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|--|--|---|---|-----------------|
| | Strategy 2009 – Harnessing the Winds of Change | Governor's Objective/Measure |  | |
| | July 1, 2008 - June 30, 2009 | Regions, State Forests & Nurseries Implementation |  | |
| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
| Goal 1: Protect the citizens, their property, and the forest resource from wildfire. | | | | |
| | Goal Summary and Alignment: | | | |
| | The Commonwealth's forest lands will be protected from damages resulting from wildfires. Virginia will be a national leader in the effort, by ensuring the DOF has adequate radio communications, sufficient trained personnel, appropriate fire prevention program, trained staff in arson and law enforcement prepared for the changing needs in wildfire protection and wild land/urban interface. This goal aligns directly with the Agency's mission to protect the forest resources. | | | |
|   | Objective 1.1 We will reduce the forest land burned by wild fires. | | | |
| | Measure: | | | |
|    | 1.1.1 Percentage of human-caused fires. | 94.7 | Protection/Regions | 7/1/09 |
| | Strategies: | | | |
|  | 1.1.1.1 Complete 12 new Community Wildfire Protection Plans (CWPP) and carry out 12 wildfire hazard mitigation projects in high-wildfire-risk communities. | 12 | Regions | 7/1/09 |
|  | 1.1.1.2 Develop a regional response plan for in-state emergency and compact assignment incorporating both experienced and newer personnel. This plan will be followed and coordinated by the Regions. | | Regions | 7/1/09 |
|   | 1.1.1.3 Reduce the number of wildfires caused by arson by providing advanced law enforcement training to our special forest wardens for more effective arson prosecution. | | Protection/Regions | 7/1/09 |
|   | 1.1.1.4 Create a communication or media plan for each county that would identify media outlets, contacts, and spokespeople for that county, and develop talking points geared toward the particular county. | | Public Info/Regions | 7/1/09 |
|   | 1.1.1.5 Develop a wildfire occurrence database with near-real time updating and accurate geographic coordinates to support strategic and tactical resource allocation, as well as provide key customers with timely statewide situation reports. | | Res. Info./Protection/Regions | 7/1/09 |
|   | 1.1.1.6 Update and identify the personnel assigned to the Agency Incident Management Team and Regional Incident Management Team on an annual basis or as changes occur. | | Protection/Regions | 7/1/09 |
|   | 1.1.1.7 Reduce the number of wildfires caused by arson by maintaining a bloodhound program to supplement wildfire investigation. | | Regions/Protection | 7/1/09 |












| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|---|---------------------|--------------------------|-----------------|
|  | 1.1.1.8 Provide certified training to our personnel to promote workforce development and to maintain national level credentialing in all-risk emergency management. | | Protection | 7/1/09 |
|  | 1.1.1.9 Ensure all firefighters maintain updated qualifications on an annual basis using the Incident Qualifications System (IQS). | | Regions/Protection | 7/1/09 |
|  | 1.1.1.10 Update semi-annually the Regional Fire Resource Directory and post on the Intranet. | | Regions/Public Info | 7/1/09 |
| | <u>Measure:</u> | | | |
|  | 1.1.2 Percentage of all emergency response equipment and vehicles in good repair and ready to respond to a wildfire. | 95% | Gen. Services/Regions | 7/1/09 |
| | <u>Strategies:</u> | | | |
|  | 1.1.2.1 All agency emergency response vehicles and equipment will be checked at least twice annually to maintain vehicle readiness for immediate emergency response. (All vehicles and equipment failing the inspection shall be repaired and re-inspected within 10 working days.) | | Regions/Protection | 7/1/09 |
|  | 1.1.2.2 Field will identify repairs and needs of equipment and vehicles continually to ensure a state of readiness. Needs will be forwarded to the Regional Foresters. | | Regions | 7/1/09 |
|  | 1.1.2.3 Monitor the service life of vehicles and equipment to identify equipment that should be replaced. | | Gen. Services/Regions | 7/1/09 |
|  | 1.1.2.4 Continually research and be developing new fire equipment and technology. | | Protection/Gen. Services | 7/1/09 |
|  | <i>Objective 1.2 Provide available financial resources to rural volunteer fire departments for training and the acquisition of small equipment and wild land personal protective equipment.</i> | | Protection/Regions | |
| | <u>Measure:</u> | | | |
|  | 1.2.1 Percentage of eligible rural volunteer fire departments receiving available state and federal financial assistance. | 40% | Protection | 7/1/09 |
| | <u>Strategies:</u> | | | |
|  | 1.2.1.1 Maintain and update annually the contact for each volunteer fire department within the county to the regional database, and to maintain an effective working relationship. | | Regions | 7/1/09 |
|  | 1.2.1.2 Increase the use of available Federal Excess Property to volunteer fire departments within identified high-fire-risk areas. | | Protection/Regions | 7/1/09 |
|  | 1.2.1.3 20% of the Commonwealth's rural volunteer fire departments will receive DOF Voluntary Fire Assistance pass-through financial assistance on an annual basis based on needs and current wildfire response capabilities. | 20% | Protection | 7/1/09 |
|  | 1.2.1.4 Notify rural volunteer fire departments of the available Volunteer Fire Assistance (VFA) grant funding in March of each year as the first part of the application process. | | Regions/Protection | 7/1/09 |















| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|---|---------------------|--------------------|-----------------|
|  | 1.2.1.5 Coordinate the VFA application process and disburse funding based on need and program requirements. | | Protection | 7/1/09 |
|  | 1.2.1.6 Provide localized wildland fire training in each DOF region, as well as at least one statewide-level training academy, targeting 100 volunteer fire departments on an annual basis, to improve the efficiency of wild land fire response. | 100 | Regions/Protection | 7/1/09 |
|  | 1.2.1.7 Manage Virginia's Dry Hydrant program to oversee the installation of new dry hydrants and use 100% of the funds available through the Virginia Fire Programs fund. | | Protection | 7/1/09 |
|  | Objective 1.3 We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals. | | Protection | 7/1/09 |
| | <u>Measure:</u> | | | |
|  | 1.3.1 Number of full scale mock exercises completed to test DOF readiness and implement changes based upon the results/findings of the test. | 2 | Regions/Protection | 7/1/09 |
| | <u>Strategies:</u> | | | |
|  | 1.3.1.1 Locate a partner/independent agency or service to set up two annual exercises and monitor the results. | 2 | Protection | 7/1/09 |
|  | 1.3.1.2 Regions will participate in local VDEM semi-yearly meetings at the Regional level. | 2 | Regions | 7/1/09 |
| | <u>Measure:</u> | | | |
|  | 1.3.2 Agency Continuity of Operations Plan (COOP) Assessment Score. Target: Increase the average assessment score by 5% each year. | | Protection | |
| | <u>Strategies:</u> | | | |
|  | 1.3.2.1 Update the COOP Plan by January 1st of each fiscal year. | | Protection | 7/1/09 |
|  | 1.3.2.2 We will stay in continuous communication with the Office of Commonwealth Preparedness and the Virginia Office of Emergency Management via our Emergency Coordination Officer. | | Protection | |
|  | 1.3.2.3 Test the DOF COOP Plan sufficiently enough to encompass central office, regions, state forests, and nurseries and determine its effectiveness in a true emergency. | | Protection/Regions | |
|  | Objective 1.4 Migrate from the existing enterprise radio system to the Statewide Agency Radio System (STARS). | | Gen. Services | |























| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|--|---|---------------------|--------------------------|-----------------|
| | <u>Measure:</u> | | | |
|  | 1.4.1 An uninterrupted transition of existing DOF radio communication systems carried out in a safe, timely transition to STARS. | 1 | Gen. Services | 8/31/09 |
| | <u>Strategies:</u> | | | |
|  | 1.4.1.1 Ensure and maintain contact with our local cooperators and localities during the migration to STARS. | | Protection/Regions | 7/1/09 |
|  | 1.4.1.2 Maintain current DOF Communications until STARS is fully operational. | | Gen. Services | 7/1/09 |
|  | 1.4.1.3 Provide a safe level of local communications on a fire by securing an adequate number of portable radios. | | Protection/Regions | 7/1/09 |
|  | 1.4.1.4 An agency communications strategy will be developed by January 1, 2009 to address the long-term plan for DOF radio communications. | | Protection/Gen. Services | 1/1/09 |
|  | 1.4.1.5 STARS radio equipment will be installed in all agency vehicles as per the phased rollout process. | | Gen. Services | 7/1/09 |
|  | 1.4.1.6 Agency employees with STARS equipment will be fully trained and proficient in the use of the STARS equipment. | | Regions/Gen. Services | 7/1/09 |
|  | 1.4.1.7 The agency's enterprise radio system will remain operational until the time that the STARS system is fully operational on a statewide basis and positive coverage throughout the Commonwealth to address the agency needs has been confirmed. | | Gen. Services | 7/1/09 |
|  | 1.4.1.8 Radio equipment will be provided to ensure positive communications on all emergency incidents between agency personnel and other local responders. | | Gen. Services | 7/1/09 |
| Goal 2: Protect, promote, and enhance forested watershed, non-tidal wetlands and riparian areas. | | | | |
| Goal Summary and Alignment | | | | |
| Provide technical services, best management practices information, and silvicultural activity enforcement on the Commonwealth's forest watersheds, non-tidal wetlands, and riparian areas to ensure the quality of drinking and recreational waters from these areas for future generations. | | | | |
|  | Objective 2.1 We will improve water quality by increasing compliance with best management practices (BMPs) on forest harvest sites. | | Forest Res. Mgt/Regions | |
| | <u>Measure:</u> | | | |
|  | 2.1.1 Percentage of harvest sites with sediment not reaching streams. | 97% | Forest Res. Mgt/Regions | 7/1/10 |
| | <u>Strategies:</u> | | | |
|  | 2.1.1.1 Engage water quality specialists to provide more consistency to regional staff for implementation and enforcement of the water quality law. | | Regions | 7/1/09 |
















| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|--|---------------------|---|-----------------|
|  | 2.1.1.2 Use the water quality specialists to provide an additional level of training to field staff and loggers. | 2 trng/eng/yr | Regions | 7/1/09 |
|  | 2.1.1.3 Assist in water quality and best management practices/Sharp Logger Training opportunities for forest community and the DOF. | 3 trngs(state) | Regions | 7/1/09 |
|  | 2.1.1.4 Encourage water quality improvement through implementation and reporting of Best Management Practice projects, including utilizing the Water Quality Improvement Act funding. | 40 sites/projects | Regions/Forest Res. Mgt | 7/1/09 |
|  | 2.1.1.5 Develop comprehensive information system support to the water quality law enforcement program that allows for harvest operation tracking from point of notification to inspections close-out (IFRIS-FPMC). | 1 system | Res. Info/Forest Res. Mgt | 7/1/09 |
|  | Objective 2.2 Increase the amount of forestland conserved, protected and or established in Virginia watersheds. | | | |
| | <u>Measure:</u> | | | |
|  | 2.2.1 Number of acres of forestland conserved, established and/or protected in Virginia watersheds. (comprised of other measures and strategy targets-see 2.3.1, 2.4.1, 3.1.1.,4.3.1.2 and 4.4.1.4) | 5,500 acres | Forest Res. Mgt. - lead/regions/Forestland Conservation | 7/1/10 |
|  | Objective 2.3 Establish riparian forest buffers. | | | |
| | <u>Measure:</u> | | | |
|  | 2.3.1 Number of acres in newly established riparian buffers. | 1,000 acres | Regions/Forest Res. Mgt/Forestland Conservation | 7/1/09 |
| | <u>Strategies:</u> | | | |
|  | 2.3.1.1 Work collaboratively with partners, agencies and groups to establish and report new buffers as outlined in the Riparian Forest Buffer Implementation Plan. | | Forest Res. Mgt/ Regions | 7/1/09 |
|  | 2.3.1.2 Provide educational opportunities for landowners through meetings, published literature, internet, and individual contact. | | Forest Res. Mgt/ Regions | 7/1/09 |
|  | 2.3.1.3 Utilize CREP and other cost-share programs to establish buffers, incorporating established procedures (including plan preparation, project coordination as needed, planting quality, and reinspections). | | Regions | 7/1/09 |
|  | Objective 2.4 Protect Riparian Forest Areas. | | | |
| | <u>Measure:</u> | | | |
|  | 2.4.1 Number of acres of riparian forest protected (acres in riparian forest buffer tax credit). | 475 acres | Forest Res. Mgt | |
| | <u>Strategies:</u> | | | |


















| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|--|--|---------------------|--------------------------------------|-----------------|
|  | 2.4.1.1 Increase the efficiency and awareness of the riparian forest buffer tax credit by employee training and outreach. | | Forest Res. Mgt | 12/31/09 |
|  | 2.4.1.2 DOF foresters will actively seek and promote areas for the riparian forest buffer tax credit including pre-harvest plans, harvest inspection process and forest management plans. | Targets set by ARF | Regions | 7/1/09 |
| Goal 3: Conserve the Forestland Base. | | | | |
| Goal Summary and Alignment | | | | |
| Reduce the rate of forestland conversion of forests that provide the greatest combination of economic and environmental benefits by providing technical services and information, and by increasing the acreage of high-conservation-value forests that are protected from conversion. | | | | |
|  | Objective 3.1: Increase the number of acres of forestland under protection through conservation easements, acquisition, or other use restriction. | | | |
| Measure: | | | | |
|  | 3.1.1 Number of acres conserved through acquisition and DOF-held easement | 2,000 acres | Forestland Conservation | 6/30/10 |
|  | 3.1.1.1 Develop information and create effective presentations relating the benefits of forestry and forestland conservation for local governments. | | Forestland Conservation/Public Info | 7/1/09 |
|  | 3.1.1.2 Use the programs developed in 3.1.1.1 to influence local comprehensive plans and land-use decisions. | | Regions | 7/1/09 |
|  | 3.1.1.3 Promote forestland conservation efforts through green infrastructure (GI) planning by facilitating and partnering with local GI planning groups. | | Forestland Conservation/Regions | 7/1/09 |
|  | 3.1.1.4 Utilize 3 regionally based forest conservation specialists to accomplish agency objectives. | | Forestland Conservation | 7/1/09 |
|  | 3.1.1.5 Develop educational materials and programs and use these to raise landowner awareness of the need for forestland conservation and methods available to accomplish it. Include information on DOF easement program. | | Forestland Conservation/ Public Info | 7/1/09 |
|  | Objective 3.2 Develop knowledge and skills among DOF staff to provide an effective first point of contact for landowners and local decision makers to increase the amount of conserved land as working forests. | | | |
| Measure: | | | | |
|  | 3.2.1 Percentage of forest conservation knowledge base incorporated into the career tracks for Foresters and Technicians. | 100% | Forestland Conservation/HR | 7/1/09 |
| Strategies: | | | | |












| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|--|--|------------------------------|-------------------------------------|-----------------|
|  | 3.2.1.1 Provide forestland conservation training to all new employees. | | Forestland Conservation/HR | 7/1/09 |
|  | 3.2.1.2 Provide support to DOF regional staff to implement regional forestland conservation plans. | | Forestland Conservation | 7/1/09 |
|  | 3.2.1.3 Identify conservation partners, cooperators, and professional resources available to assist with forestland conservation and establish links with local and regional DOF staff. | | Forestland Conservation | 7/1/09 |
|  | 3.2.1.4 Host Regionally based local programs concerning land conservation to targeted focus areas identified in 3.1.1.2. | | Regions | 7/1/09 |
|  | Objective 3.3 Identify conservation partners and cooperators and develop working relationships so that DOF can influence forestland conservation through their programs. | | Forestland Conservation/ Regions | |
| | Measure: | | | |
|  | 3.3.1 Number of yearly meetings concerning forestland conservation with partners and cooperators sharing the newest information and tools to assist in conservation with emphasis given to working forests. | 1 | Forestland Conservation | 7/1/09 |
| | Strategies: | | | |
|  | 3.3.1.1 Identify a statewide network of conservation organizations and support professionals and determine their policies related to preservation of working forests. | | Forestland Conservation | 7/1/09 |
|  | 3.3.1.2 Identify appropriate DOF (CO, Regional, or local) staff to work with each partner and maintain communication as appropriate. | | Forestland Conservation/Regions | 7/1/09 |
|  | 3.3.1.3 DOF to organize and host meetings of stakeholders. | | Forestland Conservation | 7/1/09 |
| Goal 4: Improve the Stewardship, Health, and Diversity of the Forest Resources. | | | | |
| | Goal Summary and Alignment: | | | |
| | Provide information, advice and scientific-based recommendations to help landowners make informed decisions about their forest resources, which result in healthy, vigorous trees and forests on private land. | | | |
|  | Objective 4.1 Increase the amount of forest management assistance on private lands in the Commonwealth. | | Forest Res. Mgt/Regions | |
| | Measure: | | | |
|  | 4.1.1 Number of acres of all forest management plan types achieved on private and public forest land. | average 32,500 acres/quarter | Forest Res. Mgt/Regions | 7/1/09 |
| | Strategies: | | | |











| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|---|-----------------------------|-------------------------|-----------------|
|  | 4.1.1.1 Develop regional work plans/goals for forest resource management implementation. | | Forest Res. Mgt/Regions | 7/1/09 |
|  | 4.1.1.2 Prepare professional management plans for landowners (see forest resource management for list of types). | 130,000 acres | Regions | 7/1/09 |
|  | 4.1.1.3 Identify and develop management plans on municipal, county and other public lands for forest sustainability. | Local/ Regional Lists | Forest Res. Mgt/Regions | 7/1/09 |
|  | 4.1.1.4 Develop and/or update State Lands management plans on 10% of properties and initiate recommended projects. | 10% of tracts | Regions | 7/1/09 |
| | Measure: | | | |
|  | 4.1.2 Number of stewardship plans. | 300 plans | Regions | 7/1/09 |
| | Strategies: | | | |
|  | 4.1.2.1 We will maintain the number of new forest stewardship plans completed annually by DOF foresters. | 300 plans | Regions | 7/1/09 |
|  | 4.1.2.2 Update State Lands forest stewardship management plans on 10% of tracts and initiate recommended projects. | | Forest Res. Mgt/Regions | 7/1/09 |
| | Measure: | | | |
|  | 4.1.3 Number of certified stewardship owners. | 64 | Regions | 7/1/09 |
| | Strategies: | | | |
|  | 4.1.3.1 Review stewardship certification procedures; nominate landowners for certification. | Min 1/AF | Regions | 7/1/09 |
|  | 4.1.3.2 Focus, review landowner contact on stewardship plans prepared in 2003-04 (5-year cycle) for plan accomplishments and certification potential. | Review 90% of '02-'03 plans | Forest Res. Mgt/Regions | 7/1/09 |
| | Measure: | | | |
|  | 4.1.4 Begin implementation of state restoration plans for diminished tree species, including longleaf and shortleaf pine. | 2 species' plans | Forest Res. Mgt/Regions | 7/1/09 |
| | Strategies: | | | |
|  | 4.1.4.1 Confirm assignments and begin work on specific plan strategies. | | Forest Res. Mgt/Regions | 7/1/09 |
|  | Objective 4.2: Promote cost-share funding to plant pine trees and improve existing pine forests. | | Forest Res. Mgt/Regions | |
| | Measure: | | | |
|  | 4.2.1 Percentage of eligible Reforestation of Timberlands incentive received by landowners. | 92% | Forest Res. Mgt/Regions | 7/1/10 |

















| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|--|---------------------------|------------------------------------|-----------------|
| | <u>Strategies:</u> | | | |
|  | 4.2.1.1 Plant trees to create desirable forests, meeting landowners' objectives, in all areas of Virginia and improve forests by implementing silvicultural practices. | | Regions | 7/1/09 |
|   | 4.2.1.2 Forest Res. Mgt/Regions will review and revise RT budgeting and allocation methods. | | Forest Res. Mgt/Regions | 7/1/09 |
|   | Objective 4.3 We will increase the number of forestry conservation projects implemented on private land. | | Forest Res. Mgt/Regions | |
| | <u>Measure:</u> | | | |
|   | 4.3.1 Number of forestry management and conservation projects implemented on private land. | average 625/quarter | Forest Res. Mgt/Regions | 7/1/10 |
| | (IFRIS groups: stand establishment, stand management excluding recommendation only, wildlife habitat, erosion control/water quality, C&UF tree planting. | | | |
| | <u>Strategies:</u> | | | |
|  | 4.3.1.1 Regenerate and improve forests in all areas of Virginia by implementing silvicultural practices as outlined in forest management plans. | | Forest Res. Mgt/Regions | 7/1/09 |
|   | 4.3.1.2 Focus efforts on afforestation of non-forested lands in all areas for multiple resource benefits. | 150 projects/ 2,000 acres | Forest Res. Mgt/Regions | 7/1/09 |
|  | 4.3.1.3 Implement wildlife habitat projects per plan guidelines (component of 4.3.1). | | Regions | 7/1/09 |
|   | 4.3.1.4 DOF will improve data gathering and reporting of management accomplishments including IFRIS and regional reporting of consultant and cooperator accomplishments. | - | Regions/ Res. Info | 7/1/09 |
|  | 4.3.1.5 Focus project implementation on tracts with stewardship plans which will lead to recognized and certified stewardship status. | | Regions | 7/1/09 |
|   | Objective 4.4 Increase urban forest management in Virginia communities. | | Forest Res. Mgt/Res. Info/Regions | |
| | <u>Measure:</u> | | | |
|   | 4.4.1 Number of communities assisted with forest and/or tree resource management. | 104 | Forest Res. Mgt/Regions | 7/1/10 |
| | <u>Strategies:</u> | | | |
|  | 4.4.1.1 Categorize Virginia communities into the various program levels using USDA Forest Service guidelines. | | Forest Res. Mgt | 7/1/09 |
|  | 4.4.1.2 Target U&CF technical assistance to communities interested in upgrading their community tree program to the next level. | | Forest Res. Mgt | 7/1/09 |
|   | 4.4.1.3 Promote the benefits of urban and community forestry to community officials through workshops, conferences, publications and other media. | | Forest Res. Mgt/ Regions/Res. Info | 7/1/09 |









| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|--|----------------------|-----------------------------|-----------------|
|  | 4.4.1.4 Promote tree planting and increase tree canopy in urban and community areas for multiple resource benefits. | 20 projects/25 acres | Regions/Forest Res. Mgt. | 7/1/09 |
| | Measure: | | | |
|  | 4.4.2 Increase participation in the Tree City USA program while maintaining participation of existing communities already in the program. | 52 current | Forest Res. Mgt/ Regions | 7/1/09 |
| | Strategies: | | | |
|  | 4.4.2.1 Distribute 90% of all Tree City USA outreach tools through local DOF foresters. | | Forest Res. Mgt/Regions | 7/1/09 |
|  | 4.4.2.2 Identify one community per region with strong potential to qualify for Tree City USA status in a 1-3 year time frame and target technical assistance and grants to that community. | 6 | Forest Res. Mgt/ Regions | 7/1/10 |
|  | 4.4.2.3 Maintain a single data base of tree ordinances for Virginia communities that can serve as a model for communities wanting to participate in the program. | | Forest Res. Mgt | 7/1/09 |
|  | 4.4.2.4 Participate actively in activities of existing Tree City USA communities to maintain their commitment to the program. Forest Res. Mgt and Regions will annually develop a plan to ensure DOF is represented at local Tree City USA events. | 52+ events | Forest Res. Mgt/ Regions | 7/1/09 |
|  | 4.4.2.5 Increase community, i.e. local government, interest and involvement in the identification, inventory, establishment, maintenance, care, and preservation of trees and forest cover within their community boundaries. | 6 | Forest Res. Mgt/ Regions | 7/1/09 |
|  | 4.4.2.6 CO U&CF staff and the Regions will jointly communicate appropriate information about UF initiatives and Tree City USA. | | Forest Res. Mgt/ Regions | 7/1/09 |
| | Measure: | | | |
|  | 4.4.3 Number of Greenway conceptual plans. | 2 | Forest Res. Mgt | 7/1/09 |
| | Strategies: | | | |
|  | 4.4.3.1 Encourage greenway conceptual planning with assistance from the VA Tech Community Design Assistance Center. | 2 | Forest Res. Mgt | 7/1/09 |
|  | 4.4.3.2 Promote and support state and local greenway conferences and workshops. | 1 | Forest Res. Mgt | 12/1/08 |
|  | 4.4.3.3 Include greenway conceptual planning in U & CF grant RFP. | | Forest Res. Mgt | 7/1/09 |
| | Measure: | | | |
|  | 4.4.4 Number of major U&CF training opportunities annually. | 4 | Forest Res. Mgt | 7/1/09 |
| | Strategies: | | | |
|  | 4.4.4.1 Develop an annual training plan for the DOF. | | Forest Res. Mgt/HR | 7/1/09 |
|  | 4.4.4.2 Continue to develop workshops with TREES VIRGINIA that will be available to DOF employees. | | Forest Res. Mgt | 7/1/09 |
















| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|--|---------------------|-----------------------------------|-----------------|
|  | 4.4.4.3 Develop specialized internal workshops for DOF employees on timely topics (i.e. Storm Damage Assessment, Tree Inventory, etc.). Offer at least one specialized workshop annually. | 1 | Forest Res. Mgt | 12/1/08 |
|  | 4.4.4.4 Continue partnership with Mid-Atlantic Horticulture Short Course, MAC-ISA and other educational organizations. | | Forest Res. Mgt | 7/1/09 |
|  | Objective 4.5 Reduce the impacts associated with native and invasive species (insects, diseases, and weeds) on the forests of Virginia. | | Forest Res. Mgt/Res. Info/Regions | |
| | Measure: | | | |
|  | 4.5.1 Number and percent of forest acres restored and or protected from native pests and diseases (S&PF Redesign Indicator 4b) | TBD | Res. Info/Regions | 7/1/09 |
| | Strategies: | | | |
|  | 4.5.1.1 Encourage pre-commercial thinning of pine forests to mitigate the impact of southern pine beetle and related pests. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.1.2 Aggressively survey and/or monitor for species whose entry into Virginia represents an imminent threat. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.1.3 Coordinate monitoring efforts among agency personnel and other federal, state, municipal, and public agencies, as appropriate. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.1.4 Continue aerial and ground survey efforts to monitor the extent and impact of established invasive and work toward localized eradication of invasive weeds in high priority areas. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.1.5 Continue to work towards public education on the impacts of invasive species on the forests of Virginia. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.1.6 Through IFRIS, establish a coordinated statewide forest health reporting system among field foresters, technicians, and the forest health specialist. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.1.7 Continue to find cheaper, more efficient means of detecting and measuring forest health problems using remote sensing. | | Res. Info/Regions | 7/1/09 |
| | Measure: | | | |
|  | 4.5.2 Number and percent of forest acres of Federal and State T&E species habitat treated/restored (S&PF Redesign Indicator 8a) | TBD | Res. Info/Regions | 7/1/09 |
| | Strategies: | | | |
|  | 4.5.2.1 Develop native seed sources for longleaf pine. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.2.2 Identify priority areas for longleaf pine habitat restoration in large contiguous blocks. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.2.3 Restore priority areas for longleaf pine habitat to target species composition and fire regime. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.2.4 Continue efforts to develop blight-resistant American chestnuts in cooperation with the American Chestnut Foundation, and the American Chestnut Cooperators' Foundation. | | Res. Info/Regions | 7/1/09 |
| | Measure: | | | |
|  | 4.5.3 Number and percent of non T&E forest acres of wildlife habitat treated/restored. (S&PF Redesign Indicator 8b) | TBD | Res. Info/Regions | 7/1/09 |











| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|--|--|---------------------|--|-----------------|
| | <u>Strategies:</u> | | | |
|  | 4.5.3.1 Identify priority areas of overstocked pine plantations using the SPB Hazard Model. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.3.2 Provide cost-share and other assistance for pre-commercial thinning of priority overstocked pine plantations. | | Res. Info/Regions | 7/1/09 |
|  | 4.5.3.3 Collaborate with Fire Learning Network efforts to restore fire-dependent forest communities through prescribed burning and other management. | | Res. Info/Regions | 7/1/09 |
| Goal 5: Promote the development of ecosystem service markets for forest landowners. | | | | |
| | Goal Summary and Alignment: | | | |
| | The agency will exercise the leadership to establish a statewide program that facilitates forest landowners' knowledge of ecosystem services and their ability to participate in existing and emerging ecosystem service markets. Markets for ecosystem services, such as water quality, air quality, and carbon sequestration, provide a financial opportunity for forest landowners. These markets are very important by providing additional tools and incentives to curb the loss of Virginia's forestland. Ultimately, the goal of this effort is to establish the basis for market-based incentives for forest landowners. | | | |
|  | Objective 5.1 Increase awareness of ecosystem services provided by forestland. | | Forestland Conservation | |
| | <u>Measure:</u> | | | |
|  | 5.1.1 Number of outreach efforts/programs. | 6 | Forestland Conservation | 12/31/08 |
| | <u>Strategies:</u> | | | |
|  | 5.1.1.1 Hold a statewide ecosystem services conference for landowners and natural resource managers. | | Forestland Conservation | 7/1/09 |
|  | 5.1.1.2 Develop an ecosystem services component for Virginia Tech-sponsored Landowner Short course. | | Forestland Conservation | 7/1/09 |
|  | 5.1.1.3 Produce an ecosystem services educational brochure for landowners. Incorporate ecosystem services information in Forest Stewardship Management Plans. | | Forestland Conservation/ Public Info | 7/1/09 |
|  | 5.1.1.4 Incorporate ecosystem services information in Forest Stewardship Management Plans. | | Forestland Conservation | 7/1/09 |
|  | 5.1.1.5 Deliver a talk/program with an ecosystem services emphasis and post on Intranet for others to use. | | Forestland Conservation/ Public Info. | 7/1/09 |
|  | 5.1.1.6 Produce a high-quality ecosystem services exhibit. | | Forestland Conservation/ Public Info | 7/1/09 |

| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|--|---------------------|--------------------------|-----------------|
|  | 5.1.1.7 Incorporate ecosystem questions into NWOS to determine program awareness and "willingness to participate." | | Forest Land Conservation | 12/31/08 |
|  | Objective 5.2 Facilitate the development of an ecosystem services program by creating the necessary framework for landowners to participate in ecosystem service markets. | | Forestland Conservation | 7/1/09 |
| | Measure: | | | |
| | 5.2.1 Deliver ecosystem services calculator tool, through cooperative and contractual obligations with Virginia Tech, for desktop application by September 11, 2008. | | Forestland Conservation | 8/11/08 |
| | Strategies: | | | |
|  | 5.2.1.1 Develop contacts and network with various agencies (DEQ, DCR, DGIF, USFS, NRCS, SCC) and develop an Interagency Ecosystem Services Team. | | Forestland Conservation | 7/1/09 |
|  | 5.2.1.2 Using Regional Investment Grant funding, contract with Virginia Tech to create a GIS tool that automates credit calculation for carbon sequestration and water quality. | | Forestland Conservation | 7/1/09 |
|  | 5.2.1.3 Coordinate one study to identify potential ecosystem service markets. | | Forestland Conservation | 7/1/09 |
|  | 5.2.1.4 Collaborate with Center for Chesapeake Communities to utilize USFS grant funding to pursue how urban/suburban air quality is influenced by forest cover. | | Forestland Conservation | 7/1/09 |
| | Measure: | | | |
|  | 5.2.2 Integrate the ecosystem services desktop calculator tool into server level tool for user testing (beta testing) by March 1, 2009. | | Forestland Conservation | 3/1/09 |
| Goal 6: Collect, maintain, and disseminate forest resource information. | | | | |
| | Goal Summary and Alignment: | | | |
| | DOF will deliver spatial and statistical forest resource data, coordinated with accurate, timely field-based forest resource information, dedicated to remote sensing, and Web-based information and marketing outreach to assure the public's awareness of the value and importance of Virginia's forests and to improve the health and quality of life for Virginia citizens. This goal aligns directly with the agency mission to protect and develop healthy, sustainable forest resources for Virginians. | | | |
|  | Objective 6.1 Provide an inventory of forest natural resources in Virginia on a continual basis. | | Res. Info/Regions/SF | |
| | Measure: | | | |
|  | 6.1.1 Number of forest inventory count panels measured annually. | 1 panel | Res. Info-FIA | 7/1/09 |
| | Strategies: | | | |
|  | 6.1.1.1 Organize and equip the FIA team to timely collect and enter the forest data for each panel for USFS analysis. | | Res. Info-FIA | 7/1/09 |

| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|--|--|---------------------|---|-----------------|
|   | Objective 6.2 Provide research information on forest resources in Virginia to the public, industry, and public sector. | | Res.Info-Research | |
| | Measure: | | | |
|   | 6.2.1 Number of research reports issued annually. | 6 | Res. Info-Research | 7/1/09 |
| | Strategies: | | | |
|  | 6.2.1.1 Implement research projects to achieve appropriate data results in time to address emerging issues and problems. | | Res. Info-Research | 7/1/09 |
|  | 6.2.1.2 Publish results of research so that employees, other technical experts, and landowners can use and apply the information. | | Res. Info-Research/ Public Info | 7/1/09 |
|  | 6.2.1.3 Develop research projects which apply to wider landowner base to meet practical forest management problems. | | Res. Info-Research | 7/1/09 |
| | Measure: | | | |
|  | 6.2.3 Number of educational and informational events providing results of research and latest forest information. | 6 | Res. Info-Research | 7/1/09 |
| | Strategies: | | | |
|  | 6.2.3.1 Develop a GIS data layer showing forest harvest and disturbance. | 1 layer | Res. Info. | 7/1/09 |
|  | 6.2.3.2 Webmaster to maintain and improve the public's ability to retrieve information from DOF Web site. | | Public Info | 7/1/09 |
|  | 6.2.3.3 Provide demonstration and training opportunities to employees, other technical experts and landowners. | 6 | Res. Info/ Regions/SF | 7/1/09 |
|   | Objective 6.3 Develop a statewide assessment of forest resource conditions and a long-term statewide forest resource strategy, in accordance with the Food, Conservation, and Energy Act of 2008. | | | |
| | Measure : | | | |
|  | 6.3.1 Submission of a statewide assessment and resource strategy to the U. S. Secretary of Agriculture. | 1 | Res. Info/Forest Res. Mgt/Regions/ Forestland Conservation | 3/1/10 |
| | Strategies : | | | |
|  | 6.3.1.1 Form a resource assessment and strategy advisory committee, consisting of key stakeholders, including those specified in the Food, Conservation, and Energy Act of 2008, to provide guidance in development of the assessment and resource strategy. | | Executive Staff/Others | 11/1/08 |
|  | 6.3.1.2 Conduct a geospatial analysis, using best available data, to provide a comprehensive analysis of the forest-related conditions, trends and opportunities in Virginia. | | Res. Info. | 7/1/09 |

| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|---|---------------------|---|-----------------|
|  | 6.3.1.3 Coordinate with the State Forest Stewardship Coordinating Committee, DGIF, VDACS, DCR, DEQ, the State Technical Committee, and applicable Federal land management agencies. Coordination shall include incorporation of the state wildlife action plan. | | Res. Info/Forest Res. Mgt/Regions/Forestland Conservation | 7/1/09 |
|  | 6.3.1.4 Identify key resource threats and delineate high-priority forest landscapes to be addressed. | | Res. Info/Forest Res. Mgt/Regions/Forestland Conservation | 7/1/09 |
|  | 6.3.1.5 Outline a broad forest resource strategy for addressing the national themes along with critical issues and landscapes identified through the assessments. | | Res. Info/Forest Res. Mgt/Regions/Forestland Conservation | 7/1/09 |
|  | 6.3.1.6 Incorporate the necessary findings and assessments to produce a local needs assessment for the agency. | | Res. Info/Forest Res. Mgt/Regions/Forestland Conservation | 1/1/10 |
| Goal 7: Manage agency resources to effectively and efficiently accomplish the strategic initiatives. | | | | |
| Goal Summary and Alignment: | | | | |
| Ensure DOF has sufficient employees with the right skills and knowledge to be a world-class forestry organization capable of meeting the challenges and needs in Virginia, who are equipped with technology and tools, possess excellent communication skills, to provide the highest quality forest management assessments and recommendations and ensure a better informed private landowner. Provide for the most effective and efficient management of DOF State Forest and nursery production resources. | | | | |
| Objective 7.1 Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and Federal requirements. | | | | |
| Measure: | | | | |
|  | 7.1.1 Percentage of the Governor's Management scorecard categories DOF meets expectations. | 100% | ASF/DSF/Regions | 6/30/10 |
| Strategies: | | | | |
|  | 7.1.1.1 Human Resource Management - adhere to Federal and state personnel laws and regulations, policies and procedures, as well as DOF workforce plan regarding recruitment. | | HR/Regions | 7/1/09 |
|  | 7.1.1.2 Financial Management - Meet budget, audits, prompt pay act, apply CAPP manual, comply with existing policies and procedures and make sure consistent application across all units. | | Fiscal/Regions | 7/1/09 |
|  | 7.1.1.3 Government Procurement - Assure compliance with the VA Public Procurement Act, Agency Surplus and Procurement Manual, use of eVA and responsible leadership in the enhancement of small, women and minority owned businesses in its procurement. | | Gen. Services/Regions | 7/1/09 |

| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|--|---------------------|------------------------------------|-----------------|
|  | 7.1.1.4 Technology - Follow and comply with Commonwealth IT policies and procedures and maintain cooperation with VITA. Assure responsible management of IT resources. Consistent application of policies and procedures. | | Gen. Services/IS | 7/1/09 |
|  | 7.1.1.5 Performance Management - Maintain strategic plan and communicate the plan to employees and the public. Communicate agency performance to employees and the public. Maintain the agency continuity of operations plan. | | ASF/Public Info | 7/1/09 |
|  | 7.1.1.6 Resource Stewardship - Follow all regulations regarding erosion and sediment control inspections and storm water management plans; complete all nutrient management plans (7); comply with all Dept. of Historic Resources rules regarding demolition work and its historic buildings on Cumberland and Zoar State Forests; review Environmental Impact Statements prior to any construction work exceeding \$100,000. | | Gen. Services/Regions | 7/1/09 |
|  | 7.1.1.7 Increase work-flow efficiency, data quality, and data timeliness with introduction of mobile computing devices enabled with mapping-grade GPS. | | IS | 7/1/09 |
|  | 7.1.1.8 Complete development and testing on asset and fleet management in IFRIS. | | IS/Res. Info/Gen. Services/Regions | 7/1/09 |
|  | 7.1.1.9 IT and DOF Webmaster to maintain and improve the employees' access and use of the IT hardware and software to handle high-speed information needs. | | Public Info./General Services | 7/1/09 |
|  | Objective 7.2 Manage the nurseries to provide the best quality seedling types demanded by the customers. | | DSF/Nursery | |
| | Measure: | | | |
|  | 7.2.1 Percentage of customers who rate the quality of DOF's seedlings as satisfactory. | 85% | DSF/Nursery | 6/30/10 |
| | Strategies: | | | |
|  | 7.2.1.1 Obtain future seedling sale projections and obtain best seed to produce seedlings. | | Nursery/ Forest Res. Mgt/ Regions | 7/1/09 |
|  | 7.2.1.2 Implement annual work plan to assure all seed are seeded and managed appropriately and timely. | | Nursery/Forest Res. Mgt | 7/1/09 |
|  | 7.2.1.3 Nursery staff shall work closely with research, tree improvement, regions and others to collect, process and store seed. | | Nursery/Res. Info/ Regions | 7/1/09 |
|  | Objective 7.3 Improve the efficiency of DOF seedling nursery production. | | DSF/Nursery | |
| | Measure: | | | |
|  | 7.3.1 Percentage increase in net revenue generated by the state nurseries. | 2.5% | DSF/Nursery | 7/1/10 |
| | Strategies: | | | |
|  | 7.3.1.1 Develop a state nursery business plan. | | DSF/Nursery | 7/1/09 |
|  | 7.3.1.2 Implement the state nursery business plan. | | DSF/Nursery | 7/1/09 |

| Goal Type | | Measure/Goal Target | Reporting Party | Date to Measure |
|---|--|---------------------|-----------------------------------|-----------------|
|  | 7.3.1.3 Complete the redesign and incorporation of seedling tracking, in accordance with Nursery Management criteria. | | Nursery/IS | 7/1/09 |
|  | Objective 7.4 Update all State Forest Management Plans. | | DSF/St Forest | |
| | <u>Measure:</u> | | | |
|  | 7.4.1 Percentage of scheduled State Forest Management Plans updated annually. | 100% | DSF/St Forest/Regions | 7/1/09 |
| | <u>Strategies:</u> | | | |
|  | 7.4.1.1 Define the specific objectives for each forest based on local needs. | | St Forest/Regions | 7/1/09 |
|  | 7.4.1.2 Develop and/or revise the State Forest plan to reflect the specific objectives for each State Forest. | | St Forest/Regions | |
|  | Objective 7.5 Manage the State Forest system on a sustained basis for research, demonstration, education, and multiple use benefits while staying within the allowable forest harvest levels. | | St Forest/Regions/ Res. Info | |
| | <u>Measure:</u> | | | |
|  | 7.5.1 Percentage of annual allowable harvest actually harvested. | 80% | St Forest | 7/1/09 |
| | <u>Strategies:</u> | | | |
|  | 7.5.1.1 Develop a comprehensive annual work plan comprising the major elements of the State Forest Plan and compare annual accomplishments in both. | | St Forest | 7/1/09 |
|  | 7.5.1.2 Define the best people uses of State Forests and complement forest management objectives and timber sales. Develop a survey to determine the reasons people visit the State Forest. | | St Forest/Public Info | 7/1/09 |
|  | 7.5.1.3 Recommend best people uses of State Forests and compatible forest management operations. | | St Forest/Regions/ Public Info | 7/1/09 |
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