicators to develop stream protection policies that result in consistent application of state water quality standards across land uses.
	<u>ODF</u>
	a. The department will continue to provide feedback and comments to DEQ on total maximum daily load development and methodologies to ensure a technically credible process. [PCF]
	b. The department will engage in discussions with DEQ, the Environmental Quality Commission, and the Board of Forestry on the role of natural disturbance and the dynamics of forest ecosystems to gain mutual understanding, acceptance, and support for these concepts when developing and enforcing water quality standards. [PCF]

BOF D.4	The board will ensure that forest landowners comply with state non-point source water quality standards as their contribution to providing Oregonians with high quality drinking water.
	<p><u>ODF</u></p> <p>a. The department will develop and implement an annual statistical design approach for Forest Practices Act compliance monitoring. (Also will contribute to D.2 [PCF])</p> <p>ODF Actions under A.3 and D.5 contribute to this board action.</p>
BOF D.5	The board will promote renewed, long-term watershed research to study the effectiveness of the most current forestry best management practices in providing protection for soil and water resources.
	<p><u>ODF</u></p> <p>a. The department will continue to promote and support long-term funding for the Watershed Research Cooperative, and the establishment of additional replicated paired watershed studies in other regions by 2009. (Also will contribute to: A.3, D.4, D.6, E.6. [PCF])</p>
	<p>b. The department will support the Headwaters Research Cooperative. (Also will contribute to: D.6. [PCF])</p>
BOF D.6	The board will promote continued research and monitoring on the condition of forest roads and the effectiveness of forestry best management practices for roads.
	<p><u>ODF</u></p> <p>a. The department will complete transportation plans for all western Oregon State Forests by 2011. [SF]</p> <p>ODF Actions under A.3 and D.5 contribute to this board action.</p>
BOF D.7	The board will promote the maintenance of forestland in forest uses and promote the establishment of new forests as key elements in promoting high quality water and protection of soil productivity.
	<p><u>ODF</u></p> <p>a. The department will work the Committee for Family Forestlands to explore policy changes to better ensure the transfer of family forestland from one generation to the next. [PCF]</p> <p>b. The department will continue to provide landowners technical assistance on Oregon's 50% Reforestation Tax Credit program. (Also will contribute to C.1 [PCF])</p> <p>c. The department will work with the Forest Resource Trust Advisory Committee to explore options to restructure the Forest Resource Trust through statutory and/or administrative rule changes to remove the lien requirement as a means to increase non-industrial private landowner participation by December 2006. [PCF]</p> <p>ODF Actions under A.7, C.1, and B.4 contribute to this board action.</p>
BOF D.8	The board will support adequate funding for appropriate regulation and incentive programs that serve to encourage the establishment and retention of forestland.
	<p><u>ODF</u></p> <p>ODF Actions under A.7, B.4, and C.2 contributes to this board action.</p>

Strategy E. Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon’s forests.

Department Contributions to the Board’s Key Actions Under Strategy E:

BOF E.1	The board will collaborate with other state, federal, and tribal agencies; universities; conservation groups; and private landowners to promote the development of a comprehensive, science- based, coarse-scale statewide assessment that evaluates the characteristics, conditions, and trends of native vascular plant and vertebrate animal populations and habitats on all land uses and ownership classes. (KEY ACTION)
	<p><u>ODF</u></p> <p>a. The department will collaborate with ODFW, OSU, and others and provide technical expertise in the development of a statewide native plant and animal conservation assessment by 2007. [FRP]</p> <p>ODF Actions under A.3 and B.7 contribute to this board action.</p>
BOF E.2	<p>Following completion of the assessment, and within the broader context of continuing to meet Oregon’s environmental, economic, and social needs, the board will collaborate with other agencies, universities, organizations, and landowners to promote development of a coordinated, statewide Oregon native plant and animal conservation policy addressing all land uses and ownership classes. This policy should be ratified by all of Oregon’s natural resource boards and commissions, as well as the Oregon Legislature, and acknowledged by federal natural resource agencies. The adopted policy should:</p> <ul style="list-style-type: none"> • Recognize that the primary purpose of most private forestland is to grow and harvest commercial tree species. • Clearly consider public expectations for the contributions of private landowners on all uses to achieve state goals and how, in light of the technical assessment results, those expectations can be met in a fair and equitable manner.
	<p><u>ODF</u></p> <p>a. The department will be actively involved in the development of a statewide native plant and animal conservation policy by 2011. (Also will contribute to E.5 [FRP])</p>
BOF E.3	The board will promote a variety of non-regulatory tools, such as landowner recognition, incentives, easements, exchanges, and technical assistance, to help implement the state native plant and animal habitat conservation policy. (KEY ACTION)
	<p><u>ODF</u></p> <p>a. The department will promote and support policy discussions related to conservation easements and land acquisitions. (Also will contribute to A.7 [PCF])</p> <p>b. The department will develop with ODA a Stewardship Agreement Program that promotes and rewards voluntary resource improvements by June 2007. (Also will contribute to A.7 [PCF])</p> <p>c. The department will recognize landowners and operators for their management efforts through the Operator of the Year, Wildlife Steward Award, and Oregon Plan recognition programs. (Also will contribute to A.7, B.5, C.1, D.2 [PCF])</p> <p>ODF Actions under A.1 and A.7 contribute to this board action.</p>

BOF E.4	The board will support continued active management of Oregon’s state forests through the use of structure-based management combined with ongoing science-based implementation monitoring and evaluation. (KEY ACTION)
	<u>ODF</u>
a.	The department will develop and implement annual operations plans to achieve the goals and objectives of forest management plans, habitat conservation plans, and implementation plans. (Also will contribute to B.5 [SF])
b.	The department will develop and implement a federal Endangered Species Act compliance strategy for NW and SW State Forests. (Also will contribute to E.5 and E.6 [SF])
c.	The department will complete and implement a revised Elliott habitat conservation plan pursuant to recommendation to, and approval by, the State Land Board. (Also will contribute to E.5 and E.6 [SF])
d.	The department will implement the State Forests Monitoring Program Strategic Plan and develop an annual report during the Forest Management Plan’s initial ten-year implementation period. [SF]
e.	The department will complete a re-measurement of the 430 State Forests’ permanent plots at an average frequency of no less than every ten years, with the State Forests Program completing the first re-measurement by 2010. [SF]
f.	The department will, through its stand level inventory for State Forests, inventory cruise 1,000 stands per year through 2006 and 400 stands per year thereafter. [SF]
g.	The department will initiate a comprehensive ten-year review of NW and SW forest management plans during the 09-11 biennium. [SF]
h.	The department will initiate a review of the Eastern region forest management plan. [SF]
	ODF Action under C.2 contributes to this board action.

Department Contributions to Other Board Actions for Strategy E:

BOF E.5	The board will evaluate and develop Oregon forest policies in the context of the diverse roles and management objectives of the state’s public and private forest landowners, along with other land uses, to sustain the state’s natural heritage of native plant and animal species and communities.
	<u>ODF</u> ODF Actions under E.2 and E.4 contribute to this board action.
BOF E.6	The board will promote continued monitoring and evaluation of both the short-term and long-term effects of current forest practices on Oregon’s biological resources.
	<u>ODF</u> a. The department will complete protected resource technical reviews (one species reviewed per biennium for Northern Spotted Owl and Marbled Murrelet). [PCF] ODF Actions under A.3 , D.5, E.4 , and Information Technology contribute to this board action.

Strategy F. Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management.

Department Contributions to the Board’s Key Actions Under Strategy F:

BOF F.1	The board will promote active fuels and vegetation management along with aggressive wildfire suppression, as key tools to manage forest health on public and private forestlands. (KEY ACTION)
	<u>ODE</u>
a.	The department will complete a Fire Program review by 2005 that includes the following components: <ul style="list-style-type: none"> • Identify opportunities for increased efficiency and effectiveness and recommend changes and priorities; • Comply with instructions in the 2003-2005 Budget Note #3 to ensure funds are available to respond to emergency fire protection needs; • Develop a statewide strategy for forest fuels and hazard abatement; • Work with counties, communities, and landowner organizations to consider a coordinated statewide system of structural and wildland fire protection; and • Improve fire business polices, processes, systems, and technologies. • Recommend strategies that ensure adequate qualified and experienced personnel will be available to staff Oregon’s wildland fire suppression system; • Recommend strategies that reduce the number and severity of human-caused wildfires. (Also will contribute to F.2, F.5 [PFF])
b.	The department will recruit, hire, and train a permanent and seasonal workforce to effectively and safely suppress wildfires. [PFF]
c.	The department will secure legislation to update the Oregon Forestland Protection Fund. (Also will contribute to F.2, F.5, F.6 [PFF])
d.	The department will identify, train and certify an adequate pool of incident management personnel, with emphasis on critical Incident Command System positions, by 2009. (Also will contribute to F.5 [PFF])
e.	The department will strengthen the requirement for all agency personnel to be trained and certified to participate in or to directly support emergency fire suppression operations, by 2006. (Also will contribute to F.5 [PFF])
f.	The department will identify, train and certify an adequate pool of fire investigators, by 2007. (Also will contribute to F.5 [PFF])
g.	The department will equip the Fire Cache system with a full compliment of modern large incident support resources, by 2011. (Also will contribute to F.5 [PFF])
h.	The department will facilitate implementation of the Oregon Forestland - Urban Interface Fire Protection Act of 1997 across the most fire-prone portions of the state, by 2011. (Also will contribute to F.2, F.5 [PFF])
i.	The department will promote and assist in the development and implementation of community based wildfire protection plans. (Also will contribute to F.2, F.5 [PFF])
j.	The department will work to substantially reduce the amount of land in Oregon which has no fire protection, by 2008. (Also will contribute to F.2, F.5 [PFF])

k.	The department will provide improved fire intelligence analysis tools and district intelligence capability by 2008. (Also will contribute to F.2, F.5 [PFF])
l.	The department will develop practical training and qualification standards that provide for safe and efficient use of local landowner and operator resources and personnel as overhead on initial and extended attacks. (Also will contribute to F.6)
m.	The department will revise the standards of Protection Directive, by 2005. (Also will contribute to F.2, F.5 [PFF])
n.	The department will work towards full implementation of the Resource Ordering Status System on all ODF incidents, by 2007. (Also will contribute to F.5 [PFF])
o.	The department will conduct a cost benefit analysis to develop strategies for a safe and cost effective method of providing firefighting aircraft, by 2006. (Also will contribute to F.5 [PFF])
p.	The department will develop new contracts and agreements to encourage and facilitate stakeholders, the Department of Corrections and contractors to provide a broad range of incident resources. (Also will contribute to F.5 [PFF])
ODF Actions under F.2, F. 4, and F.6 contribute to this board action.	

Department Contributions to Other Board Actions for Strategy F:

BOF F.2	The board will promote forest landscape conditions that are resilient to natural disturbances, reducing the adverse environmental impacts and losses of forest resources to wildfire, insects, diseases and other agents in a cost-effective, environmentally, and socially acceptable manner.
	<u>ODF</u>
a.	The department will continue to assist in improving forest health conditions on private and federal lands by providing technical assistance and through the use of federal and other programs. (Also will contribute to F.1 [PCF])
b.	The department will promote implementation of the Healthy Forests Restoration Act on federal forestlands to improve forest health and reduce fire risk to Oregon communities. [FRP]
c.	The department will use National Fire Plan and other federal cost-share programs to increase treatments on private forestlands to improve forest health and reduce fire risk. (Also will contribute to F.1 and F.4 [PFF])
ODF Actions under A, 2, A.3, A.4, B.5, F.1, F.4, and F.6 contribute to this board action.	
BOF F.3	The board will encourage state and federal agencies to closely monitor and aggressively act to prevent and mitigate the adverse effects of air pollution and invasive, non-native species on Oregon's forests.
	<u>ODF</u>
a.	The department will, in coordination with other programs, develop and implement an agency policy for the prevention and control of invasive species. [PCF]
b.	The department will continue to partner with ODA in the Sudden Oak Death prevention and eradication efforts on forestlands using surveys, monitoring, applied research and technical assistance. (Also will contribute to A.3, B.5 [PCF])

BOF F.4	The board will continue to promote smoke management programs that maintain and improve air quality while allowing sufficient opportunities for prescribed burning, fuel reduction, and forest health improvements.
	<p><u>ODF</u></p> <ul style="list-style-type: none"> a. The department will continue working at the state, regional, and national levels, to identify and implement appropriate modeling tools for improved operation of the Smoke Management Program. [PFF] b. The department will identify and promote feasible alternatives to prescribed burning, by 2010. (Also will contribute to F.1, F.2 [PFF]) c. The department will review and as needed revise the Oregon Smoke Management Plan, in 2010. [PFF] <p>ODF Actions under A.3, B.5 and F.1 contribute to this board action.</p>
BOF F.5	It is the policy of the board that wildfire suppression actions in all of Oregon's forests reflect the following protection priorities: (1) human lives, (2) forest resources, (3) dwellings and other developments.
	<p><u>ODF</u></p> <ul style="list-style-type: none"> a. The department will complete a communities-at-risk list and prioritization by 2005. This information will be used to assist in the development of community fire plans, in the administration of National Fire Plan activities, when awarding federal grants and in fire prevention planning. [PFF] <p>An ODF Action under F.1 contributes to this board action.</p>
BOF F.6.	The board will promote shared public and landowner funding to maintain the most efficient level of fire protection and other forest health activities on non-federal forestland.
	<p><u>ODF</u></p> <ul style="list-style-type: none"> a. The department will assess and adjust district protection levels in conjunction with forest protective districts and landowners. (Also will contribute to F.1 [PFF]) b. The department will develop improved district prevention plans by completing an inventory of internal agency and cooperator prevention activities and doing a "gap analysis." (Also will contribute to F.1, F.2, and F.5 [PFF]) <p>ODF Action F.1 contributes to this board action.</p>

Strategy G. Enhance carbon storage in Oregon’s forests and forest products.

Department Contributions to Other Board Actions for Strategy G:

BOF G.1	The board will encourage maintaining and increasing Oregon’s forestland base and promoting urban forests to enhance carbon storage and reduce greenhouse gases.
	<p><u>ODF</u></p> <p>a. The department will play a leading role in the terrestrial sequestration component of the U.S. Dept. of Energy-funded "West Coast Regional Carbon Sequestration Partnership". (Also will contribute to G.2, G.3 [PCF])</p>
BOF G.2	The board will encourage development of tools to predict how forest management and wildfire affect carbon pools and calculate the amount of carbon stored in these pools.
	<p><u>ODF</u></p> <p>An ODF Action under G.1 contributes to this board action.</p>
BOF G.3	The board will promote increased public and forest landowner understanding of the potential contributions of trees and forests in storing carbon.
	<p><u>ODF</u></p> <p>a. The department will provide training to ODF field staff on carbon storage concepts. [PCF]</p> <p>An ODF Action under G.1 contributes to this board action.</p>
BOF G.4	The board will promote the development of forestry carbon-offset markets, and provide landowners information about the market rules for the sale or exchange of carbon offsets.
	<p><u>ODF</u></p> <p>a. The department will develop a carbon accounting system that facilitates market exchange and verification of carbon dioxide emission offsets on non-federal lands. [PCF]</p> <p>b. The department will develop options and make recommendations for carbon sequestration markets as an incentive to manage forestlands by 2009. [PCF]</p>
BOF G.5	The board will promote the use and reuse of Oregon forest resources, avoiding the higher level of carbon dioxide emissions resulting from the manufacture of many wood product substitutes.
	<p><u>ODF</u></p> <p>a. The department will promote forest biomass use as a central component of the Governor’s Renewable Energy Plan for Oregon and work to facilitate predictable sources of biomass from forestlands to feed energy plants. [FRP]</p> <p>ODF Action under B.1 contributes to this board action.</p>

<p>BOF G.6 The board will work with forest landowners and encourage other organizations to work with wood products manufacturers and retailers to develop local markets for wood products from Oregon forests.</p>
<p><u>ODF</u> ODF Action under B.1 contributes to this board action.</p>
<p>BOF G.7 The board will encourage greater consumer awareness of the environmental advantages of using renewable and recyclable Oregon forest products.</p>
<p><u>ODF</u> ODF Action under B.1 contributes to this board action.</p>

Administrative vital actions

The board's strategies and actions in the *Forestry Program for Oregon* do not directly reference the administrative functions of the department. However, there are inferences to these functions in *Forestry Program for Oregon* vision statements #5 and #6. While these administrative actions are not directly linked to the seven strategies in *the Forestry Program for Oregon*, they do help to provide the organizational capacity for the department to address these board strategies. They also directly contribute to achieving the vision of the board and the department. These administrative vital actions are organized into four categories under the two vision statements: Agency Affairs, Information Technology, Human Resources, and Business Services.

Vision Statement 5: Citizens who understand, accept, and support sustainable forestry and who make informed decisions that contribute to achievement of the vision of the 2003 Forestry Program for Oregon.

Agency Affairs- External Understanding, Acceptance, and Support

- a. The department will submit a biennial report to the Governor and to those committees of the Legislative Assembly about current forest resource conditions and programs. [AA]
- b. The department will collaborate with OFRI and OSU Forest Extension to develop and maintain publications that document forest conditions and provide information about major strategies of the FPFO [AA]
- c. The department will develop and maintain web-based access to publications, news releases and reports. [AA]
- d. The department will collaborate with OFRI and OSU College of Forestry to provide public information that helps Oregonians understand the roles of Oregon's forests and the forest industry. The information will highlight the contributions of Oregon's forest assets in enhancing the state's economy, especially in rural communities. It will also emphasize the environmental benefits of utilizing the productive capacity of our forests. [AA]
- e. The department will collaborate with OFRI in maintaining and supporting a speaker's bureau. [AA]
- f. The department will provide a referral service and resources to assist educators implement the natural resources curriculum in primary and secondary schools throughout Oregon. [AA]
- g. The department will provide outreach and displays about the department, forests and forest issues at a range of events including the State Fair, county fairs, family forest association meetings, forestry professional association meetings, and other community events. [AA]
- h. The department will revise and implement a strategic communications plan for 2003 *Forestry Program for Oregon* in 2004; evaluate, update biennially. [AA]
- i. The department will implement an agency-wide strategic communications plan, as well as specific communications plans for the Private and Community Forests, Protection from Fire, and State Forests programs in 2004. These plans will be reviewed and updated biennially. [AA]
- j. The department's Agency Affairs Program will provide ongoing counsel to Executive Team and Program Directors to help them identify, prioritize and proactively address public policy and reputation issues that can affect the agency's ability to meet objectives. [AA]
- k. The department will coordinate an effective media relations program that delivers a high level of access, responsiveness, accuracy, and transparency to the news media. Measure media opinion annually, and public opinion biennially. [AA]

- l. The department will distribute accurate and timely news releases and articles about board and agency programs to media, agencies, and stakeholders. Measure outputs annually, program satisfaction annually, and public opinion biennially. [AA]
- m. The department will conduct annual briefings with key editorial boards and use electronic media to build support for board & agency programs. Measure effectiveness annually on editorial positions taken. [AA]
- n. The department will coordinate and assist in community and legislative leader visits by Executive Team members. [AA]
- o. The department will support District Foresters in their local outreach programs.
- p. The department will deliver media training department-wide annually. [AA]
- q. The department will develop two field tours for media annually. [AA]
- r. The department will provide an effective, proactive, and targeted print and electronic information program that utilizes the Web as part of an integrated information system. [AA]
- s. The department will coordinate a strategic, agency-wide publications program that is built upon an overall communications audit that includes a baseline publication assessment with annual updates, an accurate inventory & storage system, & an effective revision process. Completion in 2004, revisions annually. [AA]
- t. The department will provide clear communication about agency identity in all messages. [AA]
- u. The department will publish key strategic agency-wide communications vehicles identified in the assessment including but not limited to the Forest Log, ODF Annual Report, Oregon Forests Report, *Forestry Program for Oregon* updates, Board Photo Sheet, Thanks for Asking information sheets, Work of the ODF brochure, Ask Marvin, etc. Completion as identified in PAO Action Plan 03-05. [AA]
- v. The department will provide an effective public presence on the Internet by coordinating a successful migration of the agency's website to the Department of Administrative Services' statewide "Content Management System" by December 31, 2004, & managing the department's ongoing Internet presence. [AA]

Agency Affairs – External Influences and Trends

- w. The department will develop and implement of an effective issues management program. [AA]
- x. The department will collaborate with OFRI to conduct periodic public polling about public knowledge and attitudes regarding forests. [AA]

Agency Affairs – Public Involvement

- y. The department will provide public involvement training agency-wide through collaboration with HR Training Coordinator. [AA]
- z. The department will assist programs in managing ad hoc advisory committees and ongoing collaborative processes including the Committee for Family Forestlands, Regional Forest Practice Committees; Forest Trust Land Advisory Committee; Northwest Wildfire Coordinating Group and Oregon Forestland Coordinating Group. [AA]
- aa. The department will assist with BOF meetings and tours to ensure they are productive. [AA]

Agency Affairs – Empowering Employees

- bb. The Agency Affairs Program will partner with programs and the field to develop public affairs capabilities by training existing employees, increasing staff, and/or contracting. [AA]
- cc. The department will collaborate with OFRI in maintaining and supporting a speaker's bureau. [AA]
- dd. The department will continue improvements in program delivery and administration. [AA]
- ee. The department will collaborate with key partners including KOG, OFRI, OSU Extension, federal and state agencies to improve the effectiveness and efficiency of the Agency Affairs Program. [AA]

Vision Statement 6: Adequate funding for the Department of Forestry to efficiently and cost-effectively accomplish the mission and strategies of the Board of Forestry, appropriate use of information technology, business management strategies, and department personnel policies that encourage and recognize employees, allowing them to meet their full potential in providing excellent public service.

Information Technology

- a. The department will develop a GIS-based activity and accomplishment tracking system replacing the Forest Activity Computerized Tracking System and the Service Forestry Activity and Accomplishments Reporting System by January 2006. (Also will contribute to C.1, C.2, D.2, E.6 [PCF])
- b. By 2009, the department will develop in-house statewide spatial modeling capability and data collection and clarify how assessments and models will be linked to policy analyses. [FRP]
- c. Proposed information technology systems will be assessed and focused on the priorities of the entire agency, based on available resources, and designed to get the biggest return for the amount invested. [IT]
- d. Maintenance and improvement of the existing information technology infrastructure and applications will shift to an agency focus. [IT]
- e. The department will set high, yet realistic expectations for information technology, and seek to provide the resources necessary to succeed. [IT]
- f. The department will develop an Information Technology Program and agency approach that provides a consistent process for establishing standards, planning processes and implementing solutions. [IT]
- g. The department will provide an effective public presence on the Internet by coordinating a successful migration of the agency's website to the Department of Administrative Services' statewide "Content Management System" by December 31, 2004, and managing the department's ongoing Internet presence. [AA]
- h. The department will refine the HR Intranet home page so critical information and tools are readily available to customers. [HR]
- i. The department will develop and implement a web access process for submitting notification of operations and requests for technical education and financial assistance. (Also will contribute to A.1 [PCF])
- j. The department will replace the State Forests Program Timber Revenue Accounting System with a program that integrates with the State Financial Management System. [SF]
- k. The department will support the State Forests Program coordination with the Information Technology Program regarding the development and implementation of an enhanced, integrated business analytical system. [SF]
- l. The department will develop and implement an enhanced, comprehensive information system for the State Forests Program. [SF]
- m. The department will improve field office data management and IT support capabilities. [PCF]

Human Resources - Personnel Management

- a. The department will partner with DAS, Classification Unit, on statewide studies impacting the Department.
- b. The department will assess select job classifications using the classification matrix.
- c. The department will offer Covey's 7 Habits Plus as "corporate culture" course to all new employees. [HR]
- d. The department will use the Diversity Committee to identify action items to remove barriers that prevent or hinder a diverse work environment.
- e. The department will ensure employees receive a thorough and meaningful employee orientation.
- f. The department will facilitate the Agency Leadership Program and Career Development tours. [HR]
- g. The department will identify and address barriers that inhibit successful succession management initiatives. [HR]
- h. The department will review and update directives and related guidelines on an annual basis. [HR]
- i. The department will update the required knowledge skills and abilities for key positions. [HR, SF]
- j. The department will provide timely information to employees on all key topics. [AA]
- k. The department will improve program supervision and administration and encourage employees to achieve their individual career goals. [AA, FRP]

Human Resources - Safety

- l. The department will continue to develop safety accountability standards; emphasize employee, supervisor, and management roles. [HR]
- m. The department will tie the responsibility for a safe working environment to performance management. [HR]
- n. The department will seek out, acquire and deploy new technologies that improve firefighter safety, reduce costs and increase efficiency. [PFF]
- o. The department will emphasize statewide coordination and policy development (e.g., with Oregon OSHA and Risk Management). [HR]

Human Resources - Training

- p. The department will continue to train agency employees as facilitator's and trainers to raise the capacity of the agency to meet the current and future training needs of the agency.
- q. The department will develop and implement a training plan that addresses identified needs. [SF]
- r. The department will partner with programs and the field to develop agency affairs capabilities by training existing employees, increasing staff, and/or contracting. [HR, AA]
- s. The department will facilitate expansion of the information officer pool through training and outreach to other agencies. Partner with ODFW in 2004. [AA]
- t. The department will promote sharing of employee knowledge, data and expertise. [HR, IT]
- u. The department will encourage professional and personal growth. [IT]
- v. The department will, where necessary, provide specific training focused on improving communications skills. [IT]
- w. The department will provide public involvement training agency-wide. [AA]
- x. The department will provide annual training in fire information (annual Spring Incident Information Officer training), media relations (Winter schedule), and public involvement (in conjunction with HR). [AA]

- y. The department will anticipate staff requirements and develop employees to achieve program strategies. [AA, FRP]
- z. The department will utilize staff meetings, year-end review meetings, and other forums identified as appropriate to brief employees on current events or issues affecting the State Forests Program. [SF]

Business Services

- a. The department will provide team-based department-wide business management guidance and customer service to internal and external customers in the areas of accounting, reporting, and cash management. [Bus.]
- b. The department will provide policy, technical and systems advice and guidance in the development and execution of the department's biennial budget. [Bus.]
- c. The department will develop a highly skilled and trained budget team through training and cross training efforts. [Bus.]
- d. The Business Services Program will assume a leadership role in the monitoring and execution of the agency's biennial budgets by developing budget monitoring systems and Forestry Budget Information Tracking System ad hoc reports. [Bus.]
- e. The department will assure that fiscal reports reflect the most accurate picture possible of the expending of the biennial budget and the collection of related revenues. [Bus.]
- f. The department will assure that there are adequate internal controls in place to protect the agency from fraud, waste and abuse. [Bus.]
- g. The department will ensure adequate agency policies and procedures are in place to give proper direction and understanding of the rules and regulations covering the accounting of state resources. [Bus.]
- h. The department will update payroll policies/procedures ensuring state and federal requirements are incorporated. [Bus.]
- i. The department will implement best practices to ensure payroll and procurement policies and procedures are maintained. [Bus.]
- j. The Business Services Program will provide leadership to agency personnel in complying with the increased complexity and scrutiny of state and federal procurement regulations and mandates. [Bus.]
- k. The department will continue development of statewide fleet management strategies incorporating best fleet management practices and assuring accountability by developing district benchmarks and developing statewide performance measures and reporting progress. [Bus.]
- l. The department will provide a safe, reliable, efficient and functional Facilities and Procurement system to support the department's business functions and mission in the future. [Bus.]
- m. The department will provide policy guidance to agency personnel relating to construction, improvement and relocation of facilities by developing and implementing a statewide database. [Bus.]
- n. The department will emphasize the long range planning of maintenance, protection, replacement and construction of agency facilities. [Bus.]
- o. The department will provide policy guidance to agency personnel relating to energy conservation of facilities. [Bus.]
- p. The department will provide dependable, cost effective and professional radio communications and air and ground transportation services to the department, cooperators, and its customers. [Bus.]

- q. The department will provide dependable and professional business property control, payroll and mail services to the department, cooperators, and its customers. [Bus.]
- r. The department will develop improved processes and systems for the State Forests Program annual reports and periodic revenue forecasts. [SF]
- s. The department will work with the Department of Administrative Services and others to improve the efficiency of emergency business systems, by 2006. [PFF]
- t. The department will support the State Forests Program's inventory of program policies, and related procedures and tools. [SF]

5. Measuring Agency Performance

Oregonians want to know that the state government programs they pay taxes to fund really make a difference. They want state agencies to be accountable for the results that their actions produce. Performance measurement is an important tool for helping the Department of Forestry document whether we are being efficient and effective in accomplishing the outcomes intended in this strategic plan.

Performance measurement can occur at multiple scales and can provide a critical link between strategic planning, budgeting, quality improvement, and employee appraisals.

The highest levels of performance measurement in Oregon are the Oregon Progress Board (OBP) **Benchmarks**. Oregon Benchmarks measure progress towards Oregon's strategic vision, *Oregon Shines*. Its goals are three-fold: 1) quality jobs for all Oregonians, 2) safe, caring and engaged communities, and 3) healthy, sustainable surroundings. Benchmarks are organized into seven categories: economy, education, civic engagement, social support, public safety, community development and environment. (For more information see <http://www.oregon.gov/DAS/OPB/obm.shtml>)

The department's activities contribute to many of the 90 state benchmarks and we are directly responsible for reporting on two of the environmental benchmarks (#s 81 and 82).

Oregon Progress Board Benchmarks influenced by Department of Forestry actions

75 Air Quality Percent of time that the air is healthy to breathe for all Oregonians

76 Carbon Dioxide Emissions Carbon dioxide emissions as a percent of 1990 emissions

78a Stream Water Quality – Increasing Percent of monitored stream sites with significantly increasing trends in water quality

78b Stream Water Quality – Decreasing Percent of monitored stream sites with decreasing trends in water quality

78c Stream Water Quality - Good or Excellent Percent of monitored stream sites with water quality in good to excellent condition

81 Forest Land Percent of Oregon forest land in 1970 still preserved for forest use

82a Timber Harvest - Public Lands Actual timber harvest as a % of potential harvest levels under current plans & policies: a. public

82b Timber Harvest - Private Lands Actual timber harvest as a % of potential harvest levels under current plans & policies: b. private

85 Freshwater Species Percent of monitored freshwater species not at risk: a. salmonids, b. other fish, c. other organisms

87a Terrestrial Species – Plants Percent of monitored terrestrial species not at risk: a. plants

87b Terrestrial Species – Vertebrates Percent of monitored terrestrial species not at risk: b. vertebrates

88a Species Protection - Rivers & Streams Percent of at risk species protected in dedicated conservation areas: a. rivers & streams

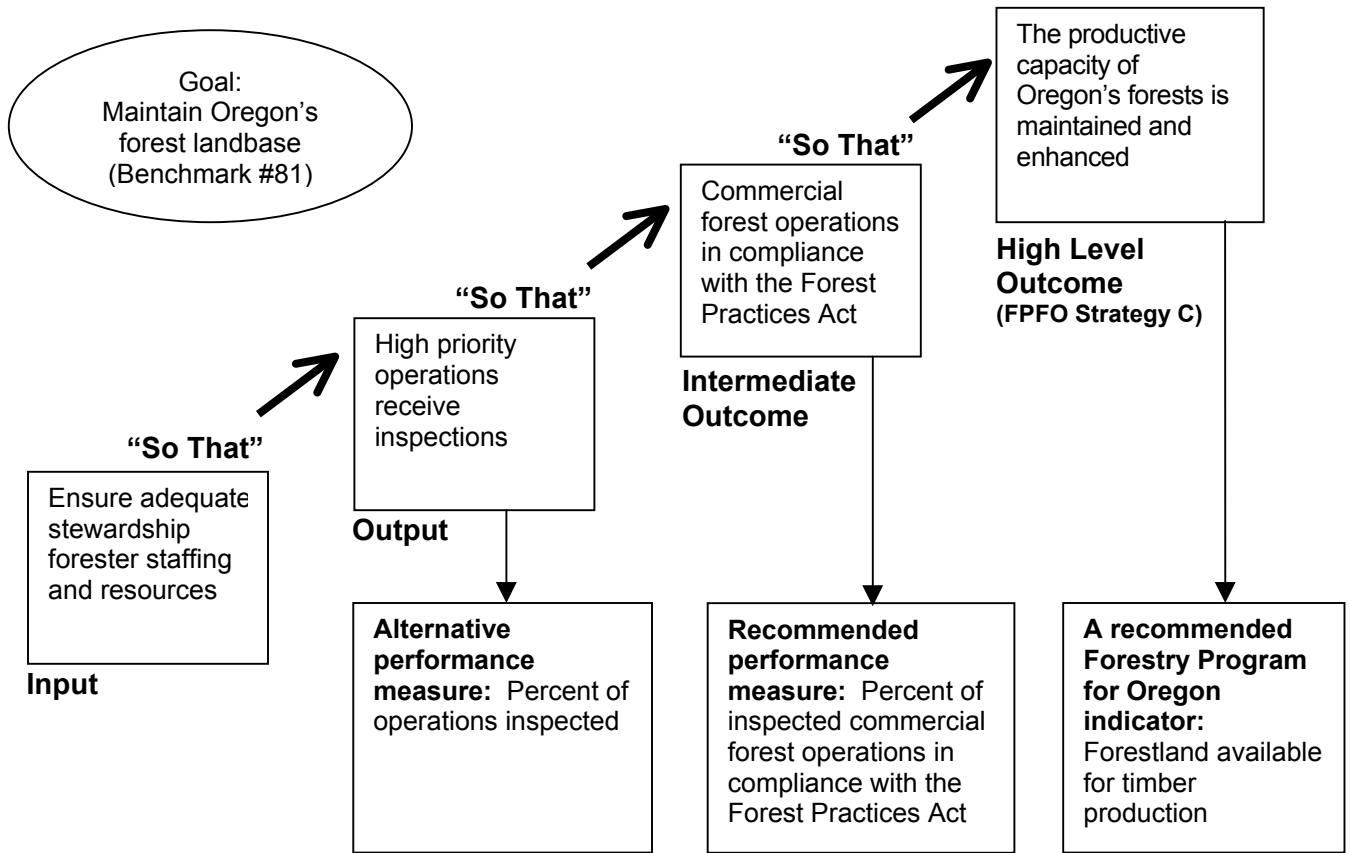
88b Species Protection – Other Percent of at risk species protected in dedicated conservation areas: b. other

The Board of Forestry may adopt **indicators** of sustainable forest management to measure long-term progress towards achieving the seven strategies of the *Forestry Program for Oregon*. In most cases, indicators will be long-term measures with trends more evident when reported over five to ten year periods, rather than on an annual basis. Potential indicators are listed in the *Forestry Program for Oregon* at the end of each of the seven strategy narratives. There will likely be some overlap between these indicators and the OPB Benchmarks. The board will consider the selection of sustainable forest management indicators in 2005. Once the indicators are in place, stakeholders will be asked to assist the board in establishing targets. The indicators and their targets can then be used to produce a periodic “report card” to measure Oregon’s success in managing our forests sustainably.

Department of Forestry **performance measures** are needed to annually evaluate the cumulative results of the agency’s vital actions and its incremental contributions towards achieving the Board of Forestry’s sustainable forestry indicators and Progress Board Benchmarks. The Board of Forestry, in particular, is also very interested in Department of Forestry performance measures as a way to evaluate the agency’s success in achieving what we say we are going to do through this strategic plan. In addition, Oregon statutes require all state agencies to include benchmark-based planning in performance measurement and budget policy. Statutes also specify how these measures must be developed and reported. In this strategic plan, performance measures are recommended that will meet the needs of both the Board of Forestry and the Legislature.

The department's performance measures focus on **outcomes**. Outcomes are a measure of a desired result. **High-level outcomes** are a measurable indicator of environmental, economic, or social well-being. **Intermediate outcomes** measure a desired result that represents a contribution to achieving a high-level outcome target. A **target** is the desired level of an outcome measure at a specific point in time. Outcomes typically measure *effectiveness* and are the result or impact of an output or set of outputs. **Outputs** are the amount or frequency of a product or service delivered. Outputs can be a measure of efficiency and are often expressed as the amount of product or service produced per unit of input. **Inputs** are a measure of financial or other (e.g., time or staffing) resources. Inputs contribute to performance measures but are not considered performance measures by themselves. Figure 2 illustrates an example using this model.

Figure 2



Department performance measures that link to *Forestry Program for Oregon* strategies and Progress Board Benchmarks will be routinely reported to the Board of Forestry, stakeholders, the Legislature, and the general public. Other performance measures dealing with administrative and other agency program functions may be tracked and reported internally for organizational learning and improvement of internal business and program operations. Individual department employee performance expectations, established on an annual basis between employees and their supervisors, are another form of internal agency performance measurement.

The following table summarizes the recommended Department of Forestry performance measures to be externally reported to the Board of Forestry, the Oregon Progress Board and the Oregon Legislature. Once they are approved and finalized, it is the department's intent to annually report progress during the life of this strategic plan using these measures. Some key administrative measures intended primarily for internal department use are also listed.

Department of Forestry Agency Performance Measures

Board of Forestry Strategy	Progress Board Benchmark or Other High-Level Outcome	Performance Measure	PM No.	Data Sources	Lead Unit or Division
Externally-reported measures					
Strategy A: Promote a sound legal system, effective and adequately funded government, leading-edge research, and sound economic policies.	Customer Service	Percent of Oregon’s forested counties with a majority of county board/commission members expressing that ODF programs collectively meet or exceed expectations (Higher is better)	1	Based on annual consultations with county commissions by ODF District Foresters	District Foresters
Strategy A (also Strategies B, C, D, and E)	78, 81, 82, 85, 87, 88	Percent of Forest Practices Act notifications to conduct operations from family forest landowners with written management plans (includes stewardship plans and third-party certifications) (Higher is better)	2	Based on Private and Community Forestry Program records	Private & Community Forests
Strategy B: Ensure that Oregon’s forests provide diverse social and economic outputs. (also Strategy C)	82	Private forest acres with improved management (includes tree planting and forest stand improvement) accomplished per year per stewardship forester FTE (Higher is better)	3	Actual count based on a defined list of “improved management” activities and Stewardship Forester inspection records. FTE based on state, federal, and other funds in support of incentives.	Private & Community Forests
Strategy B (also Strategies B, C, D, E, F)	78, 81, 82, 85, 87, 88	Forest management Incentive funds provided to private landowners (Higher is better)	4	Based on Private and Community Forestry Program records. Only includes incentive programs with ODF involvement.	Private & Community Forests

Department of Forestry Agency Performance Measures

Board of Forestry Strategy	Progress Board Benchmark or Other High-Level Outcome	Performance Measure	PM No.	Data Sources	Lead Unit or Division
Strategy B (also Strategy C)	81, 82	Percent of non-contract seedling demand met by ODF nursery speculation stock (Higher is better)	5	Based on Phipps Nursery data. "Speculation stock" means seedlings produced on the basis of speculating the projected demand for non-industrial private landowners reforestation needs. The demand is determined two years in advance from seedling harvest. The performance measure is the percent of the target (demand) met by seedlings sold by the nursery.	Nursery
Strategy B (also Strategy C)	82	Percent of state forests timber sale plan objectives met (Higher is better)	6	Actual timber harvest volumes based on field district accomplishment reports	State Forests
Strategy C: Maintain and enhance the productive capacity of Oregon's forests to improve the economic well-being of Oregon's communities. (also Strategy B)	81, 82	Percent of private forest acres where required reforestation is successfully completed (Higher is better)	7	Based on Private and Community Forestry Program records and annual compliance inspections	Private & Community Forests
Strategy C	81, 82	Percent of state forests reforestation plan objectives met (Higher is better)	8	Actual count based on field district accomplishment reports	State Forests
Strategy D: Protect, maintain, and enhance the soil and water resources of Oregon's forests.	78, 85, 88	Cumulative private forest landowner investment in voluntary water quality, riparian, and aquatic habitat restoration projects under the Oregon Plan for Salmon and Watersheds or other initiatives (Higher is better)	9	Based on data obtained annually from the Oregon Watershed Enhancement Board and the Oregon Forest Resources Institute	Private & Community Forests

Department of Forestry Agency Performance Measures

Board of Forestry Strategy	Progress Board Benchmark or Other High-Level Outcome	Performance Measure	PM No.	Data Sources	Lead Unit or Division
Strategy D	78, 85, 88	Oregon Coastal Evolutionary Significant Unit wild coho spawner abundance in coastal rivers (Higher is better)	10	Based on data available from Oregon Department of Fish and Wildlife	Forest Resources Planning
Strategy E: Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon's forests. (also Strategies A, C, and D)	78, 81, 85, 87, 88	Percent of inspected commercial forest operations that are in compliance with the Forest Practices Act (Higher is better)	11	Actual count based on Stewardship Forester inspection records	Private & Community Forests
Strategy E: (also Strategies B and C)	81, 82, 87	Percent of state forests intensive management plan objectives met, such as pre-commercial thinning and fertilization (Higher is better)	12	Actual count based on field district accomplishment reports	State Forests
Strategy F: Protect, maintain, and enhance the health of Oregon's forest ecosystems. (also Strategy C)	81, 82	Percent of aerially surveyed Eastern Oregon forests that are free of insect damage (Higher is better)	13	Based on five-year rolling average of all eastern Oregon forest not mapped with bark beetle or defoliator damage. Data based on annual aerial survey results.	Private & Community Forests
Strategy F (also Strategy C)	81, 82	Percent of wildland forest fires under ODF jurisdiction controlled at 10 acres or less (Higher is better)	14	Based on data in the Protection from Fire Program "FIRES" database	Protection From Fire
Strategy F (also Strategy C)	81, 82	Number of human-caused wildland forest fires under ODF jurisdiction per 100,000 Oregon residents (Lower is better)	15	Based on data in the Protection from Fire Program "FIRES" database and the Oregon Economic and Revenue Forecast	Protection From Fire

Department of Forestry Agency Performance Measures

Board of Forestry Strategy	Progress Board Benchmark or Other High-Level Outcome	Performance Measure	PM No.	Data Sources	Lead Unit or Division
Strategy F (also Strategy C)	81, 82	Total forest acres treated with prescribed fire, mechanical, or other methods primarily for fuels reduction on private and federal lands (Higher is better)	16	Based on data collected by the Protection From Fire Program and by the National Fire Plan Operations and Reporting System . Data is limited to federal land activities and private land activities conducted using federal funds.	Protection From Fire
Strategy F	75	Total number of Restricted Area units burned per total number of smoked intrusions into designated population centers (Higher is better)	17	Actual Count Based on ODF Smoke Management System Records. "Restricted Areas" are geographic areas designated by state government in administrative role for which permits to burn on forestland are required year round.	Protection From Fire
Strategy F (also Strategies C, D, E, F, G)	81	Percent of Oregon cities actively managing their urban and community forest resources (Higher is better)	18	Actual count based on Urban and Community Forests Program records. The department uses a ranking system evaluate the sustainability of local urban and community forestry efforts.	Urban and Community Forests
Strategy G: Enhance carbon storage in Oregon's forests and forest products.	75, 76	Million bone-dry tons of forest biomass converted to electricity or steam (Higher is better)	19	Based on information provided by the Oregon Department of Energy Biomass Energy Energy Facility Directory	Protection From Fire
Internally-reported administrative measures					
Vision Statement #6	Internal	Ratio of General Fund support to forest landowner tax support for department budget (Higher is better)	--	Business Services records	Business Services

Department of Forestry Agency Performance Measures

Board of Forestry Strategy	Progress Board Benchmark or Other High-Level Outcome	Performance Measure	PM No.	Data Sources	Lead Unit or Division
Vision Statement #6	Internal	Percent of department administrative functions appropriately automated or partially automated to improve efficiency (Higher is better)	--	Data collected by Information Technology	Information Services
Vision Statement #6	Internal	State vehicle accident rate (Lower is better)	--	Number of reported accidents in relation to actual miles driven	Human Resources
Vision Statement #6	Internal	Number of employee time loss days related to work-related accidents and/or illness (Lower is better)	--	Based on data provided by SAIF	Human Resources
Vision Statement #6	Internal	Affirmative Action: Progress towards parity index (women and people of color) (Higher is better)	--	Focus on middle and upper management, natural resource professional, and other professional positions. Index to be developed	Human Resources
Vision Statement #6	Internal	Affirmative Action: Progress towards parity index (women and people of color) (Higher is better)	--	Based on data in the employee training database	Human Resources

6. Future Updates of this Strategic Plan

It is the department's intent that agency strategic planning be a dynamic process tied to a long-term vision shared by the Board of Forestry and the department.

This is the first Department of Forestry strategic plan to be fully integrated with the board's *Forestry Program for Oregon*, and to incorporate an eight-year planning horizon. It is clearly understood that many external variables may affect the actions of the board and the department during this planning cycle, so the strategic planning process must be constructed in a way that can adapt and respond to these trends and changes.

Department budgeting is the means by which resources are allocated to implement the strategic plan. Therefore, the biennial budgeting process will provide the mechanism for mid-course adjustments in the strategic plan. On this two-year cycle, the department will also be able to address the implications of new legislation, voter-approved ballot measures, federal mandates, new initiatives by the Governor, and new direction from the Board of Forestry. While maintaining a focus on the long-term vision, strategies, and actions in the eight-year strategic plan, biennial actions plans will be developed that provide more details on short-term actions, including actions to address new external factors not anticipated in 2004.

The biennial cycle of strategic plan adjustments will use the following schedule:

Even-numbered years

- Winter – Department begins development of next biennium's budget request and the next legislative session's legislative concepts
- Summer – Budget request and legislative concepts reviewed by the board and submitted to the Governor. Department provides updated performance measure information to the Oregon Progress Board.
- Fall – Strategic plan implementation update and performance measure report provided to the board.

Odd-numbered years

- Winter/Spring – Department interacts with the Legislature to promote the strategies and actions in the *Forestry Program for Oregon* and the agency strategic plan.
- Summer – Department receives budget and direction from the Legislature.
- Fall – Department updates and considers current trends and assumptions. Department programs develop detailed biennial action plans consistent with the *Forestry Program for Oregon*, the department strategic plan, the department budget, and current statutes. Strategic plan implementation update and performance measure report provided to the board. Changes in agency performance measures considered.

During the eight-year planning cycle, the department will continue work with cooperators such as Oregon State University and the Forest Service Pacific Northwest Research Station to assess the conditions and trends of Oregon's forest resources and the ability of these resources to address Oregon's environmental, economic, and social needs. Using this assessment information, department staff will begin a conversation with the Board of Forestry and stakeholders in 2009 intended to lead to a new edition of the *Forestry Program for Oregon* and a new eight-year department strategic plan. The department's goal is to have the new *Forestry Program for Oregon* approved by the board in 2011 and a new agency strategic plan approved by the State Forester in 2012.

7. Appendices

7.1 Trends and Assumptions

The *2003 Forestry Program for Oregon* provides extensive background information on significant trends and key assumptions that are shaping forestry into the future. Over the eight-year life of the strategic plan, the department will review biennially the trends and assumptions to look for changes and identify any emerging issues. Biennial implementation plans will reflect any changes noted.

Definitions:

- Trends: Facts that form a pattern requiring a review of our current direction (hindsight).
- Assumptions: Future conditions we believe will occur as we implement a plan (foresight).

Strategy A Promote a sound legal system, effective and adequately funded government, leading-edge research, and sound economic policies.

Trends

1. With nearly 60 percent of Oregon's forestlands in federal ownership, third-party federal lawsuits and court decisions are limiting management of federal forestlands in Oregon, which in turn is impacting forest policies and options on all ownerships.
2. Federal programs affecting non-federal forests are shifting from traditional incentive programs to regulatory programs, except for targeted incentives such as those for riparian management.
3. All levels of government are experiencing downsizing and significant changes in personnel and leadership through political processes and /or retirements.

Assumptions

1. The Board of Forestry will clarify the role different forest landowner types play in achieving sustainability at the landscape scale in Oregon.
2. Other land uses will contribute to sustainable ecosystems equitably with forestlands.
3. The norms for some of the internationally agreed-upon criterion and indicators will be adopted by federal land managers as management goals.
4. Federal agencies will continue to promote the implementation of federal regulatory policies, such as the Endangered Species Act, through state programs, such as the total maximum daily load water quality planning process.
5. Federal agencies will accept non-regulatory programs as key components of state programs, but only to a limited extent.

6. Federal policies will continue to hinder stewardship of and long-term investment on non-federal forestlands.
7. The initiative process will be used to influence forest policy, and change the way private and/or state forestlands are managed.
8. Most forest landowners will accept new regulations if they are based upon science and an appropriate policy decision.
9. Providing free of cost, accurate, and timely data/information will meet the needs of our diverse audiences and help us maintain the public trust.

Strategy B Ensure that Oregon's forests provide diverse social and economic outputs and benefits valued by the public in a fair, balanced, and efficient manner.

Trends

1. There is increasing interest, from cities, rural areas, states, and international communities, in defining and implementing "sustainable forestry" at the landscape scale to address environmental, social and economic needs.
2. Affected county and local governments are increasingly engaged in State Forests land management planning.
3. Oregon's public interest in forest issues has largely been focused on water quality, salmon, and other wildlife issues. With the economic downturn and recent large fires, forest health, thinning of forest stands, and jobs are issues that have been added to the mix.
4. Oregon's changing demographics are resulting in changing public opinions and values about forests and forestry management.
5. Forest management attitudes of the public are inconsistent with their desire for healthy forests and increased demands for wood.
6. Family forestland owners vary significantly in their values, interests and commitment to forest management.
7. Oregon's state economy is slowly recovering and has an unemployment rate higher than the national average, however, the recovery rate for rural communities lags behind due to mill closures and lost markets, particularly in Eastern Oregon.
8. Native Indian tribes have a strong interest in the protection of cultural and archeological resources.

Assumptions

1. The Board of Forestry will promote a policy and management framework of sustainable forestry that will build common ground and acceptance by the majority of Oregonians through involvement, collaboration and education.
2. Forest certification and structure-based management will increasingly contribute to sustainable forestry.
3. We will effectively address the differences between public values and forest management policy.
4. Pesticides and regeneration harvest methods, including clearcutting, will continue to be tools available for forest management.

5. Management planning for state managed forestlands will become more complex and costly, but will result in the public's permission to continue active management.
6. A healthy market for large, high-quality timber will be available
7. Improved geographic information system coordination and landscape-scale modeling capability is needed to meet spatial analysis needs.
8. Worldwide demand for forest products will be met by regions of the world that have less resource protection and may be met by less environmentally friendly substitutes like steel, concrete, and plastic.
9. Industrial forestland ownership in Eastern Oregon will decline.

Strategy C – Maintain and enhance the productive capacity of Oregon's forests to improve the economic well-being of Oregon's communities.

Trends

1. Federal timber harvests have declined and are well below sustainable levels resulting in increased demand for private timber.
2. Eastern Oregon private timber supplies have declined.
3. Long-term worldwide demand and supplies for forest products are increasing; however, the proportion of the supply of wood provided by the United States is decreasing.
4. Engineered wood products, technological efficiencies, and nonwood building products are increasingly being developed and used.
5. Oregon has been one of the most successful states in maintaining its forestland base.

Assumptions

1. Federal timber harvest levels will not appreciably increase in the near term.
2. In the long-term there will be an adequate supply of large, high-quality timber to maintain production facilities that handle such timber.
3. Timber harvest ages on private ground will stabilize or slightly move to younger age classes.
4. Interest in harvest of nontimber forest products such as mushrooms and greens will increase.
5. Oregon will retain a strong and flexible land use planning program.

Strategy D – Protect, maintain, and enhance soil and water resources of Oregon's forests.

Trends

1. The Oregon Plan for Salmon and Watersheds is a key initiative that is being implemented through citizen based watershed councils.
2. More than half of Oregonians live in cities whose water supplies originate on forested land.
3. Natural landslides continue to be a significant geomorphic process with effects on water quality, aquatic habitat, soil, and human-built structures.
4. Existing literature on the importance of forest practices on soil and water is outdated and is based on past practices.

Assumptions

1. Oregon economy is dependent on high quality water.
2. New long term watershed studies will be initiated and aimed at understanding current forest practices effects on soil and water resources to aid in future management decisions.
3. The ability to actively manage forested watersheds is critical to maintaining both healthy forests and healthy watersheds.
4. Maintaining land in forest use is an important way to maintain water quality.
5. Watershed councils will grow in importance in Oregon but will continue to have a range of quality and participation.
6. A comprehensive riparian or stream corridor management policy across land uses will develop as we seek to sustain resources at the landscape level.

Strategy E – Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon’s forests.

Trends

1. Public scrutiny of habitat decisions will continue to focus on remaining old-growth stands and on younger forest stages of the Cascade and Coast range forests
2. Due to the nature of state and federal laws and management practices, the majority of older forest structure occurs on federal lands, the majority of younger stands occur on private lands, and the broadest range of ages and structures occurs on state lands.
3. Oregon does not have a complete assessment of conditions and trends of native plants and animals and their habitats.

Assumptions

1. The more difficult the decision, the more science will be desired, and the science required will be more interdisciplinary in nature.
2. Conserving native plant and animal habitat at different scales across land uses will be a high-priority objective on public and private lands in Oregon
3. Natural disturbances such as fire, wind, floods, landslides, and insects and disease will continue to play a dominant role in altering the habitat of Oregon’s forests.

Strategy F - Protect, maintain, and enhance the health of Oregon’s forest ecosystems, watersheds, and airsheds within a context of natural disturbance and active management.

Trends

1. The National Fire Plan and Healthy Forests Restoration Act are being implemented to address forest fuel conditions.
2. Forest stands and fuel conditions across more than two-thirds of Oregon are outside the range of natural fire regime conditions.
3. Invasive, non-native species are an increasing threat to Oregon’s native plant and animal resources.

4. Costs of regulation and fire protection are a concern by those being regulated and those paying for the regulation and protection systems.
5. Oregon's land-use program has been effective in managing development on most forestlands, but development is increasing in the wildland-urban interface.
6. Smoke issues related to prescribed burning and wildfires are regional issues with impacts transcending state boundaries.

Assumptions

1. Major insect and disease outbreaks will affect resource management and policy.
2. A vocal minority will continue to oppose active management for forest health purposes, primarily on public lands.
3. Oregon will continue to experience large, intense wildfires that are uncharacteristic of historic trends.
4. Private forestland owners will continue to expect aggressive wildfire suppression, and fuels treatments will increase on private lands to reduce risk.
5. Forest landowners and forest management agencies will become more directly involved in preventing and controlling introductions of non-native, invasive species.
6. Federal land managers will make limited progress in managing forest health and fuels due to litigation and budget constraints.
7. Prescribed burning will continue to be used as a management tool, but it will receive increased scrutiny as competition for burning opportunities increases among private forest landowners, agriculture and range landowners, and federal land managers.
8. Fire intelligence will increase, providing better assessments of the threat of wildfire, along with increases in fuel management capabilities.

Strategy G – Enhance carbon storage in Oregon's forests and forest products.

Trends

1. Increased levels of atmospheric carbon dioxide from human activities are well documented and, without action, are projected to increase to unprecedented levels.
2. The level of carbon dioxide and other greenhouse gases is linked to climate change.
3. International efforts call for industrial countries to reduce carbon dioxide emissions to 1990 levels or below.
4. The United States has committed to reduce greenhouse gas intensity – the ratio of emissions to economic output – by 18 percent.
5. More and more states, Oregon being one of the first, require that new fossil fuel power plants meet a carbon dioxide emission standard.

Assumptions

1. Converting marginal agriculture, pasture and brush land back to forests, forest management actions promoting healthy and productive forests, urban forestry and forest conservation will be accepted as a means to mitigate carbon dioxide emissions.
2. Wood products will be recognized for their value as stored carbon and as substitutes for higher greenhouse gas producing materials (such as steel).
3. Markets will develop for the sale of carbon dioxide emission offsets (or credits) such that landowner's can get a direct monetary payment for their investments or actions based on measured increases in carbon stored on their forestlands.

Organizational Capacity

Trends

1. Debates over state tax policy will remain at the center of Oregon politics resulting in no real increase in natural resource agency budgets.
2. Technologies and administrative processes and documentation requirements are changing rapidly, creating outdated systems that fail to meet the department's needs or the public's expectations.
3. Changes in employee benefits and an aging department workforce have triggered increased rates of employee retirements.

Assumptions

1. Access to improvements in information technology will be essential in meeting department objectives.
2. Improved web management is needed to satisfy the public's request for information.
3. Additional department resources will be needed to address suits and legal actions.
4. Succession management will remain an important human resources issue with the department.

7.2 Department Program 2004 to 2011 Strategic Plans (Mission, Vision, Strategic Emphasis Areas, Strategies, Vital Actions)

Private and Community Forests
Protection from Fire
State Forests
Forest Resources Planning
Agency Affairs
Information Technology
Human Resources
Business Services

In this section of the strategic plan, the same department actions that were displayed in Section 4 beneath the *Forestry Program for Oregon* strategies, actions, and vision statements are displayed by department program.

This format may be more useful to department employees and others who are interested in viewing the strategic plan on a program-by-program basis.

Mission statements, vision statements, strategic emphasis areas and strategies for each of the department's eight programs are included.

NOTE: Symbols in parentheses refer to *Forestry Program for Oregon* actions addressed by program actions. Key *Forestry Program for Oregon* actions are highlighted in bold type.

2004-2011 Strategic Plans: Private and Community Forests Program

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
<p><i>Program Mission</i> Implement progressive policies and programs, including technical assistance, incentives and regulation that promote healthy sustainable private and community forestlands.</p> <p><i>Program Vision</i> Both the public and forest landowners willingly make investments to create healthy forests that provide a sustainable flow of environmental, economic and social outputs and benefits.</p>	<p>1. Explore new and alternative approaches for adding value to private and community forests.</p> <p>2. Use a mix of personal contacts, education, technical assistance, incentives and regulation to achieve science-based best management practices on private and</p>	<p>1.1. Develop a new and integrated program that fully supports private and community forests in their respective roles in achieving the vision of the <i>Forestry Program for Oregon</i>.</p> <p>2.1. Promote best management practices through the use of incentives to achieve public values from private and community forests.</p>	<p>1.1.1. Develop a new Private and Community Forests Program by building and implementing a work plan by July 2004, delivering a report and making recommendations to the Board of Forestry by December 2007 and developing the recommendations into budget and legislative concepts by July 2008. (A.1, D.2) The development process will:</p> <ul style="list-style-type: none"> • Support a public advisory committee process used for providing public input and oversight in the development of recommendations; • Identify services and delivery methods desired by our customers; • Identify and evaluate the critical changes and technologies that are and will affect the program; • Identify alternative means of implementing the elements of the <i>Forestry Program for Oregon</i> related to private and community forests; • Recommend actions and program elements based upon their relative returns on investments in terms of social, economic and environmental benefits; and • Identify alternative means of funding desired program delivery systems. <p>1.1.2. Work with the Committee for Family Forestlands to explore policy changes to better ensure the transfer of family forestland from one generation to the next. (D.7)</p> <p>2.1.1. Work with the Committee for Family Forestlands and other interests to develop new, viable incentives, and better utilize existing federal and state incentive programs such as conservation easements to encourage private landowners to make voluntary investments in their forestlands. (A.2, A.7, C.5, D.2, D.7, D.8, E.3)</p>

2004-2011 Strategic Plans: Private and Community Forests Program

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>community forests in support of landowner objectives and public policy.</p>	<p>2.2 Promote best management practices through effective regulations and other measures that achieve a high level of voluntary compliance.</p>	<p>2.1.2. Recognize landowners and operators for their management efforts through the Operator of the Year, Fish and Wildlife Steward Award; and Oregon Plan recognition programs. (A.7, B.5, C.1, D.2, E.3)</p> <p>2.1.3. Promote and support policy discussions related to conservation easements and land acquisitions. (A.7, E.3)</p> <p>2.1.4. Work with the Governor’s Natural Resource Office, National Association of State Foresters, and federal and state partners to fully fund both existing and new incentive programs to restore and improve private forestlands. (B.4, D.2, D.7, D.8)</p> <p>2.1.5. Develop with ODA a Stewardship Agreement Program that promotes and rewards voluntary resource improvements by June 2007. (A.7, E.3)</p> <p>2.1.6. Continue to provide landowners technical assistance on Oregon’s 50% Reforestation Tax Credit program. (C.1, D.7)</p> <p>2.1.7. Work with the Forest Resource Trust Advisory Committee to explore options to restructure the Forest Resource Trust through statutory and/or administrative rule changes to remove the lien requirement as a means to increase non-industrial private landowner participation by December 2006. (D.7)</p> <p>2.2.1. Gain compliance with the Forest Practices Act through the development of strong working relationships with operators and landowners and using an appropriate mix of education, technical assistance, incentives, and uniform enforcement. (A.1)</p> <p>2.2.2. As directed by the board in response to Executive Order 99-01 (the purpose of the Oregon Plan for Salmon and Watersheds), modify forest practice water protection rules and/or allow for voluntary measures. (A.1, A.3, A.5, D.1)</p> <p>2.2.3. Modify forest practice rules as directed by the board to be consistent with 2003 House Bill 3264 that removed the authority of the State Forester and</p>

2004-2011 Strategic Plans: Private and Community Forests Program

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
		<p>2.3 Implement long-term watershed research and monitoring to demonstrate the effectiveness of best management practices in meeting resource protection objectives.</p>	<p>board to approve written plans and grant prior approval. (A.1, A.3, A.5, D.1)</p> <p>2.2.4. Develop and implement an annual statistical design approach for Forest Practices Act compliance monitoring. (D.2, D.4)</p> <p>2.2.5. Complete protected resource technical reviews (one species reviewed per biennium for Northern Spotted Owl, Marbled Murrelet). (E.6)</p> <p>2.2.6. Develop recommendations for the Board of Forestry to promote the protection of cultural resource sites. (A.8, B.5, B.9, B.10)</p> <p>2.2.7. Continue to provide feedback and comments to DEQ on total maximum daily load development and methodologies to ensure a technically credible process. (D.3)</p> <p>2.2.8. Engage in discussions with DEQ, the Environmental Quality Commission, and the Board of Forestry on the role of natural disturbance and the dynamics of forest ecosystems to gain mutual understanding, acceptance, and support of these concepts when developing and enforcing water quality standards. (D.3)</p> <p>2.3.1. Continue to promote and support long-term funding for the Watershed Research Cooperative, and the establishment of additional replicated paired watershed studies in other regions by 2009. (A.3, D.4, D.5, D.6, E.6)</p> <p>2.3.2. Support the Headwaters Research Cooperative. (D.5, D.6)</p> <p>2.3.3. Continue a best management practices effectiveness monitoring program and report results annually to the Board of Forestry and stakeholders. (A.3, D.4, D.6, E.6)</p> <p>2.3.4. Continue our active involvement with OSU, Forest Research Laboratory, and the PNW Research Station to shape and guide key forestry research efforts. (A.3)</p>

2004-2011 Strategic Plans: Private and Community Forests Program

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>3. Create and maintain a favorable investment climate and enhance competitiveness of Oregon's forest based businesses.</p>	<p>3.1. Actively promote policies that recognize the different "primary purpose" roles that forest lands play in providing sustainable forestry.</p> <p>3.2. Promote federal recognition of the Oregon Plan for Salmon and Watersheds</p> <p>3.3. Improve the promotion of forest market opportunities that add value to and encourage investment in forestlands.</p>	<p>3.1.1. Develop a work plan for developing the scientific and policy basis for incorporating the concepts of dynamic ecosystems and the "primary purposes" of forestlands to:</p> <ul style="list-style-type: none"> • build consistent state policies • improve forest management and practices (C.2, D.3) <p>3.1.2. Ensure that state policies that implement Endangered Species Act, Clean Water Act and other programs are consistent with the <i>Forestry Program for Oregon</i> and supportive of the implementation of the Forest Practices Act and Oregon Plan. (A.2, A.7, A.8.)</p> <p>3.1.3. Continue to utilize the Committee for Family Forestlands to promote collaboration and influence policies to resolve natural resource issues. (B.4)</p> <p>3.2.1. Provide leadership to complete the Oregon Plan Assessment of the North Coast ESU by December 2004. (A.3, D.1)</p> <p>3.2.2. Influence federal decisions related to coastal Coho salmon to get recognition of the Oregon Plan. (A.2, A.8)</p> <p>3.3.1. Play a leading role in the terrestrial sequestration component of the U.S. Department of Energy-funded "West Coast Regional Carbon Sequestration Partnership. (G.1, G.2, G.3)</p> <p>3.3.2. Develop options and make recommendations for carbon sequestration markets as an incentive to manage forestlands by 2009. (G4)</p> <p>3.3.3. Develop a carbon accounting system that facilitates market exchange and verification of carbon dioxide emission offsets on non-federal lands. (G.4)</p> <p>3.3.4. Work with the existing marketing efforts of the Oregon Small Woodlands Association, Oregon State University and Northwest Wood Products Association to integrate ODF Woodland Assistance Web Site with a web marketing strategy. (A.9, B.1, B.2, B.4, C.1, G.6)</p>

2004-2011 Strategic Plans: Private and Community Forests Program

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>4. Enhance forest health through close monitoring and aggressive action.</p> <p>5. Maintain adequate resources and effective and efficient program management</p>	<p>4.1. Monitor forest health conditions.</p> <p>4.2. Prevent new and eradicate when needed invasive non-native species</p> <p>4.3. Promote resilient landscape conditions.</p> <p>5.1. Provide and maintain an adequately staffed, well-trained, and motivated workforce.</p> <p>5.2. Provide improved access to program information and data management.</p>	<p>4.1.1. Annually monitor forest health conditions through aerial and ground surveys and report findings. (A.3, C.6, F.2, F.6)</p> <p>4.2.1. Continue to partner with Oregon Department of Agriculture in the Sudden Oak Death prevention and eradication efforts on forestlands using surveys, monitoring, applied research and technical assistance. (A.3, B.5, F.3)</p> <p>4.2.2. In coordination with other programs, develop and implement an agency policy for the prevention and control of invasive species. (F.3)</p> <p>4.3.1. Continue to assist in improving forest health conditions on private and federal lands by providing technical assistance and through the use of federal and other programs. (F.1, F.2)</p> <p>5.1.1. Clarify stewardship forester responsibilities and workload priorities for assisting forest landowners in accomplishing their objectives and providing for public values and benefits. (A.1, B5, D.2)</p> <p>5.1.2. Provide training to ODF field staff on carbon storage concepts. (G.3)</p> <p>5.2.1. Develop a GIS-based activity and accomplishment tracking system replacing the Forestry Activity Computerized Tracking System and the Service Forestry Activity and Accomplishments Record System by January 2006. (C.1, C.2, D.2, E.6, IT)</p> <p>5.2.2. Develop and Implement a web access process for submitting notification of operations and requests for technical education, and financial assistance. (A.1, D.2, Information Technology)</p> <p>5.2.3. Improve field office data management and IT support capabilities. [IT]</p>

2004-2011 Strategic Plans: Private and Community Forests Program

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>6. Promote sustainable urban and rural forests.</p>	<p>5.3. Improve organizational efficiency</p> <p>6.1. Promote the sustainability of urban and community forests through supporting communities' management of their forests.</p> <p>6.2. Promote communities' understanding of policies and actions needed to produce sustainable forests.</p>	<p>5.3.1. Develop and implement an effective communication plan that complements the mission of other organizations such as OFRI and OSU by January 2005. (A.8, B.3)</p> <p>6.1.1. Continue to facilitate the development of comprehensive community forestry program elements such as Tree City USA Tree Boards, and the development of local tree ordinances. (A.9, C.2, C.4)</p> <p>6.1.2. Continue to provide technical assistance to communities and local interests. (B.11, C.2, C.4)</p> <p>6.1.3. Develop and teach courses such as the Community Tree Management Institute and forestry component within the Master Gardener Training Program to develop technical abilities at the local level. (B.11, C.2, C.4)</p> <p>6.2.1. Develop and distribute educational materials encouraging active management of urban and rural forests by 2007. (A.9)</p>

2004-2011 Strategic Plans: Protection from Fire

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
<p><u>Program Mission</u> Provide a complete and coordinated forestland fire protection system and in so doing safely prevent, and suppress fire on, or threatening forestland within forest protection districts, in a manner which minimizes costs and resource losses.</p> <p><u>Program Vision</u> Provide the forestland owners and citizens of Oregon with a complete and coordinated forestland protection system that meets their needs now and into the future</p>	<p>1. Continuously confirm or adjust the scope of protection coverage, necessary readiness levels, and resources required to support the fire protection mission.</p>	<p>1.1. Work with affected parties to determine scope and level of protection coverage.</p> <p>1.2. Work with landowner organizations, federal agencies, and legislatures to secure adequate funding and resources.</p>	<p>1.1.1. Complete a Fire Program review by 2005 that includes the following components:</p> <ul style="list-style-type: none"> • Identify opportunities for increased efficiency and effectiveness and recommend changes and priorities; • Comply with instructions in the 2003-2005 Budget Note #3 to ensure funds are available to respond to emergency fire protection needs; • Develop a statewide strategy for forest fuels and hazard abatement; • Work with counties, communities, and landowner organizations to consider a coordinated statewide system of structural and wildland fire protection; and • Improve fire business policies, processes, systems, and technologies; • Recommend strategies that ensure adequate qualified and experienced personnel will be available to staff Oregon’s wildland fire suppression system; • Recommend strategies that reduce the number and severity of human-caused wildfires. (F.1, F.2, F.5) <p>1.1.2. Work to eliminate or to substantially reduce the amount of land in Oregon which has no fire protection by 2008. (F.1, F.2, F.5)</p> <p>1.1.3. Revised the Standards of Protection Directive by 2005. (F.1, F.2, F.5)</p> <p>1.1.4. Assess and adjust district protection levels in conjunction with forest protective associations and local landowners (new).</p> <p>1.2.1 Secure legislation to update the Oregon Forestland Protection Fund. (F.1, F.2, F.5, F.6)</p> <p>1.2.2 Equip the fire cache system with a full complement of modern large incident support resources by 2011. (F.1, F.5)</p>

2004-2011 Strategic Plans: Protection from Fire

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>2. Enhance fire prevention efforts to reduce the risk/number of human-caused ignitions and damage caused by all fires.</p> <p>3. Work cooperatively with communities, individual landowners and federal agencies to reduce or mitigate hazardous fuels and create fire-resilient landscapes.</p> <p>4. Develop and maintain internal and cooperator workforce capacity to meet the needs of Oregon's wildfire protection system.</p>	<p>2.1. Actively engage cooperators and the public in helping to prevent fires and address wildland-urban interface related problems.</p> <p>3.1. Cooperate in the development of solutions for statewide fuel reduction and forest health.</p> <p>3.2. Facilitate fuel reduction through administration of National Fire Plan Grant monies and technical assistance.</p> <p>4.1. Intensify internal expectations for training and participation in fire suppression.</p>	<p>2.1.1 Develop improved district prevention plans by completing an inventory of internal agency and cooperator prevention activities and doing a "gap analysis." (F.1, F.2, F.5, F.6)</p> <p>2.1.2 Facilitate implementation of the Oregon Forestland - Urban Interface Fire Protection Act of 1997 across the most fire-prone portions of the state by 2011. (F.1, F.2, F.5)</p> <p>3.1.1 Promote and assist in the development and implementation of community-based wildfire protection plans. (F.1, F.2, F.5)</p> <p>3.1.2 Complete a communities-at-risk listing and prioritization by 2005. This information will be used to assist in the development of community fire plans, in the administration of National Fire Plan activities, when awarding federal grants and in fire prevention planning. (F.5)</p> <p>3.1.3. Identify and promote feasible alternatives to prescribed burning. (F.1, F.2, F.4)</p> <p>3.1.4. Working at the state, regional, and national levels, identify and implement appropriate modeling tools, for improved operation of the Smoke Management Program. (F.4)</p> <p>3.1.5. Review and revise the Oregon Smoke Mgmt. Plan. (F.4)</p> <p>3.2.1. The department will use National Fire Plan and other federal cost share programs to increase treatments on private forestlands to improve forest health and reduce fire risk. (F.1, F.2, F.4)</p> <p>4.1.1. Strengthen the requirement for all agency personnel to be trained and certified to participate in or to directly support emergency fire suppression operations by 2006. (F.1, F.5)</p>

2004-2011 Strategic Plans: Protection from Fire

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>5. Develop or re-design business systems specifically to enhance fire management, accountability, and to reduce costs.</p> <p>6. Improve agency utilization of available technologies.</p>	<p>4.2. Remove barriers and encourage participation of a broader spectrum of cooperators in fire suppression.</p> <p>5.1. Revise business and fiscal management process and practices, to ensure cost efficiency, timely payments, and the timely recovery of revenue.</p> <p>6.1 Provide our workforce with appropriate and cost effective new technologies.</p>	<p>4.1.2. Identify, train, and certify an adequate pool of incident management personnel, with emphasis on critical Incident Command System positions by 2009. (F.1, F.5)</p> <p>4.1.3. Identify, training, and certify an adequate pool of fire investigators by 2007. (F.1, F.5)</p> <p>4.1.4. Recruit, hire, and train a permanent and seasonal workforce to effectively and safely suppress wild fires. (F.1)</p> <p>4.2.1. Develop practical training and qualification standards that provide for safe and efficient use of local landowner and operator resources and personnel as overhead on initial and extended attacks. (F.1, F.6)</p> <p>4.2.2. Develop new contracts and agreements to encourage and facilitate stakeholders, the Department of Corrections and contractors to provide a broad range of incident resources. (F.1, F.5)</p> <p>5.1.1. Work with the Department of Administrative Services and others to improve the efficiency of emergency business systems by 2006. (Bus.)</p> <p>5.1.2. Work towards full implementation of the Resource Ordering Status System on all ODF incidents by 2007. (F.1, F.5)</p> <p>6.1.1. Provide improved fire intelligence analysis tools and district intelligence capability by 2008. (F.1, F.5)</p> <p>6.1.2. Seek out, acquire, and deploy new technologies for fire suppression that improve firefighter safety, reduce costs, and increase efficiency. (HR)</p> <p>6.1.3. Conduct a cost benefit analysis to develop strategies for a safe and cost effective method of providing firefighting aircraft. (F.1, F.5)</p>

2004-2011 Strategic Plans: State Forests

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
<p><u>Program Mission</u> The mission of the State Forests Program is to manage Board of Forestry lands to achieve the greatest permanent value (healthy, productive, and sustainable forest ecosystems), and to manage Common School Forest Lands to maximize revenues over the long term in a manner that is consistent with protecting environmental values. Science-based approaches that include active and integrated resource management techniques will be utilized to insure that economic, environmental, and social benefits are produced in a sustainable manner.</p> <p><u>Program Vision</u> Citizens of Oregon will take pride in state forests that are managed in a sustainable manner to produce a full range of economic, social, and environmental benefits.</p>	<p>1. Fully implement forest management plans in an adaptive management framework.</p>	<p>1.1. Continue to Implement district plans for NW and SW Oregon State Forests, which include the following key functional areas: Education and Interpretation; Recreation Management; Stand Management, including Harvest; Roads and Engineering; Fish and Wildlife Habitat Management; and Reforestation and Young Stand Management.</p> <p>1.2. Carry out monitoring and adaptive management strategies identified in Forest Management Plans and habitat conservation plans.</p>	<p>1.1.1. Develop and implement annual operations plans to achieve the goals and objectives of Forest Management Plans, habitat conservation plans and implementation plans. (B.5, also B.10, E.4, E.6, F.2, F.4, A.2, A.9)</p> <p>1.1.2. Initiate a comprehensive ten-year review of NW and SW forest management plans during the 09-11 biennium. (B.5, C.2, E.4)</p> <p>1.1.3. Accomplish two watershed assessments annually on NW state forest through 2011. (D.1)</p> <p>1.1.4. Complete transportation plans for all NW and SW districts by 2011. (D.6)</p> <p>1.1.5. Complete construction and begin operating the Tillamook Forest Center. (B11)</p> <p>1.2.1. Implement the State Forests Monitoring Program Strategic Plan, and develop an annual report during the Forest Management Plans first ten-year implementation period. (E.4, also A.3)</p> <p>1.2.2. Revise NW and SW District implementation plans during the first half of the 05-07 biennium following completion of the harvest and habitat modeling project. (B.5, C.2, E.4)</p> <p>1.2.3. Revise the Elliot State Forest Management Plan during the 05-07 biennium. (C.2)</p> <p>1.2.4. Initiate a review of the Eastern region forest management plan. (E.4)</p> <p>1.2.5. Complete a re-measurement of the 430 permanent plots at an average frequency of no less than every ten years, completing the first re-measurement by 2010. (E.4, also E.6)</p> <p>1.2.6. Through stand level inventory, inventory cruise 1,000 stands per year through 2006, and 400 stands per year thereafter. (E.4, also E.6)</p>

2004-2011 Strategic Plans: State Forests

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>2. Improve and maintain business processes that are effective and efficient.</p> <p>3. Conduct effective and efficient planning processes (Forest Management Plans, etc.).</p> <p>4. Develop and maintain aligned and empowered workforce.</p> <p>5. Work towards resolution of Endangered Species Act compliance issues.</p>	<p>2.1. Develop and implement a program business plan with clear business objectives.</p> <p>2.2. Develop consistent and accurate reporting systems.</p> <p>2.3. Develop business systems with integrated information to meet a variety of needs.</p> <p>3.1. Identify gaps in policy guidance and fill those gaps.</p> <p>4.1. Assess need and provide key training to support new Forest Management Plans and business activities.</p> <p>4.2. Provide forums for Field/Staff collaboration.</p> <p>5.1. Fully assess potential Endangered Species Act compliance options.</p> <p>5.2. Seek consensus w/ beneficiaries on best compliance option.</p>	<p>2.1.1. Identify clear financial goals for the program in collaboration with the legislature and program stakeholders. (A.8)</p> <p>2.2.1. Replace Timber Revenue Accounting System with a program that integrates with the State Finance/Management System. (IT)</p> <p>2.3.1. Develop improved processes/systems for annual reports and periodic revenue forecasts.</p> <p>3.1.1. Inventory program policies, and related procedures and tools. (Bus.)</p> <p>4.1.1. Develop and implement a training plan that addresses identified needs.</p> <p>4.1.2. Update and implement KSAs for key positions.</p> <p>4.2.1. Utilize area staff meetings, year-end review meetings, and other forums identified as appropriate to brief employees on current events or issues affecting the program. (Bus.)</p> <p>5.1.1. Complete and implement a revised Elliott HCP pursuant to recommendation to, and approval by the State Land Board. (E.4, E.5, and E.6)</p> <p>5.2.1. Develop and implement a federal Endangered Species Act compliance strategy for NW and SW State Forests. (E.4, E.5, and E.6)</p>

2004-2011 Strategic Plans: State Forests

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>6. Build and maintain understanding, acceptance, and support for the program's plans and activities .</p> <p>7. Keep current with technology.</p>	<p>6.1. Engage key stakeholders and local communities on key issues and processes.</p> <ul style="list-style-type: none"> • Board of Forestry • State Land Board/Division of State Lands • Environmental community • Associations • Legislators • Beneficiaries • Education Community <p>7.1. Participate in Information Technology program business planning analysis.</p> <p>7.2. Continue with development of integrated info systems.</p>	<p>6.1.1. Develop and conduct a series of public opinion surveys for the program to assess attitudes and beliefs, and how they are changing about State Forests' management. (A.8)</p> <p>6.1.2. Develop and implement a two-year communications plan beginning in 2004, with updates every two years thereafter. (A.8)</p> <p>6.1.3. Provide public involvement opportunities during the development of the Annual Operation Plan, and during forest management planning and revision processes to hear the full range of opinions. (A.8)</p> <p>6.1.4. Involve a diversity of stakeholders to inform decision-making related to the implementation of forest management plans on State Forest lands, accomplished through advisory committees, work groups and other appropriate public involvement activities. (A.8)</p> <p>6.1.5. Engage the Forest Trust Land Advisory Committee in advising the Board of Forestry on matters where counties may have a responsibility related to forest land managed by ODF. (A.8)</p> <p>6.1.6. Engage a diversity of stakeholders in recreation planning on State Forest lands, assisting in the prioritization and implementation of projects. (A.8)</p> <p>7.1.1. Coordinate with the Information Technology Program regarding the development and implementation of an enhanced, integrated business analytical system. (Bus.)</p> <p>7.2.1. Develop and implement an enhanced, comprehensive information system. (IT)</p>

2004-2011 Strategic Plans: Forest Resources Planning

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
<p><u>Program Mission</u> To lead strategic planning, to provide credible and objective analyses for the Board of Forestry and the Department of Forestry, and to actively promote policies that encourage sustainable forest management and further the strategies and actions of the <i>Forestry Program for Oregon</i> on all Oregon forestlands.</p> <p><u>Program Vision</u> Oregonians understand, accept and support the Board's policy solutions and Department's programs as environmentally, economically, and socially sound and equitable.</p> <p>This outcome will be achieved because we effectively use collaborative processes and make decisions based upon solid information and sound thoughtful analysis of forest resource conditions, trends, opportunities, and barriers.</p>	<p>1. Champion strategic thinking and strategic planning for the board, the department, and the Oregon forestry community.</p> <p>2. Serve as a catalyst and facilitator for improved policy coordination among department programs and field units.</p>	<p>1.1. Assist the board in implementing the <i>2003 Forestry Program for Oregon</i> by developing meaningful indicators of progress towards sustainable forest management in Oregon</p> <p>1.2. Working to earn public support for sustainable forestry.</p> <p>1.3. Assist the department in strategic thinking and in revising its agency strategic plan and performance measures, consistent with the <i>Forestry Program for Oregon</i>.</p> <p>1.4. Assist the board in working with Oregonians to develop the 2011 edition of the <i>Forestry Program for Oregon</i>.</p> <p>2.1. Provide technical assistance to other department programs, assist them in developing coordinated policies, and take the lead on forest policy topics that affect multiple department programs.</p>	<p>1.1.1. Work with the board and stakeholders to develop measurable core indicators and targets to evaluate progress towards achieving the <i>Forestry Program for Oregon</i> strategies. Inform the board on progress through interim updates. (A.8)</p> <p>1.2.1. Cooperate with OFRI, OSU Extension, and others to develop public information and education tools on key aspects of sustainable forestry and the <i>Forestry Program for Oregon</i>. Build outreach coalitions with other organizations in the sustainability movement. (A.9)</p> <p>1.3.1. Assist the Executive Staff and other programs in developing 03-05 Action Plans and an 03-11 agency strategic plan by August 2004.</p> <p>1.4.1. As directed by the board, provide staff support to develop the next edition of the <i>Forestry Program for Oregon</i> for board approval (technical input, public opinion surveys, public involvement process, document editing). (A.8)</p> <p>2.1.1. Ensure agency policies are coordinated between programs through increased communication and interaction. (A.8)</p> <p>2.1.2. Coordinate legislative tracking and ballot measure analyses for department and Board of Forestry use in tracking proposals affecting forest policy and department operations. (A.8)</p>

2004-2011 Strategic Plans: Forest Resources Planning

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
		<p>4.2. Provide leadership when working with other state agencies and private organizations on forest sustainability, land use, forest health, and economic development policies.</p>	<p>4.1.2. Support revision of the Northwest Forest Plan, including greater use of adaptive management, evaluation of the viability of reserve-based strategies in high fire frequency forest types, and improved social and economic outcomes. (A.2, C.3)</p> <p>4.1.3. Promote experiments of local empowerment in the management of federal lands, building on models such as the Blue Mountain Demonstration Area, Lake County Resources Initiative, and the Suislaw Stewardship Pilot. (A.4, C.3, F.2)</p> <p>4.1.4. By 2008, report on a cooperative state/federal assessment of where wood can be economically removed from federal lands to improve forest health and meet other management objectives. (B.8)</p> <p>4.1.5. Promote implementation of the Healthy Forest Restoration Act on federal forestlands to improve forest health and reduce fire risk to Oregon communities. (F.2)</p> <p>4.1.6. Assist the Governor’s Office in representing the State’s interests in any discussions of possible forestland transfers from federal to tribal ownership. (B.9)</p> <p>4.1.7 Assist other department programs in coordinating efforts to pursue Endangered Species Act and Clean Air Act assurances. (A.2)</p> <p>4.2.1. Work with other agencies to develop and promote a comprehensive forest sector economic development strategy tied to indicators of economic sustainability. (A.9, B.1, B.2, B.3, B.5, B.8, B.12)</p> <p>4.2.2. Assist landowners and operators in addressing marketing and certification issues by:</p> <ul style="list-style-type: none"> • Providing sound information about the consistency of different certification systems with the <i>Forestry Program for Oregon</i>; • Seeking methods to assist landowners that choose to participate in the various certification schemes;

2004-2011 Strategic Plans: Forest Resources Planning

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
			<ul style="list-style-type: none"> • Helping them capture market value from Oregon's high protection standards to improve market competitiveness for Oregon forest products; and • Helping them improve and maintain market access. (B.2) <p>4.2.3. Actively coordinate with forest landowners, DLCD and ODR to promote the retention of, and investment in, forestland through sound land use planning and forest taxation policy. (A.1, A.6, B.5, C.1, D.7)</p> <p>4.2.4. Actively participate in the development of land use plans and regulations at the state and local level. Where informed decisions are made to remove forestland from the base to accommodate growth and development, the department will promote planning for those lands to assure the least possible impact to the productive capacity of the rest of the forestland base. (A.1, C.1)</p> <p>4.2.5. Collaborate with ODFW, OSU and others and provide technical expertise in the development of a statewide native plant and animal conservation assessment by 2007. (E.1)</p> <p>4.2.6. Coordinate agency involvement in the development of a statewide native plant and animal conservation policy by 2011. (E.2, E.5)</p> <p>4.2.7. Be an active partner with forest landowners, local governments, the office of Rural Policy, the Rural Policy Advisory Committee, and other stakeholders to foster and represent the interests of rural Oregon. (B.12)</p> <p>4.2.8. Promote forest biomass use as a central component of the Governor's Renewable Energy Plan for Oregon and work to facilitate predictable sources of biomass from forestlands for energy plants. (G.5)</p> <p>4.2.9. Work with OSU College of Forestry, OFRI, OECD, and other stakeholders to further develop and implement the recommendations from the Oregon</p>

2004-2011 Strategic Plans: Forest Resources Planning

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>5. Administer all program functions in an effectively and efficient manner.</p>	<p>5.1. Maintain a safe, innovative, and productive work environment that uses the public's resources effectively and efficiently and that encourages employees to achieve their individual career goals.</p>	<p>Business Council white paper on forest resources and from the OFRI 2004 Oregon Forest Sector Economic Symposium. Review and define the department's appropriate role in promoting forest sector economic development by July 2005. (B.1, B.2, B.3, B.4, B.5, B.6, B.7)</p> <p>5.1.1. Improve program supervision and administration. 5.1.2. Anticipate staff retirements and develop new employees to successfully achieve program strategies.</p>

2004-2011 Strategic Plans: Agency Affairs

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions ⁵
<p><u>Program Mission</u> To assist the Board of Forestry and the Department achieve public support for responsible and sustainable forest management as described in the <i>Forestry Program for Oregon</i>.</p> <p><u>Program Vision</u> The Oregon Board of Forestry and the Oregon Department of Forestry are viewed as the appropriate agencies to deal with forestry policy in Oregon, and the board and department are valued as government agencies that add value to society.</p>	<p>1. Increase internal and external understanding, awareness, and support of key board and department programs.</p>	<p>1.1 Publish and disseminate information about Oregon's forests and forestry that aids public understanding</p>	<p>1.1.1. Submit a biennial report to the Governor and to those committees of the Legislative Assembly about current forest resource conditions and programs.</p> <p>1.1.2. Collaborate with OFRI and OSU Forest Extension to develop and maintain publications that document forest conditions and provide information about major strategies of the FPFO.</p> <p>1.1.3. Develop and maintain web-based access to publications, news releases and reports.</p> <p>1.1.4. Collaborate with OFRI and OSU College of Forestry to provide public information that helps Oregonians understand the roles of Oregon's forests and the forest industry. The information will highlight the contributions of Oregon's forest assets in enhancing the state's economy, especially in rural communities. It will also emphasize the environmental benefits of utilizing the productive capacity of our forests.</p> <p>1.1.5. Collaborate with OFRI in maintaining and supporting a speaker's bureau.</p> <p>1.1.6. Provide a referral service and resources to assist educators implement the natural resources curriculum in primary and secondary schools throughout Oregon.</p> <p>1.1.7. Provide outreach and displays about the department, forests and forest issues at a range of events including the State Fair, county fairs, family forest association meetings, forestry professional association meetings, and other community events.</p>

⁵ All Public Affairs activities are designed to support the board's and department's priorities within the *2003 Forestry Program for Oregon*.

2004-2011 Strategic Plans: Agency Affairs

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions ⁵
		<p>1.2 To create and implement strategies and processes to inform and involve the public and stakeholders so they may provide the Board of Forestry and Department knowledgeable input regarding the uses and benefits of Oregon's forestlands and resources.</p> <p>1.3 Provide strategic public affairs advice and counsel, liaison, strategic communications planning, and publicity for key board and department programs.</p> <p>1.4 Earn and maintain the trust and respect of the news media.</p>	<p>1.2.1. Revise and implement a strategic communications plan for 2003 <i>Forestry Program for Oregon</i> in 2004; evaluate, update biennially. (All FPFO Actions)</p> <p>1.2.2. Implement an agency-wide strategic communications plan, as well as specific communications plans for the Private and Community Forests, Protection from Fire, and State Forests programs in 2004. These plans will be reviewed and updated biennially. (All FPFO Actions)</p> <p>1.3.1 Provide ongoing counsel to Executive Team and Program Directors to help them identify, prioritize and proactively address public policy and reputation issues that can affect the agency's ability to meet objectives.</p> <p>1.4.1. Coordinate an effective media relations program that delivers a high level of access, responsiveness, accuracy, and transparency to the news media. Measure media opinion annually, and public opinion biennially. (All FPFO Actions)</p> <p>1.4.2. Distribute accurate and timely news releases and articles about board and agency programs to media, agencies, and stakeholders. Measure outputs annually, program satisfaction annually, and public opinion biennially. (All FPFO Actions)</p> <p>1.4.3. Conduct annual briefings with key editorial boards and use electronic media to build support for board & agency programs. Measure effectiveness annually on editorial positions taken. (All FPFO Actions)</p> <p>1.4.4. Coordinate and assist in community and legislative leader visits by Executive Team members.</p> <p>1.4.5 Support District Foresters in their local outreach programs.</p> <p>1.4.6. Deliver media training department-wide annually. (All FPFO Actions)</p> <p>1.4.7. Develop two field tours for media annually. (All FPFO Actions)</p>

2004-2011 Strategic Plans: Agency Affairs

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions ⁵
	<p>2. Identify and manage external influences that may impact board and department policies and programs.</p> <p>3 Increase knowledgeable public involvement in decisions about Oregon's forests.</p>	<p>1.5. Provide accurate and timely information about key programs to stakeholders and the general public and establish a clear identity with our Oregonians (e.g.; not the "forest service")</p> <p>2.1. Maintain awareness of current trends in public opinion about forestry issues.</p> <p>3.1. Promote effective public involvement and collaborative processes that will support sound decision-making.</p>	<p>1.5.1. Provide an effective, proactive, and targeted print and electronic information program that utilizes the Web as part of an integrated information system.</p> <p>1.5.2. Coordinate a strategic, agency-wide publications program that is built upon an overall communications audit that includes a baseline publication assessment with annual updates, an accurate inventory & storage system, & an effective revision process. Completion in 2004, revisions annually.</p> <p>1.5.3.. Provide clear communication about agency identity in all messages.</p> <p>1.5.4. Publish key strategic agency-wide communications vehicles identified in the assessment including but not limited to the Forest Log, ODF Annual Report, Oregon Forests Report, <i>Forestry Program for Oregon</i> updates, Board Photo Sheet, Thanks for Asking information sheets, Work of the ODF brochure, Ask Marvin, etc. Completion as identified in PAO Action Plan 03-05. (All FPFO Actions)</p> <p>1.5.5. Provide an effective public presence on the Internet by coordinating a successful migration of the agency's website to the Department of Administrative Services' statewide "Content Management System" by December 31, 2004, & managing the department's ongoing Internet presence. (All FPFO Actions)</p> <p>2.1.1. Develop and implement of an effective issues management program. (All FPFO Actions)</p> <p>2.1.2. Collaborate with OFRI to conduct periodic public polling about public knowledge and attitudes regarding forests.</p> <p>3.1.1. Provide public involvement training agency-wide through collaboration with HR Training Coordinator. (All FPFO Actions)</p> <p>3.1.2. Assist programs in managing ad hoc advisory committee and ongoing collaborative processes</p>

2004-2011 Strategic Plans: Agency Affairs

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions ⁵
	<p>4. Empower employees to act as ambassadors for department.</p> <p>5. Administer all program functions effectively and efficiently.</p>	<p>4.1. Enhance employees' ability to respond to issues and act on behalf of the department through information, education, and training.</p> <p>5.1. Maintain a safe, innovative, and productive work environment while using the public's resources effectively and efficiently.</p>	<p>including the Committee for Family Forestlands, Regional Forest Practice Committees; Forest Trust Land Advisory Committee; Northwest Wildfire Coordinating Group and Oregon Forestland Coordinating Group.</p> <p>3.1.3. Assist with BOF meetings and tours to ensure they are productive.</p> <p>4.1.1. Partner with programs and the field to develop public affairs capabilities by training existing employees, increasing staff, and/or contracting. (All FPFO Actions)</p> <p>4.1.2. Collaborate with OFRI in maintaining and supporting a speaker's bureau.</p> <p>4.1.3. Facilitate expansion of the information officer pool through training and outreach to other agencies. Partner with ODFW in 2004. (HR)</p> <p>4.1.4. Provide annual training in fire information (annual Spring Incident Information Officer training), media relations (Winter schedule), and public involvement (in conjunction with HR). (HR)</p> <p>5.1.1. Improve program supervision and administration and encourage employees to achieve their individual career goals.</p> <p>5.1.2. Continue improvements in program delivery and administration.</p> <p>5.1.2. Anticipate staff retirements and develop employees to achieve program strategies. (HR)</p> <p>5.1.3. Collaborate with key partners including KOG, OFRI, OSU Extension, federal and state agencies to improve the effectiveness and efficiency of the program.</p>

2004-2011 Strategic Plans: Information Technology

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
<p><u>Program Mission</u> To provide leadership in the use of technology by being a highly competent, customer service driven organization that focuses on supporting the business needs of the agency.</p> <p><u>Program Vision</u> The vision of the Information Technology Program is:</p> <ul style="list-style-type: none"> • Use Department business needs to drive the use of Information Technology resources. • Communicate in an honest, sensitive, credible, and reliable manner. • Maintain a professional and ethical work standard. • Maintain a highly competent workforce by stressing continuous improvement of both our individual skills and the combined skills of the program. • Conduct program business in a manner that minimizes crisis situations and reflects both the priorities of the program and the Department. • Provide a high level of customer service consistent with the priorities of the program and the agency. 	<ol style="list-style-type: none"> 1. To understand and meet the business needs of the organization and develop efficient and effective technology solutions to meet those needs. 2. Foster positive relationships with co-workers and customers. 3. Maintain a highly competent workforce, stressing continuous improvement. 4. Conduct program business using a structured planning and management process to maximize efficiency and effectiveness. 	<ol style="list-style-type: none"> 1.1. Develop and implement an enterprise wide technology business needs analysis, providing leadership in the development, selection and management of the preferred alternatives. 2.1. Communicate in a manner that compliments the expertise of the audience and meets the business needs of the agency. 3.1. Develop and implement project management standards, technology standards, and customer service standards. 4.1. Develop and implement employee competency standards for technology use - driven by the business needs of the agency. 	<ol style="list-style-type: none"> 1.1.1. Proposed systems will be assessed and focused on the priorities of the entire agency, based on available resources, and designed to get the biggest return for the amount invested. 1.1.2. Maintenance and improvement of the existing infrastructure and applications will shift to an agency focus. 2.1.1. Where necessary, provide specific training focused on improving communications skills. 3.1.1. Promote sharing of knowledge, data and expertise. 3.1.2. Encourage professional and personal growth. 4.1.1. Set high, yet realistic expectations for information technology use, and seek to provide the resources necessary to succeed. 4.1.2. Develop a Program and agency approach that provides a consistent process for establishing standards, planning processes and implementing solutions when appropriate.

2004-2011 Strategic Plans: Human Resources

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
<p><u>Vision</u> The purpose of the Human Resource Section is to provide leadership in the area of human resource management to the Department of Forestry and associated organizations. It is our goal to provide high quality, responsive customer service. We will be proactive partners with employees in accomplishing the goals of the organization through a diversified, creative and skilled work force that views the organization as their employer of choice.</p> <p><u>Mission</u> The mission of the Human Resources Program is to provide leadership to the department in Human Resource Management by providing excellent customer service and the resources to create an aligned, empowered, and safety conscious workforce that will provide efficient and effective services to the citizens of Oregon.</p>	<ol style="list-style-type: none"> 1. Ensure job classifications are in alignment with duties currently being performed in order to appropriately recognize and compensate current employees and to increase the pool of highly qualified applicants for upcoming vacancies. 2. Identify and remove barriers that prevent an inclusive and diverse work environment. 3. Create the Department of Forestry's future by providing for a smooth leadership transition, and providing the 'right' mix of personnel throughout the organization that will provide for the future success of the Department. 	<ol style="list-style-type: none"> 1.1. Job classification and associated pay/benefits will be reviewed to provide viable organizational structures and rewards that complement and facilitate Forestry's vision of having an aligned and empowered workforce. 2.1. Implement the strategies outlined in the Department's Diversity Action Plan in order to promote an inclusive work environment that encourages and enables employees to reach their full potential. The Affirmative Action Plan efforts will complement the diversity agenda by increasing the number of protected class candidates in our applicant pool as well as our workforce. 3.1. Strengthen training, career development and succession planning programs to ensure the Department is prepared for the retirement of nearly one-third of forestry's permanent workforce in the next 8 years and the rapid technological, societal change all organizations are facing. 	<ol style="list-style-type: none"> 1.1.1. Partner with DAS, Classification Unit, on statewide studies impacting the Department. 1.1.2. Assess select job classifications in Forestry utilizing the classification matrix. 2.1.1. Continue to offer Covey's 7 Habits Plus as "corporate culture" course to all new employees. 2.1.2. Use the Diversity Committee to identify action items to remove barriers that prevent or hinder a diverse work environment. 2.1.3. Ensure employees receive a thorough and meaningful employee orientation. 3.1.1. Continue to train agency employees as facilitator's and trainers to raise the capacity of the agency to meet the current and future training needs of the agency. 3.1.2. Facilitate Agency Leadership Program and Career Development tours. 3.1.3. Identify and address barriers that inhibit successful succession management initiatives.

2004-2011 Strategic Plans: Human Resources

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
	<p>4. Embrace safety as a guiding principle throughout the organization.</p> <p>5. Continuous improvement initiatives</p>	<p>4.1. Continue our efforts to reduce time/loss incidents and paid costs, as well as, to reduce preventable incidents, both personal and vehicle accidents.</p> <p>5.1. Continue to review the Personnel, Training, Safety sections effectiveness and efficiency. Seek ways to improve services..</p>	<p>4.1.1. Continue to develop safety accountability standards. Emphasize employee, supervisor and management roles.</p> <p>4.1.2. Tie the responsibility for a safe working environment to performance management.</p> <p>4.1.3. Emphasize statewide coordination and policy development (e.g., Oregon OSHA and Risk Management).</p> <p>5.1.1. Refine the Human Resources intranet home page so critical information and tools are readily available to customers.</p> <p>5.1.2. Review and update directives and related guidelines on an annual basis.</p>

2004-2011 Strategic Plans: Business Services

Mission/Vision	Strategic Emphasis Areas	Strategies	Vital Actions
<p><i>Program Mission</i> The mission of the Business Services Program is to provide global business and asset management leadership and guidance to the Department of Forestry.</p> <p><i>Program Vision</i> Business Services will carry out it's mission using a team-based customer service philosophy that provides internal and external customers with professional, cost effective and dependable service and support.</p>	<p>1. Increase the Finance Program's role in the development of department-wide business management policies and strategies.</p> <p>Increase the levels of communication and service to all program areas. The Business Services Program will work with programs to develop Business Management Teams within each operational program. These teams will clarify business management roles and expectations, and align responsibilities and duties of Program and Finance staffs.</p> <p>2. Development of budgetary systems, tools, processes, and training.</p> <p>3. Focus resources to ensure continued high quality accounting services are provided to the department. The financial</p>	<p>1.1. Increase leadership and guidance role in all areas of financial management.</p> <p>2.1. Provide budget development expertise to the Department.</p> <p>2.2. Provide leadership and guidance to the Department budget execution and monitoring.</p> <p>3.1. Focus agency efforts to improve and implement strong internal financial management controls.</p>	<p>1.1.1. Provide team-based department-wide business management guidance and customer service to internal and external customers in the areas of accounting, reporting, and cash management.</p> <p>2.1.1. Provide policy, technical and systems advice and guidance in the development and execution of the department's biennial budget.</p> <p>2.2.1. Develop a highly skilled and trained budget team through training and cross training efforts.</p> <p>2.2.2. Assume a leadership role in the monitoring and execution of the agency's biennial budgets by developing budget monitoring systems and Forestry Budget Information Tracking System ad hoc reports.</p> <p>3.1.1. Assure that fiscal reports reflect the most accurate picture possible of the expending of the biennial budget and the collection of related revenues.</p>

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	<p>mission and objectives of the Department will be best served by increasing the use of internal audit controls, and fine-tuning our existing accounting processes, including the associated reporting and monitoring processes.</p> <p>4. Increase the level of guidance and training to all department employees involved in procurement processes. The growing complexity and decentralization of procurement processes requires increased leadership and guidance. Business Services will need to develop more comprehensive and ongoing procurement training and employee development programs. Minimum training standards for employees involved in procurement need to be developed and monitored.</p> <p>5. Continue to provide services making wise use of new technology and a highly trained technical workforce while assuring compatibility and interoperability among support systems.</p>	<p>3.2. Implement governmental requirements and accountability initiatives.</p> <p>4.1. Provide leadership and guidance in procurement and payroll processes.</p> <p>5.1. Respond to new and changing technology by assuring compatibility and interoperability of systems, integration of various tools across all programs, and provide adequate training of service providers and users.</p>	<p>3.2.1. Assure that there are adequate internal controls in place to protect the agency from fraud, waste and abuse.</p> <p>3.2.2. Ensure adequate agency policies and procedures are in place to give proper direction and understanding of the rules and regulations covering the accounting of state resources.</p> <p>4.1.1. Update payroll policies/procedures ensuring state and federal requirements are incorporated.</p> <p>4.1.2. Implement best practices to ensure procurement and payroll policies and procedures are maintained.</p> <p>4.1.3. Provide leadership to agency personnel in complying with the increased complexity and scrutiny of state and federal procurement regulations and mandates.</p> <p>5.1.1. Continue development of statewide fleet management strategies incorporating best fleet management practices and assuring accountability by developing district benchmarks and developing statewide performance measures and reporting progress.</p>

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	<p>6. Have a well-trained, aligned, and motivated workforce.</p> <p>7. Focus on meeting stakeholder and customer expectations in providing cost-effective, dependable service and support while meeting governmental requirements and accountability.</p> <p>8. Operate in a business-like manner, proactively managing investment strategies in infrastructure and equipment.</p> <p>9. Increased role and efforts in of development of Risk Management policies and/or plans. Finance Risk Management staff will work with customers to identify risk.</p>	<p>6.1. Provide a healthful, productive work environment for employees, and expand the useful life of buildings, initiating a Statewide Facilities Management Planning Program, including the coordination and implementation of construction, capital improvement, and maintenance projects.</p> <p>6.2. Provide support in the implementation of state sustainability and energy-saving initiatives.</p> <p>7.1. Implement cost effective service levels and strategies to plan future support service operations that focus on changing support needs. Effectively communicate with internal and external customers concerning system changes, costs, and service levels.</p>	<p>6.1.1. Provide a safe, reliable, efficient, and functional Facilities and Procurement system to support the department's business functions and mission into the future.</p> <p>6.1.2. Provide policy guidance to agency personnel relating to construction, improvement and relocation of facilities by developing and implementing a statewide database.</p> <p>6.1.3. Emphasize the long-range planning of maintenance, protection, replacement and construction of agency facilities.</p> <p>6.2.1. Provide policy guidance to agency personnel relating to energy conservation of facilities.</p> <p>7.1.1. Provide dependable, cost-effective and professional radio communications and air and ground transportation services to the department, cooperators, and customers.</p> <p>7.1.2. Provide dependable and professional business property control, payroll, and mail services to the department, cooperators, and customers.</p>

7.3 Department of Forestry Working Guidelines



Working Guidelines (revised 5/2/00)

The Department of Forestry believes the Working Guidelines are statements of behavior which, if mutually accepted, and supported by all employees, will improve the flow of information and create an effective, respectful and trusting work environment:

I Work With Others By:

- Being Polite and Respectful
- Praising and Valuing Others
- Counseling in Private
- Eliminating “Find Fault and Pin Blame”
- Eliminating Derogatory Comments and “Put-down Humor”
- Recognizing the Strength of the Diversity in Myself and Others
- Being Inclusive vs. Exclusive
- Striving for Win/Win Agreements

I Suspend Disbelief, And Encourage Others To Succeed.

I Take Responsibility To:

- Listen Carefully and With an Open Mind
- Be Proactive and Put First Things First
- Check Out Facts and Feelings
- Close the Loop on Ideas and Issues
- Seek Understanding, Acceptance and Support (U.A.S.)
- Be Personally Accountable for My Decisions and Behavior

I Speak For Myself By:

- Avoiding Saying “We” or “You”, When I Mean “I”
- Using “We” by Permission

I Communicate With Others By Focusing On:

- Current Issues, Situations, Tasks and Not on the Person
- Observable Behavior and Events
- Specifics, Not Generalities or Gossip

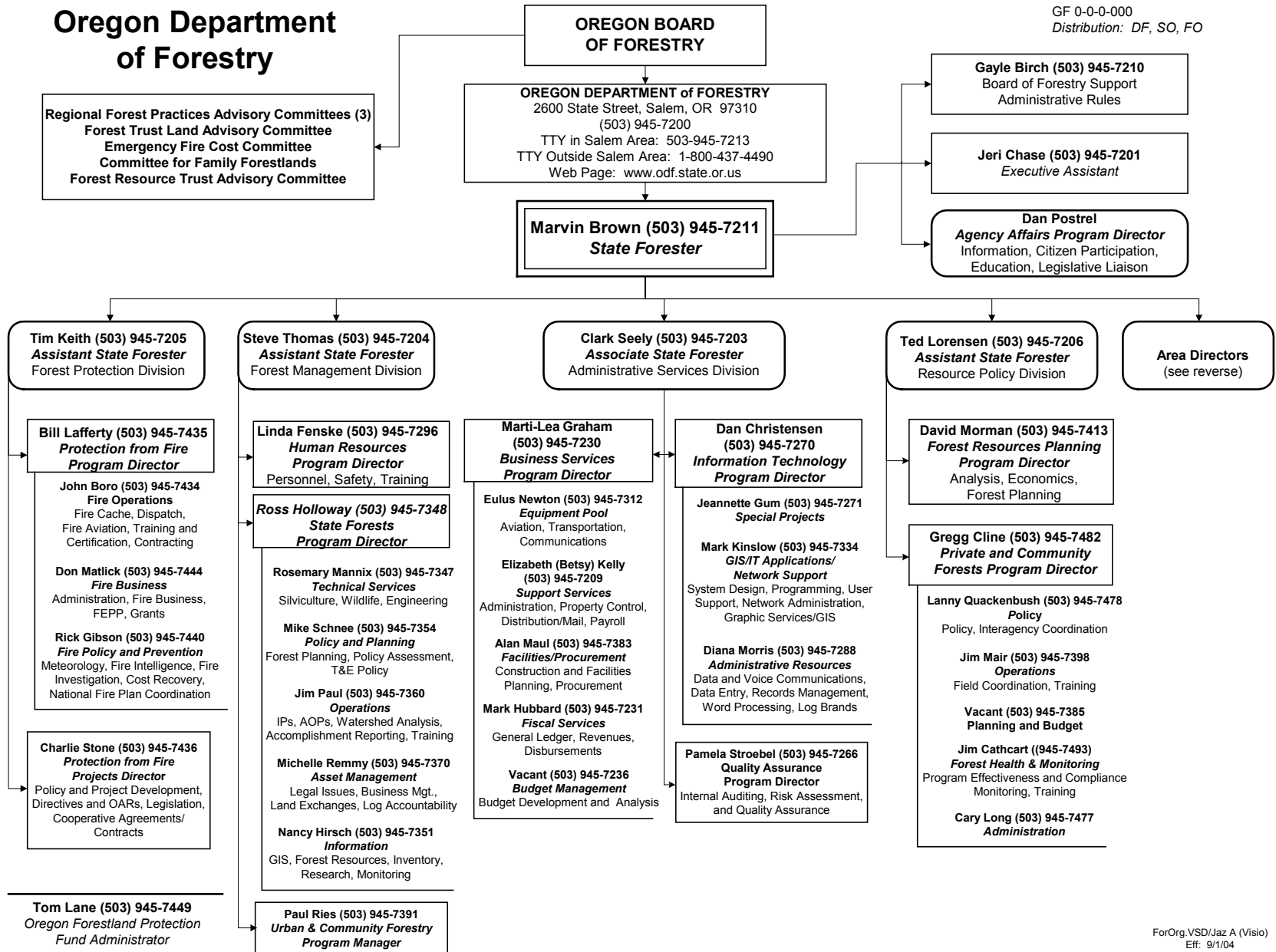
I Recognize that What I Permit, I Promote.

I Take Responsibility To Express:

- What I See, Feel, Understand, and Believe
- What I Would and Would Not Like To Do
- How What is Happening Affects Me
- How Others Can Help

I Have Fun And Encourage Fun For Others.

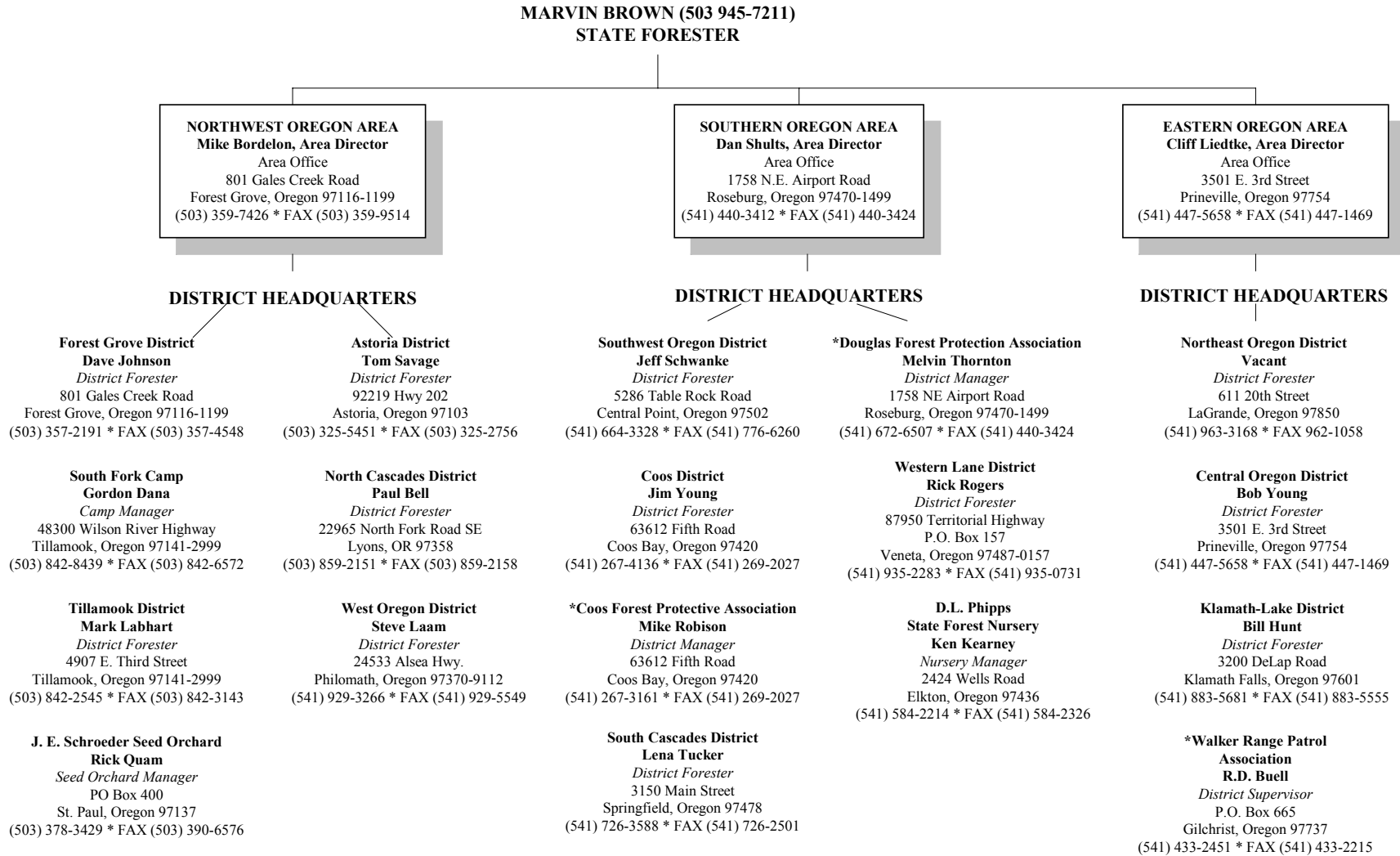
7.4 Agency Organization (Part 1: Salem Headquarters)



7.4 Agency Organization (Part 2: Field Organization)

OREGON DEPARTMENT OF FORESTRY

GF 0--0-0-000
Eff: 9/1/04



* Designated activities in Fire Protection Program
AD&DF.VSD/Jaz A (Visio)