Outline:
Statewide Forest Resources Strategy

**Prepared for use within the Southern Region
by USDA Forest Service and SGSF
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Draft**

This outline is prepared for those States seeking additional guidance on organization of their Statewide Forest Resources Strategy. It is organized similarly to the Outline of the Statewide Assessment of Forest Resources, and should be used in conjunction with it.

As with the Statewide Assessment Outline, use of this outline is not required. However, its use across states will improve consistency and make it easier to compare and combine strategies for multi-state and regional efforts. Consistency is more important for the Strategy than it is for the Assessment, because this is where the outlines of cooperative work across state boundaries are defined. This outline is intended to be both structured and flexible enough to provide for consistency and state-specificity at the same time.

Required program elements are included in the outline, and will be compiled as a checklist in a separate document.

To make the outline easy to use, it is provided in two forms:

- The **<u>Simple Outline</u>** includes only headings for a quick overview.

- The **<u>Annotated Outline</u>** includes suggestions on content and approach under each heading.

The Resource Strategy Outline follows the Assessment Outline by including both focus on strategic issues and more comprehensive coverage. The Strategic Issues section provides for setting Goals, Objectives, and Strategies for each of strategic issues analyzed in the Assessment. The State Forestry Programs section provides more comprehensive coverage by program to capture important elements of work that were not covered by treatment of issues.

Simple Outline:
Statewide Forest Resources Strategy

Title Page and Inside Cover

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Annotated Outline:
Statewide Forest Resources Strategy

Title Page and Inside Cover
- Include nondiscrimination statement on inside cover

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Executive Summary

I. Introduction
- The RO could provide boilerplate for this introduction
- Summarize Farm Bill requirement
- Describe purpose of Strategy and how it will be used
- Describe relationship to Statewide Assessment and Annual Report
- Preview organization of the document
- Provide general definitions of Goals, Objectives, and Strategies

II. Strategic Issues
Issues in this section will correspond exactly to issues addressed in the Statewide Assessment. Issues may require strategies that involve

    A. Issue 1: Issue Name

        1. Issue Description
- Very briefly summarize the Issue as assessed in the Statewide Assessment, and identify which potential roles from the Statewide Assessment are incorporated into this Strategy (reference Roles Matrix). This section serves as an "executive summary" for the issue strategy.
- Identify priority areas or criteria for prioritizing work within the state, using GIS maps if appropriate. Priority area maps will likely be taken directly from the Statewide Assessment if appropriate, or modified as needed to more directly guide Goals, Objectives, and Strategies.

        2. Goals, Objectives, and Strategies

Here Goals, Objectives, and Strategies for addressing the issue are presented in nested outline form

            Goal 1:

                Objective 1.1:

                    Strategy 1.1.1:

                    Strategy 1.1.2:

                Objective 1.2

                    etc.

Goal 2:
    etc.

3. <u>Performance Measures</u>

Identify performance measures to be used to assess progress at meeting goals and objectives for this issue. These may be new or existing outcome measures related to goals and objectives, such as relevant resource attributes, or levels of direct threats or contributing factors; or, they may be new or existing measures of activity or accomplishment associated with implementing strategies.

B. <u>Issue 2: [Issue Name]</u>

Repeat Issue sections as needed to address all issues identified in the Statewide Assessment.

III. State Forestry Programs

The Strategic Issues section (above) is needed to provide a very integrated and strategic approach to addressing big and often crosscutting issues within the state. However, many critically important program functions may not be addressed in that section. This Programs section is the place to assess these functions more comprehensively. Although this section will be more comprehensive than the Issues section, it is still important to be strategic in deciding what to include under each program. If you can't come up with a compelling goal and objective for a standard program element, it probably shouldn't be included.   Below is guidance for covering a generic program, followed by specifics for individual programs.

6. <u>Program Name</u>

1. <u>Program Description</u>
- Briefly describe the program in terms of purpose, legal mandates, program subcomponents, typical activities, and major partners.
- Incorporate or reference any required state-level, program-specific guidance (such as State Forest Stewardship Plans, etc.). While the Statewide Assessment and Resource Strategy are supposed to meet all other planning requirements, it may be too cumbersome to cover all those elements here in the Strategy—some reference to separate guidance documents will probably be needed.

2. <u>Program Priority Areas</u>
- Identify priority areas or criteria for prioritizing work within the state, using GIS maps if appropriate. Priority area maps likely will be taken directly from the Statewide Assessment if appropriate, or modified as needed to more directly guide Goals, Objectives, and Strategies.

3. <u>Goals, Objectives, and Strategies</u>

Here Goals, Objectives, and Strategies for the program are presented in nested outline form.

    Goal 1:
        Objective 1.1:

Strategy 1.1.1:
Strategy 1.1.2:
etc.
Goal 2:
etc.
4. Performance Measures
Identify performance measures to be used to assess program performance. These may be new or existing outcome measures related to goals and objectives, or they may be new or existing measures of activity or accomplishment associated with implementing strategies. <u>Typically they will include national and/or regional program performance measures that will need to be reported as part of the Annual Report.</u> These performance measures may include counting outcomes or accomplishments also included for individual issue performance measures.

Include Sections for the following programs:

7. Fire
1. Program Description
2. Program Priority Areas
Use priority areas identified in the Southern Wildfire Risk Assessment, or modifications of this derived through your Statewide Assessment.
3. Goals, Objectives, and Strategies
Community Wildfire Protection Plans (CWPPs) should be developed and hazard mitigation treatments carried out on priority areas as identified above.
4. Performance Measures
- Following are national performance measures that should be identified:
  - Number of new or revised CWPPs completed.
  - Number/acres of communities covered by current CWPPs or Countywide CWPPs
  - Number of acres in important forest resource areas covered by current Forest Stewardship Management Plans (cumulative).
  - Number of Communities at Risk moving from a higher level of risk to a lower level.
  - In addition to national performance measures, we may identify some regional performance.
- Most of performance measures are currently being reported in annual grant accomplishment and narratives. They are also reported on a National Fire Plan data base (NFPORS)

8. Forest Health
- For each pest that is covered in a state's Assessment, a prevention and/or suppression and/or restoration strategy should be developed and addressed.

- Priority areas for focusing program work should be identified by either referencing maps used in the Assessment (could be in Threats, Issues, or Overall Priority Areas sections), or using GIS data from the Assessment to develop program priority areas that are presented here. A key component of identifying priority areas will be Hazard Maps, which should be included in the Assessment. Hazard Maps will be most useful when considering prevention activities (activities that take place in absence of damaging outbreaks which require reactive suppression activities). By identifying high-hazard areas and targeting prevention activities in these areas, overall hazard will decrease and forest health and vigor will increase.
- Using survey and detection tools, current population levels for significant forest pests should be determined to ascertain where necessary suppression activities need to occur in a given year. (This may be difficult to handle in a five-year strategy; maybe each state should just address how they will annually measure pests and state what their response/suppression strategies would be if damaging population levels are observed in a given year).
- Applicable documents and/or plans should be included, such as cost-share program guidelines to prevent/suppress SPB.
- In the absence of formalized plans, the strategy the state will use to deal with a certain pest should be addressed in the Strategy.
- Current and potential cooperators and coordinating agencies should be addressed where applicable.
- Prevention and suppression "targets" should be identified for the next five years. Examples:
  - "SPB high-hazard areas will be decreased by 20% over the next five years by targeting prevention practices in high-priority areas based on the Assessment."
  - "90% of SPB spots will be suppressed as they occur."
  - "90% of lands qualifying for gypsy moth treatment will be sprayed in a given year."
- An outreach/education/publicity plan for forest health issues should be outlined in the Resource Strategy.
- "Preparedness Plans" for potential non-native species should be considered and incorporated into the Strategy when feasible and appropriate.
- Long term strategies should include the flexibility to respond to new situations (e.g. forest pests we haven't detected yet)

9. <u>Forest Legacy</u>
   Identify priority areas:
   - Address the Critical Issues
   - Present the Eligibility Criteria
   - Identify and describe the FLAs

10. <u>Forest Stewardship</u>
    1. <u>Program Description</u>
- A boiler-plate description of the Forest Stewardship Program should be developed at the regional level and provided to states; modifications could be made as desired.
- Each state should either condense guidance that is now included in their State Forest Stewardship Plan and include it here, keep it as a separate document and reference it here, or attach it as an Appendix. In any case, content should be reviewed and revised as needed to make it fit well with content already included in the Strategy.

    2. <u>Program Priority Areas</u>

Priority areas for Forest Stewardship are currently defined by the Spatial Analysis Project (SAP), which in the South took the form of the Southern Forest Lands Assessment (SFLA). It is expected that the Statewide Assessment process will redefine and replace the priority areas established by SFLA. Each state is free to define priority areas to best meet their needs as long as they also contribute to meeting the broad national themes listed in the Farm Bill. Be aware that these priority areas are incorporated into program performance measures and will have an important influence on the performance numbers you will be able to report.

States have 3 primary options for defining priority areas for Forest Stewardship:
- Use the Overall Priority Areas identified in your Statewide Assessment.
- Use SFLA as is, or with layers re-weighted to reflect your state priorities.
- Develop new program-specific priority areas using any new approach or remix of appropriate GIS layers.

    3. <u>Goals, Objectives, and Strategies</u>
- Include specifics on the role of the **State Forest Stewardship Coordinating Committee** (FSCC). Their role may be indicated in several ways. Here is one example:

  <u>Goal 1:</u> Ensure the Forest Stewardship Program is viewed by partners and the public as the go-to program for private land forest management planning.

      <u>Objective 1.1:</u> Engage each primary partner organization, at least once a year, in substantive discussion about Forest Stewardship program implementation and their role in it.

          <u>Strategy 1.1.1:</u> Hold annual meetings of the FSCC, where issues and roles are discussed; engage

members to encourage ownership in the program; ensure roles of each partner are substantive and understood.

Also, ensure the FSCC is included in the Agency and Organization Roles section in the Strategic Issues matrix where appropriate.

- Include Goals, Objectives, and Strategies for **outreach** to traditionally underserved groups, as well as to landowners in priority areas.

4. Performance Measures

- National performance measures from PMAS should be identified here. They may change, but currently they are:
  - o Number of new or revised Forest Stewardship Management Plans completed.
  - o Number of new or revised Forest Stewardship Management Plans completed in important forest resource areas.
  - o Number of acres covered by current Forest Stewardship Management Plans (cumulative).
  - o Number of acres in important forest resource areas covered by current Forest Stewardship Management Plans (cumulative).
  - o Number of landowners receiving Forest Stewardship Program technical assistance.
  - o Number of landowners participating in Forest Stewardship Program educational programs.
  - o Total number of acres in important forest resource areas being managed sustainably, as defined by a current Forest Stewardship Management Plan (cumulative/as confirmed through a monitoring program as described above).

- In addition to national performance measures, we may identify some regional performance measures for Forest Stewardship that will be covered in the Annual Report. If these are developed, they should be included here.

11. Urban and Community Forestry

1. Program Description

Purpose of Program:

1. improve understanding of the benefits of preserving existing tree cover in urban areas and communities;
2. encourage owners of private residences and commercial properties to maintain trees and expand forest cover on their properties;
3. provide education programs and technical assistance to State and local organizations (including community associations and schools) in maintaining forested lands and individual trees in urban and community settings and identifying appropriate tree species and sites for expanding forest cover;

4. provide assistance through competitive matching grants awarded to local units of government, approved organizations that meet the requirements of Section 501(c)(3) of the Internal Revenue Code of 1986, or other local community tree volunteer groups, for urban and community forestry projects;
5. implement a tree planting program to complement urban and community tree maintenance and open space programs and to reduce carbon dioxide emissions, conserve energy, and improve air quality in addition to providing other environmental benefits;
6. promote the establishment of demonstration projects in selected urban and community settings to illustrate the benefits of maintaining and creating forest cover and trees;
7. enhance the technical skills and understanding of sound tree maintenance and arboricultural practices involving the cultivation of trees, shrubs and complementary ground covers, of individuals involved in the planning, development , and maintenance of urban and community forests and trees; and
8. expand existing research and educational efforts intended to improve the understanding of tree growth and maintenance, tree physiology and morphology, species adaptations, and forest ecology; the value of integrating trees and ground covers; the economic, environmental, social and psychological benefits of tress and forest cover in urban and community environments; and the role of trees in conserving energy and mitigating urban heat islands.

2. Program Priority Areas
3. Goals, Objectives, and Strategies
Include the following elements:
1. Financial, technical, education and related assistance
2. Urban and community forestry program coordinator
3. Volunteer/partnership coordination
4. An urban and community forestry council
5. State program strategic plan (five-year plan)
   - The State's urban and community forestry Strategic Plan reflects priorities for the State's UCF Program. There are a variety of ways to address this program element:
     a. incorporate urban and community forestry actions into a State's statewide forest plan;
     b. develop a separate urban and community forestry Strategic Plan; and/or
     c. incorporate urban and community forestry action items in an existing document used for State-wide forest planning purposes.

- Strategic Plans should address State-wide actions necessary to deliver the UCF Program and meet both State and Federal Program goals and objectives.
- Public participation should be invited and considered in the development, review, and or revision of the State's urban and community forestry Strategic Plan.
- Strategic Plan revision should occur as necessary, but at least at five (5) year intervals.
- The Strategic Plan will have the concurrence of the Forest Service Regional/Area/IITF Office and the State Forester.

6. Sub grant program

4. Performance Measures

National performance measures from CARS should be identified here.

IV. Agency and Organization Roles

The following matrix indicates roles in addressing Strategic Issues within the state. An "X" in a cell indicates a general intent of a program or organization to work cooperatively on implementing a given Strategy.

Goals, Objectives, Strategies	Fire Mgmt Program	Forest Health Program	Forest Legacy Program	Forest Stewardship Pr	U & C Forestry Program	State Wildlife Agency	State EPA	Forest Service, S&PF	Forest Service, XX NF	NRCS	FSA	TNC	Land Trust	State Forestry Assoc.	Am Tree Farm System	Nat Wild Turkey Fed.	Quality Deer Mgmt A	Etc.			
Issue 1: Issue Name																					
Goal 1: include or paraphrase goal statement																					
Obj 1.1: include or paraphrase objective statement																					
Strat 1.1.1: strategy short name			X	X		X			X			X				X					
Strat 1.1.2: strategy short name			X		X								X								
Obj 1.2: include or paraphrase objective statement																					
Strat 1.2.1: strategy short name	X						X									X					
Goal 2: include or paraphrase goal statement																					
Obj 2.1: include or paraphrase objective statement																					
Strat 1.2.2: strategy short name	X	X		X	X																
Strat 1.2.2: strategy short name	X	X													X						
Strat 1.2.2: strategy short name					X					X	X	X									

Goals, Objectives, Strategies	Programs and Organizations																				
	Fire Mgmt Program	Forest Health Program	Forest Legacy Program	Forest Stewardship Pr	U & C Forestry Program	State Wildlife Agency	State EPA	Forest Service , S&PF	Forest Service , XX NF	NRCS	FSA	TNC	Land Trust	State Forestry Assoc.	Am Tree Farm System	Nat Wild Turkey Fed.	Quality Deer Mgmt A	Etc.			
Issue 2: Issue Name																					
Goal 1: include or paraphrase goal statement																					
Obj 1.1: include or paraphrase objective statement																					
Strat 1.2.2: strategy short	X								X												
Strat 1.2.2: strategy short				X						X	X				X						
Strat 1.2.2: strategy short					X		X														
Etc.																					

IV. Needed Resources

The Farm Bill says that Resource Strategies shall include "*a description of the resources necessary for the State forester or equivalent State official from all sources to address the State-wide strategy.*" Note the "from all sources" part. One way to meet this requirement is to reproduce the preceding matrix and put ballpark $$ figures in the cells, including those for other agencies and organizations. Filling out this matrix in this way would seem to be a difficult thing, logistically and politically, especially as it relates to other organizations. Maybe other organizations could be lumped into broader categories (like "other state agencies" "other federal agencies" "NGO's") to reduce some of this discomfort. Or maybe this is interpreting the mandate too broadly. Maybe it would suffice to address only those funds expended directly by the state forestry agency—such as state and S&PF funds. Any ideas?

Appendix A: Statewide Forest Resource Strategy Process

Put all process in Appendix, save body of Strategy for substance.

1. Process Overview
2. Public Involvement
3. Primary Data Sources
4. Integration of Other Plans and Assessments
   Include description of how Wildlife Action Plan was considered and incorporated.
5. List of Preparers

Appendix B: Required Program Guidance

12. Fire
13. Forest Health
14. Forest Legacy
15. Forest Stewardship
16. Urban and Community Forestry