

# Division of Forestry Strategic Direction Program Business Plans

June 2012



## Overview

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This document is a compilation of the eight program business plans developed by teams comprised of a Council of Forestry liaison, Division of Forestry staff, partners and stakeholders.

Business Plans were developed for each of the eight programs as a way to guide implementation of DNR Forestry's Strategic Direction. This approach recognizes the different levels of complexity, uncertainty, level of change and variation in the interested parties each Division program.

All of the tribes in the state were contacted by the designated Division of Forestry Tribal Liaison and asked to identify specific outcomes they would like each of the programs to produce to meet the intent of the Division's Strategic Direction. The input they provided is included as an addendum.

In early June 2012, members of the Forestry Leadership Team (FLT) were asked to review each of the business plans and identify outcomes which might not be: 1) within the purview of the Strategic Direction or 2) possible for the Division to achieve with resources allocated in the Strategic Direction. The boxes in gray reflect the feedback that was provided by the FLT.

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# County Forests

## May 2012

**WDNR Program:** County Forests  
**Council on Forestry Liaison:** Jane Severt  
**DNR Staff:** Jeff Barkley

**The purpose** of this effort is for the Division to understand what is most important to our partners in terms of what specifically they envision the Division will produce or achieve by 2017 (or over the next 5 years). These outcomes must be within the context of the direction, roles and niche as set forth in the Division of Forestry's Strategic Direction. Further, the resulting outcomes must be viable in terms of available resources and the full set of responsibilities among all Division programs.

The Division's role in partnering with the Counties in the management of the County Forests is to ensure these forests provide the full array of public benefits and to provide technical assistance, grants, loans, acreage share payments and support programs to aid in that management. In the Strategic Direction the Division reduced the amount of assistance given to the program. To best adapt to these changes the DOF and Wisconsin County Forests Association (WCFA) adopted an option to provide for increased flexibility in the grant and technical assistance availability for individual counties. It was also understood that some additional assistance may be available in support services such as IT, Utilization & Marketing, and Forest Health to best fit the county's needs.

### **Individuals involved and the organization they represent:**

**Jane Severt –Council on Forestry Liaison**  
Wisconsin County Forests Association

**Jeff Barkley –WDNR Representative**  
WDNR Forestry, County Forest / Public Lands Specialist

**Henry Schienebeck**  
Great Lakes Timber Professionals Association

### **Wisconsin County Forests Association Bd. of Directors**

#### **County Forest Administrators**

Chris Hoffman – Ashland	Mike Torud – Eau Claire
John Cisek – Barron	Pat Smith - Florence
Jason Bodine – Bayfield	Dave Ziolkowski - Forest
Jake Nichols – Burnett	Joe Vairus - Iron
Mike Dahlby – Chippewa	Jim Zahasky - Jackson
Josh Pedersen – Clark	Brian Loyd - Juneau
Jon Harris – Douglas	Steve Jackson - Langlade
Kevin Kleinschmidt – Lincoln	Paul Teska - Rusk
Tom Lovlien – Marathon	Greg Peterson - Sawyer
John Scott – Marinette	Brad Ruesch - Taylor
Chad Ziegler – Monroe	Paul Krahn - Vernon
Bob Skalitzky – Oconto	Larry Stevens - Vilas
John Bilogan – Oneida	Mike Peterson – Washburn
Jeremy Kozlowski – Polk	Fritz Schubert - Wood
Eric Holm - Price	

**Ho-Chunk Nation**

Sara Hatleli

Mark Gawron

*\*Note: The Ho-Chunk feedback was provided during a meeting with non-County Forest staff and was provided in the larger scope of the tribe’s needs and desires on public lands in Wisconsin. Their comments were not specific to the County Forest issues identified during the SD process.*

**Prioritized list of desired outcomes for County Forests**

The Division will shift the manner in which the State provides assistance to the counties under this program, providing a greater degree of flexibility for individual counties to select among an array of resources that best meet their needs.

**Outcomes**

- 1. Restore county forest program funding to pre-strategic direction levels

FLT Notes: This outcome is not consistent with the Strategic Direction. This would require allocation of new resources, which is outside the scope of this effort.

- 2. Develop language and complete administrative rule process for new County Forest Time Standards Grant. This new grant will provide assurance of a county’s ability to have flexibility in distribution of program dollars.

- 3. Increase the Knowles-Nelson Stewardship Program dollar allotment for county forest purchases

FLT Notes: The County Forests are guaranteed 25% of Forestry’s Knowles-Nelson Stewardship Program allocation and have received 31% of the allocation over the two years the counties have been eligible.

The Division will fulfill time standards commitments, continuing to provide technical assistance to the counties.

**Outcomes**

- 1. Fill vacant positions that directly impact meeting the time standards hours on county forests. This is essential to maintaining, at a minimum, the current time standards hours on county forests throughout the time period of 2012-2017 and beyond. County Forest Liaison Forester position descriptions also have a direct link to achieving this desired outcome.

FLT Notes: The Division will allocate the resources necessary to meet the time standards on county forests.

Increase the assistance provided to counties in support services (e.g. IT, Forest Product Services (formerly Utilization & Marketing), forest health, and support for land acquisition

**Outcomes**

- 1. Evaluate the forest health program to establish priorities regarding forest health and invasive species. (Annosum is an area of forest health that may warrant more devotion of resources than i.e. gypsy moth or oak wilt)
- 2. A. Provide tangible benefits for increasing Forest Products Services. We suggest a five-year review of the program. If in five years County Forest timber customers (loggers/contractors) are selling wood to a market that is currently unavailable, and that new market is a direct result of the new positions in Forest Products Services, the County Forests would fully support the reallocation of forestry resources. It should

be noted that this new market needs to be something more than just a small niche market that uses low volumes of wood. Ideally it would be a market with the potential for considerable growth.

B. In addition, at the end of a five-year period of time evidence supporting the importance of forest certification on our county forests should be made available. It is important to substantiate the value of forest certification through a cost/benefit analysis and also offer evidence that forest certification has allowed us to maintain or increase our forest products industry in Wisconsin.

FLT Notes [applies to 2.A & 2.B]: These recommendations are addressed by Outcome C in the Forest Products Services (FPS) program business plan. The Division will be developing performance measures to assess how the Operations Plan meets the desired outcomes of the Strategic Direction. The Division has also proposed a review of forest certification.

C. Promote routine networking and communication between the Regional Forest Product positions and Economic Development Corporations (EDCs) in each county with county forests and other counties as appropriate. This should be more than a meet and greet, there should be a substantial exchange of information to educate the EDC staff. These regional marketing positions could serve to bridge the communication gap between EDCs and forest products industries. This has potential to be extremely beneficial to the county forest program.

FLT Notes: This recommendation is addressed by Outcome E in the Forest Products Services (FPS) program business plan. The Division will be developing performance measures to assess how the Operations Plan meets the desired outcomes of the Strategic Direction.

#### **Additional Comments from WCFA**

It should be noted that this assignment was a difficult one to complete due to the variance of opinions among the 29 counties. Some counties do not support increasing funding to Forest Products Services. The following is a quote from one county forest administrator; "I believe the counties are so well connected with the markets that if the current utilization/marketing efforts from the DNR stay status quo I believe we would be just fine. We need leather hitting the ground is what we need". Also related to the forest certification evaluation above, one county forest administrator offered; "I hate to see us go looking for verification that certification is working. I think the problem should be looked at with a more open mind set. If we set out to prove that certification is working that that's what we're going to find. If we look at it more pragmatically, i.e. what are the costs and benefits of certification, then I think we get a more honest look at the program."

On a more general note: The counties are not happy with the decreased funding to our program. Several member counties feel the entire Strategic Direction development process has strained the WDNR Division of Forestry - County Forest "partnership".

#### **Attachment: Overall Prioritized List of Outcomes – WCFA via Jane Severt**

\*This attachment reflects the overall priority of the listed outcomes

## *ATTACHMENT 1*

### **Wisconsin County Forests Association Identified, Overall Prioritized List of Outcomes 2012 – 2017 (Based on the WDNR Division of Forestry Strategic Direction)**

1. Filling of vacant positions that directly impact meeting the time standards hours on county forests. This is essential in our desire to, at a minimum, maintain current time standards hours on county forests throughout the time period of 2012-2017 and beyond. County Forest Liaison Forester position descriptions also have a direct link to achieving this desired outcome.
  2. Restore county forest program funding to pre-strategic direction levels
  3. Develop language and complete administrative rule process for new County Forest Time Standards Grant. This new grant will provide assurance of a county's ability to have flexibility in distribution of program dollars.
  4. We recognize the value and importance of WDNR Division of Forestry's forest health program. We would like to see a forest health program evaluation to establish priorities regarding forest health and invasive species. (Annosum is an area of forest health we believe may warrant more devotion of resources than i.e. gypsy moth or oak wilt)
  5. We would like to see the Knowles-Nelson Stewardship Program dollar allotment for county forest purchases increased.
  6. Regarding increased funding to Forest Products Services, formerly Utilization & Marketing, we believe the proposed positions have merit but would like to see some tangible benefits as a result of increasing resources in this program area. We suggest a five-year review of the program; if in five years our customers (loggers/contractors) are selling wood to a market that they currently do not have access to and that was happening as a direct result of the new positions in Forest Products Services we would fully support the reallocation of forestry resources. It should be noted that this new market needs to be something more than just a small niche market that uses low volumes of wood. Ideally it would be a market with the potential for considerable growth. In addition, at the end of a five-year period of time we would like to see evidence supporting the importance of forest certification on our county forests. We believe it is important to substantiate the value of forest certification through a cost/benefit analysis and also offer evidence that forest certification has allowed us to maintain or increase our forest products industry in Wisconsin. We also suggest the work plan for the three regional positions include meetings with all Economic Development Corporations (EDCs) in each county with county forests and other counties as appropriate. This should be more than a meet and greet, there should be a substantial exchange of information to educate the EDC staff. We believe there is a need for routine communication and networking between these two groups if the positions are created. These regional marketing positions could serve to bridge the communication gap between EDCs and forest products industries. This has potential to be extremely beneficial to our county forest program.

It should be noted that this assignment was a difficult one to complete due to the variance of opinions among the 29 counties. Some counties do not support increasing funding to Forest Products Services. The following is a quote from one county forest administrator; "I believe the counties are so well connected with the markets that if the current utilization/marketing efforts from the DNR stay status quo I believe we would be just fine. We need leather hitting the ground

is what we need”. Also related to number 5 above one county forest administrator offered; “I hate to see us go looking for verification that certification is working. I think the problem should be looked at with a more open mind set. If we set out to prove that certification is working that that’s what we’re going to find. If we look at it more pragmatically, i.e. what are the costs and benefits of certification, then I think we get a more honest look at the program.”

On a more general note: The counties are not happy with the decreased funding to our program. Several member counties feel the entire Strategic Direction development process has strained the WDNR Division of Forestry - County Forest “partnership”.

# Fire Protection

May 2012

**Council Liaison:** Owen Martin – US Forest Service, Chequamegon-Nicolet National Forest

**DNR Staff:** Trent Marty, Director, Bureau of Forest Protection

**Stakeholders involved and the organization they represent:**

- Fire Department Advisory Council
- Jim Grant, Fire and Aviation Management, Chequamegon-Nicolet National Forest
- Sokaogon Chippewa Community
- Ho-Chunk Nation
- Great Lakes Forest Fire Compact (Michigan, Minnesota, Ontario, Manitoba and Wisconsin)
- Bureau of Forest Protection staff

**Process used to identify and prioritize outcomes.**

The Wisconsin DNR Forest Fire Management Program recently completed a thorough program assessment (March, 2010). As part of the assessment process a working white paper on how to measure the success of the Forest Fire Management Program was developed. This “Measures of Success” document was updated to address the Forestry Strategic Direction and shared with partners for their input and concerns.

**Measures of Success**  
**Wisconsin Department of Natural Resources**  
**Forest Fire Management Program:**  
**Authority, Mission, Role, Goals**  
**Principles, Objectives, Measures of Success**

**STATUTORY RESPONSIBILITY**

The Department is vested with power, authority, and jurisdiction in all matters relating to the prevention, detection, and suppression of forest fires outside the limits of villages and cities in the state and to do all things necessary in the exercise of such power, authority, and jurisdiction.

**DIVISION OF FORESTRY MISSION STATEMENT**

The mission of the Division of Forestry is to work in partnership to protect and sustainably manage Wisconsin's forest ecosystems to supply a wide range of ecological, economic and social benefits for present and future generations.

**FOREST FIRE PROGRAM MISSION STATEMENT**

The mission of the Forest Fire Management Program is to protect human life, property, and natural resources from wildfire. This mission is accomplished through coordinated fire suppression efforts; extensive training; preparedness activities; fire prevention; emphasis on safety programs; enhancing partnerships with fire related agencies, including fire departments; and implementing sound scientific principles in management of forest fires.

### **FOREST FIRE PROGRAM ROLE:**

The Division's role in forest fire protection is to prevent, detect and rapidly suppress wildland fires in areas of the state that have the greatest potential for significant loss of property, natural resources and even lives due to wildland fire. The Division complements the capacity of local fire departments by filling roles (e.g., Incident Management Teams, heavy equipment) not efficiently covered on a community by community basis. The Division will allocate resources based on an assessment of risk as defined by fire landscapes in Wisconsin, and enhance statewide efforts in fire prevention and risk mitigation.

### **GOALS**

The following goals and objectives reflect the Division of Forestry's approach to carrying out its mission. Overarching goals are followed by guiding principles of the Wisconsin Department of Natural Resources (DNR) forest fire management program. The subsequent objectives are intended to be specific, measurable, action-oriented, realistic, and timely. Tools are identified to measure how we can determine if we have been successful in meeting these objectives.

**Goal 1: Firefighter and public safety is the first priority in DNR Forest Fire Management and will be reflected in all activities. Provide for firefighter safety at all times by employing universal principles of suppression operations and maintaining situational awareness in all forest fire management activities.**

#### **Guiding Principles:**

- ◆ Our employees are our most important asset in the fire management program. They are professionals and are expected to make reasonable and prudent decisions to accomplish the Division's mission while minimizing loss of life and serious injuries. Employees are empowered and expected to manage the risks of fire suppression and are free to decline assignments which they feel are unsafe.
- ◆ The primary means to implement command and maintain unity of action is through the use of universal principles of suppression operations. These principles guide our fundamental fire suppression practices, behaviors, and customs and are mutually understood at every level of command. These include but are not limited to Standard fire suppression orders; the 18 watch out situations; Lookouts, Communications, Escape routes and Safety Zones (LCES); and various fire line checklists. These principles are not absolute rules. They provide guidance in the form of concepts and values and require judgment in application, which is intended to improve decision making and fire fighter safety.
- ◆ Command and control is delegated to the on scene incident commander. That is, subordinate commanders must make decisions on their own initiative, based on their understanding of their leaders intent, coordinated efforts and operational objectives
- ◆ Availability of trained Forestry pilots and Department aircraft provides an optimal level of fire detection, size-up and fire lookout information while engaging in fire suppression. Use of pilots and aircraft helps ensure the highest available level of firefighter and public safety.
- ◆ Radio communications and interoperability are essential to safety and operational effectiveness.
- ◆ Secondary priorities are protection of improvements, natural and cultural resources, and management of costs associated with providing such protection.

#### **Objectives:**

1. Investigate, report and mitigate all incidents. Reduce or minimize lost work time from accidents; and no firefighter or general public fatalities.

- Tools to measure success:** Accident reports filed; Employee injury workers compensation reports; Wisconsin Fire Accident and Injury Summary; Aviation SafeComs; Near Miss reports filed; number of forest fire Incident Command System (ICS) form 209's filed due to injury or fatality; Special Action fire reviews due to injury or fatality; and number of work days lost to injury.
2. Provide health and safety information to employees.  
**Tools to measure success:** Health and safety provisions incorporated in all handbooks, training programs, fire plans and daily operations plans; handbook safety chapter current; daily operation plans contain pertinent safety messages; training content incorporates health and safety provisions; and number of tailgate safety meeting held.
  3. Conduct annual safety refresher training  
**Tools to measure success:** Annual RT-130 fire line safety refresher completed for all initial attack personnel; First Aid/Cardiac Pulmonary Resuscitation (CPR) training current for all initial attack personnel; annual physical fitness testing completed; Incident Qualification System (IQS) qualifications reviewed and updated for training and experience annually; annual air attack training, simulation, low altitude waiver test and procedure review for DNR pilots completed prior to spring fire season.
  4. Employ standard risk management process prior to all activities to identify and assess hazards, establish controls, make decisions and evaluate success.  
**Tools to measure success:** Training conducted on risk management process; Size-up on all fires conducted prior to initiating suppression actions; fire tower inspections and maintenance completed annually; daily, weekly and annual equipment inspections completed; number of After Action Reviews (AAR) and tailgate safety sessions conducted.
  5. All portable and mobile radios annually checked for operations and proper radio communication programming.  
**Tools to measure success:** Statewide radio communication programming plan reviewed and updated annually; Radio communication technician checks and programs each radio annually prior to spring forest fire season.
  6. Ensure availability of fire qualified pilots and Department aircraft for forest fire detection and safe fire suppression operations.  
**Tools to measure success:** Daily statewide air operations plan; pilot medical current; pilot license current; annual air check rides completed; annual Air Attack training, simulation and procedure review.
  7. Review safe forest fire line operations by conducting local AAR of forest fires and tailgate safety sessions at the local level.  
**Tools to measure success:** Number of fires which had an AAR conducted; number of tailgate safety sessions conducted; lessons learned and shared from AAR.
  8. Acquire, maintain and utilize forest fire personnel protective equipment (PPE).  
**Tools to measure success:** PPE for all personnel conforms to National forest fire standards; all PPE meets department amortization schedules; proper PPE worn during incidents.

**Goal 2: Employ a continuous fire preparedness process that includes developing and maintaining fire suppression infrastructure and equipment, identifying values at risk, predicting fire activity, pre-**

**positioning, deploying firefighters and equipment, hiring, training (interagency drills and scenarios)  
evaluating performance, correcting deficiencies and improving operations.**

**Guiding Principles:**

- ♦ All Division of Forestry employees will support fire management and forest management workload priorities.
- ♦ Since fire management is integral to the mission of the Division of Forestry, every employee will have a basic understanding of fire management and each have the responsibility to support the program, each person will identify the niche that is most consistent with their personal/professional needs, abilities and goals.
- ♦ The Division considers training as a basic function of the fire protection program.
- ♦ Fire management training and experience is a prerequisite for service as a fire management supervisor or fire line officer.
- ♦ Fire incident assignments will be based on the Wisconsin Fire Qualification Guide and will take into account the individual's experience, training and physical fitness. Normal daily duties and classification are not to be the determining factor when filling ICS positions for incidents.
- ♦ Fire management planning, preparedness, prevention, suppression and education will be conducted on an interagency basis by engaging local, state and federal cooperators and partners. It is the responsibility of the Division of Forestry to develop local and interagency relationships.
- ♦ The Division will maintain FFP grants to local fire departments to assist in suppressing and preventing wildland fires.
- ♦ Standardization should be considered and implemented, but not at the expense of innovation.

**Objectives:**

1. Obtain and maintain target incident qualifications for all forestry personnel as identified in the Wisconsin DNR Wildland and Prescribed Fire Qualifications Guide.  
**Tools to measure success:** Forestry personnel review of target qualifications; update and review IQS records, training and experiences during performance evaluation process; IQS annual records maintenance; develop and deliver fire training; heavy dozer training conducted; Fire Equipment Certifications (FEC) maintained; 30 hours dozer operations annually; annual fire tower safety training provided; annual fire training needs survey completed; NWCG technical courses provided to meet identified needs; mock fires conducted; and simulations.
2. Research, design, develop, build and purchase fire equipment, vehicles and heavy equipment to meet the established goals and needs of the division.  
**Tools to measure success:** Effectiveness and reliability of equipment in the field; maintaining targeted rotation ages for specialized fire equipment; producing quality equipment, in a timely manner, at a reasonable cost; stockroom customers receive quality products in a timely manner and are satisfied with the service they receive.
3. Provide financial assistance to cooperating fire departments through the FFP Grant program  
**Tools to measure success:** Number and dollar amount of FFP grants awarded; number of VFD's prepared for fire response, because they've improved their communication (or equipment) capabilities with technological upgrades through the FFP grant program; amount of general assistance with filling out grant applications; follow up inspections for grant closeout; media releases and photos of grant recipients; and FEPP equipment inspections.
4. Maintain fire equipment and infrastructure according to fire readiness standards.  
**Tools to measure success:** Annual cache inventory maintenance; annual radio inspections and reprogramming including the multi-band aircraft radios; annual fire tower inspections; annual radio communication tower inspections; daily, weekly and annual equipment inspections; annual

equipment testing and inspections (ie. hose testing, pump tests, etc.); Fire Action Plan updates; 100-hour and annual aircraft maintenance inspections; SEAT base maintenance; IMT trailer/equipment readiness; ICP location readiness; and annual weather station maintenance.

5. Identify values at risk by incorporating structural mapping in areas identified as high risk to project class forest fires.

**Tools to measure success:** Structural Mapping data gathering and zone creation (cycle 5 yrs); Contracting for map development; Contracting for printing structural zone maps (cycle 5 yrs); Mapping and map books completed and distributed to all emergency response agencies serving the county.

6. Develop, plan and conduct fire training to meet agency requirements and standards.

**Tools to measure success:** 30 hour tractor requirement for operators; annual preseason fire meeting; post season fire meeting; annual fire in-service training; annual ranger and LE recertification training; biennial technician recertification; annual air attack and fire pilot training; biennial SEAT manager training; flight training accomplished to proficiency standards, including initial, recurrent and low-altitude flight training; mock fire; and Natural Resources Law Enforcement Academy for new LE recruits.

7. Improve operations by fostering staff time to assist in new program innovation.

**Tools to measure success:** Fire Suppression Specialist Team membership; Forestry Equipment and Safety Specialist Team membership; Fire Prevention Specialist Team membership; Forestry Law Enforcement Specialist Team membership; Ad Hoc teams; and GLFFC committee membership;

8. Maintain key regional and national partnerships

**Tools to measure success:** GLFFC; Tribes; Fire Departments, EACG; and Out-of-state fire response.

**Goal 3: Provide for public education on the risks of wildland fire, apply fire prevention and mitigation measures to reduce wildland fire ignitions and minimize fire loss.**

**Guiding Principles:**

- ♦ Education and informing the public about the fire risk and causes of forest fires is critically important, especially in designated wildland urban interface areas. Where these areas exist, the Division must work with cooperating agencies and the media to increase public awareness.
- ♦ The Division will strengthen existing prevention and mitigation programs such as the Wildland-Urban Interface program. Prevention programs will be integrated into a Division-wide strategic plan for education and outreach and will be evaluated to understand the cost savings they provide by reducing the numbers of fires.

**Objectives:**

1. Develop and conduct fire prevention messages and education programs, targeted at the highest human caused fire problems, the effort is to be appropriately scaled to the fire risk landscape (highest priority are fire landscapes 4, 7, 9 and 15).

**Tools to measure success:** Annual number of fires by cause analyzed; Categorize prevention efforts by intent (e.g. creating awareness, education, public involvement, train-the-trainer, etc.) and audience (kids, property owners, local govt., fire departments, media, etc.) to focus prevention efforts; school/youth programs; displays at events (fairs, civic activities, etc.); Smokey appearances (i.e. parades); local media contacts and interviews (radio, TV and print); Smokey fire danger signs current; press releases and articles; outreach item creation and management (pubs,

- posters, signs, placemats, displays, inserts, etc.); school/youth program partner coordination (EE, LEAF, Take Smokey Camping, FD, etc.); general web updates; direct public contacts (email, phone, etc.); developing partnerships (FD, Air/Waste, Local Gov't, power line co., GLFFC).
2. Develop and implement a methodology for analysis of fire occurrence, targeting specific fire cause data and targeting prevention measures.
 

**Tools to measure success:** Annual number of fires by cause analyzed; statewide prevention campaigns creation & coordination (TV, radio, print, videos, etc); event planning (Fire Prevention Week., opening of fishing season, July 4th, Smokey's birthday, etc); Acute fire problems (improper ash, arson, EBR's, Red Flag, etc.); Fire Prevention Teams trained and available; and evaluate prevention efforts to determine if prevention efforts and costs are proportional to the causes.
  3. Investigate all human caused fires and enforce fire law violations
 

**Tools to measure success:** number of fire investigations; fire reports completed; , investigate Chapter 26 burning complaints, prepare enforcement cases using CAR and report forms; determine LE actions to gain compliance; referrals to DA; prepare court cases and appearances; warnings, citations and arrests; fire billing; non-reportable runs (liming, campfires, dust, etc.); complete structure survival checklists on fires that involved a structure being damaged, saved, or lost; fire prevention neighborhood patrols; ROW inspections (railroad, power lines, etc.); railroad track patrol orders; broadcast burn/pile inspections (specials); and law enforcement/911 Center contacts.
  4. Manage the Burning Permit System to achieve compliance
 

**Tools to measure success:** number of permits issued (permanent, seasonal and special); number and month of permit hotline phone calls and web hits; number of fires caused by permit holders burning contrary to restrictions; assess burning regulations and suspensions implemented compared to fire danger outputs; number of EFW; EFW visits and training; daily fire danger updates (phone/web inc. co-op); and burning permit system management (phone & web).
  5. Educate the public in those communities at high risk of forest fires by Wildland-Urban Interface educational efforts, promoting Firewise concepts and developing CWPP's
 

**Tools to measure success:** Community Wildfire Protection Plans completed; Firewise Communities USA Recognition programs; number WUI/Firewise presentations or workshops; hazard mitigation projects coordinated and conducted; number of Firewise projects; Home Ignition Zone Assessments; assisting local partners with prevention/WUI efforts (zoning, housing developments, packets, pubs, etc.); and Firewise demonstration sites developed; fuels reduction projects (prescribed fire, thinning, chipping days, etc.); creation or maintenance of fuel breaks; and structure zone mapping creation and maintenance.

**Goal 4: Plan and conduct land management activities that reduce the risk to wildfire and help achieve property management objectives.**

**Guiding Principles:**

- ◆ Fire is recognized as a tool to maintain and enhance natural landscapes, and will be used to function in its natural ecological role when specifically applied according to prescribed criteria and an approved plan.
- ◆ Education and informing the public about the natural role of fire and prescribed fire is important. Where these areas exist, the Division must work with cooperating agencies and the media to increase public awareness.

**Objectives:**

1. Utilize fire as a tool safely by providing technical advice and review to ensure all prescribed burns are planned and conducted within approved prescriptions.  
**Tools to measure success:** number of prescribed burn plans written, reviewed, approved and conducted; acres treated; evaluation of prescribed burns in meeting objectives; inspections and approvals of special permits; number of escaped prescribed fires; and after action review of escaped prescribed fires.
2. Reduce the risk of catastrophic forest fires by prescribing forest management activities that will mitigate the risk and assist in suppression alternatives  
**Tools to measure success:** State lands/County Forest lands prescribed burn plans written; MFL prescriptions written for prescribed burning and for silvicultural practices specifically designed to mitigate wildfire risk.; Input to State Forest, other state lands, county forest and community forest Master Plans for prescribed burning and for silvicultural practices specifically designed to mitigate wildfire risk; Provide input to CWPP and Firewise Communities plans; Gypsy moth slow-the-spread and suppression program acres; and EAB & Oak Wilt assessment/survey flights; Provide input as requested to power line utilities in identifying and mitigating ROW hazards.
3. Forestry personnel and equipment will participate in prescribed burns conducted on public lands where needed and available in order to meet burn plan requirements and to achieve incident qualification experience.  
**Tools to measure success:** Number of prescribed burns conducted on public lands; cooperative assistance provided in conducting prescribed burns on other government-owned lands (USFS, USFWS, BIA/Tribal, NPS, local municipalities); fire training provided to DNR staff; fire training provided to external partners; and IQS qualifications and experiences documented.
4. Plan and facilitate land management activities that will reduce the risk of wild fires and assist in suppression alternatives.  
**Tools to measure success:** Hazard mitigation projects completed; installation or maintenance of fuel breaks; fuel reduction projects completed (mechanical or prescribed fire); document acres treated, miles of fuels break, who conducted the project (e.g. DNR, partner, or citizen group), where, and whether it was a mitigation strategy identified in a CWPP or Firewise Community; document how a mitigation strategy affected the outcome of a wildfire; railroad ROW inspections completed; and silvicultural activities completed that were specifically designed to mitigate wildfire risk.
5. Develop educational messages and conduct education programs, targeted at the natural role of fire and prescribed fire in maintaining ecosystem health.  
**Tools to measure success:** Number of awareness, education, public involvement, train-the-trainer, etc. created to address the natural role of fire and prescribed fire; number of varying audiences that message is delivered to (schools, property owners, local govt., fire departments, media, etc.); displays at events (fairs, civic activities, etc.); local media contacts and interviews (radio, TV and print); press releases and articles; outreach item creation and management (pubs, posters, signs, placemats, displays, inserts, etc.); school/youth program partner coordination (EE, LEAF, Take Smokey Camping, FD, etc.); general department web updates; direct public contacts (email, phone, etc.); developing partnerships (FD, TNC, federal agencies, wildlife, ER, GLFFC, etc.).

**Goal 5: Manage and suppress all forest fires within the state using an interagency approach in a coordinated, efficient and effective manner.**

### **Guiding Principles:**

- ◆ The Division's resources will be placed within the state to most efficiently prepare for, detect, and suppress wildland fires with emphasis on high risk areas.
- ◆ Fires are easier and less expensive to suppress when they are smaller. The management philosophy is full suppression with aggressive initial attack.
- ◆ Fire suppression will be based on sound risk management decision making processes and take into account values protected and resources at risk.
- ◆ Expenditures undertaken to meet the suppression objectives will be commensurate with values to be protected.
- ◆ The incident command system is the official fire organization of the Wisconsin DNR on all incidents.
- ◆ Incident Commanders have the responsibility to establish clear and concise objectives.
- ◆ While the primary responsibility of our fire management workforce is Wisconsin wildland fire protection, we will support state and national emergencies when asked or ordered, including all-risk.
- ◆ Support for in-state fire operations takes priority over accomplishment of local resource targets. Support of out of state fire operations does not take priority over local resource targets unless determined by Division of Forestry Leadership.
- ◆ Structural fire protection is the primary responsibility of local fire departments, except that WDNR does have statutory responsibility to protect property and improvements when incidental to forest fires.
- ◆ The most qualified immediately available individual will be used to fill various ICS positions needed on all incidents. If the individual has not completed all elements of the qualification guide for the assigned position, they may be replaced by the Incident Commander (IC) when an individual meeting or exceeding the qualification becomes available. All assignments will remain in effect for the duration of the incident or until the person is relieved by the IC or their designee.

### **Objectives:**

1. Provide for DNR fire staffing and suppression response according to defined Department staffing and preparedness levels.  
**Tools to measure success:** Wisconsin Staffing & Preparedness Level Guidelines; daily operations plans meeting defined staffing guidelines; Aeronautics operations plans; daily Behavior Forecast prepared; NFDRS and CFFDRS; WIMS; Fire Reporting System; fire behavior forecasts, and fire websites updated and maintained.
2. Contain all fires at initial attack within the first burning period.  
**Tools to measure success:** Percentage of fires contained within first burning period from the fire report containment times.
3. Initiate suppression action on all fires within 20 minutes of report with organized suppression forces (DNR, FD, federal agency, etc.).  
**Tools to measure success:** Fire report first attack times by agency; detection reports by fire towers; detection reports by aerial detection; 911 pages.
4. Utilize fire qualified Forestry pilots and Department aircraft while engaged in fire suppression actions.  
**Tools to measure success:** Initial size-up transcripts from the dispatch recording system; archived flight logs; aerial fire photos.
5. Achieve 100% extinguishment of all fires with no re-kindles or escapes after control.  
**Tools to measure success:** Thorough mop-up; check fires the next day or beyond before declaring fire officially out; Fire report out times.
6. Maintain 95% of all fires under 5 acres in size

**Tools to measure success:** Fire report fire size.

7. Document all forest fires in the state under DNR organized protection, mutual aid or on DNR lands.  
**Tools to measure success:** Complete and maintain for each forest fire the fire report, map, records, documentation, invoices, billing, payrolls, travel, and dispatch records.
8. Maintain and staff mechanized fire equipment according to fire staffing and statewide preparedness guidelines.  
**Tools to measure success:** Daily operations plans meet fire staffing and statewide preparedness guidelines; daily, weekly and annual equipment inspections.
9. Enhance forest fire suppression capabilities by utilizing partner agencies, tribes and fire departments to provide fire suppression assistance  
**Tools to measure success:** Develop and maintain agreements and Memorandum of Understanding (MOU) with Fire Department's, Tribes, Federal agencies, other State and local entities, including private businesses, to insure their availability and response for initial and extended attack on all fires; fire department training provided; Number and currency of agreements and MOU's developed and maintained.
10. Ensure prompt Incident Management Team (IMT) response to emergency situations.  
**Tools to measure success:** Maintaining trained and qualified Wisconsin DNR Type 3 Incident Management Teams; IMT staffing plans to include recruitment of trainees and complete rosters; number of IMT refresher training sessions conducted; number of IMT re-certification sessions; number of requests fulfilled for DNR IMT assistance or DNR personnel and equipment to assist in emergency response events; feedback provided by communities assisted by IMTs; personnel completing IMT position training; and number of IMT AAR conducted..
11. Facilitate and conduct training sessions to enhance working relationships and increase the capabilities of partner agencies, tribes and fire departments to provide fire suppression assistance.  
**Tools to measure success:** Numbers and types of training sessions completed; number fire fighters trained; mock fires conducted; and simulation exercises conducted.
12. Provide WDNR assistance within coop areas to suppress extended attack fires when requested, and as resources are available.  
**Tools to measure success:** Mutual aid fire reports.
13. Hold parties responsible for starting forest fires through education, forest fire billing and law enforcement  
**Tools to measure success:** Investigate all fires for cause determination; issue warnings and/or citations to responsible party as warranted; responsible party billed for fire costs; and fire costs collected
14. Encourage a cooperative effort with partner agencies and private contractors on initial and extended attack as well as project class forest fires.  
**Tools to measure success:** Fire reports – first attack agency and contributed services; number and currency of agreements and MOU's; Fire Action Plan updated; private equipment contract sign up; private dozer training; hiring and training LTE/MOU hand crews; federal agency contacts; tribal contacts; DEG contact; Sheriff contact including county dispatch; fire department annual training sessions; fire department structural branch training sessions; attending County Fire Association meetings; and prescribed burner contact

# Forest Health

## May 2012

Council Liaison: James Kerkman  
DNR staff: Kyoko Scanlon

### **Individuals involved**

1. Bill Buckley (Wisconsin Consulting Foresters)
2. Dave Hall (Wisconsin Woodland Owners Association)
3. Linda Haugen (USDA Forest Service State & Private Forestry)
4. John Gall (Gypsy Moth County Coordinator)
5. John Kotar ( Society of American Foresters)
6. Kent Mikkelson (Thilmany Papers/Forest Resources Association)
7. Dr. Ken Raffa (University of Wisconsin-Madison)
8. Jane Severt (Wisconsin County Forests Association)
9. Brian Swingle (Wisconsin Green Industry Federation)
10. Melody Walker (Wisconsin DATCP)
11. Steven Weekly (Weekly Timber & Pulp, Inc)

### **Process used to identify and prioritize outcomes**

As the first step, the Council Liaison and the DNR staff brainstormed potential candidates to participate in the task. Suggestions for potential candidates were also solicited from Jim Warren and Forest Health staff. A final list of the potential participants was created and an e-mail asking for their participation was sent to all of the individuals on the list.

Feedback was obtained either by a phone interview, a face-to-face interview, or an e-mail response. A phone interview was conducted by the Council Liaison for the following individuals; Bill Buckley, John Kotar, Kent Mikkelson, Jane Severt, and Steven Weekly. A phone interview was conducted by the DNR staff for the following individuals; Linda Haugen and John Gall. A face-to-face interview was conducted by the DNR staff for the following individuals; Dave Hall and Dr. Ken Raffa. Input was given through an e-mail by the following individuals; Brian Swingle and Melody Walker. Two additional agency representatives, Wisconsin Christmas Tree Producers Association (WCTPA) and Menominee Forests were contacted; however their inputs were not obtained. Cheryl Nicholson of WCTPA declined the involvement because she did not find any concerns/request to the DNR. Attempts to contact Marshall Pecore of Menominee Forests were made through phone calls and e-mails with no response from him. Thus these two agencies were dropped from the final list of interviewees.

Each interviewee was asked to answer the following questions;

1. What are the main issues that your organization has been dealing with in association with Forest Health?
2. Do you see the needs for improvement that can be achieved by the Division of Forestry for any of the issues you described above?
3. What would be the desired outcomes or achievements that you'd like to see by 2017?
4. If you have multiple outcomes or achievements that you feel are important, could you prioritize them?
5. Would your organization/agency be interested in partnering with the DNR on any issues? Who should the DNR contact about partnership opportunities?

Each interview was summarized and typed up in a report format by an interviewer. On May 17, through a conference call, the Council Liaison and the DNR staff discussed desired outcomes expressed by each interviewee and created a list of desired outcomes.

On May 21, through a conference call, prioritization of the outcomes was completed by the Council Liaison and the DNR staff. Outcomes that were similar in content were grouped in a category for better organization before prioritization work was conducted. Outcomes were considered a high priority based on the following criteria;

- An interviewee expressed an outcome or several outcomes as high priority.
- Multiple interviewees expressed the same outcome
- An interviewer interpreted certain outcomes to be expressed as high priority through the interview

Then the Council Liaison and the DNR staff discussed and determined an overall ranking of all outcomes (some were grouped) reflecting the Strategic Direction.

### **Prioritized list of desired outcomes**

Note: Numbers in the parentheses indicate the interviewee that provided input for a particular desired outcome. Reference to the DNR Strategic Direction, Forest Health Directions was made and shown in parentheses, such as (FH-x).

#### **Priority 1: Program is fully staffed and leadership void is filled (7) (FH-3)**

FLT Notes: We cannot guarantee that all Forest Health positions will be filled at all times; however, we will continue to allocate the resources we have in a way that addresses priority work.

#### **Priority 2: A comprehensive assessment and prioritization of the forest pests is completed.**

- A comprehensive assessment of the current status, biology, and economic impact of forest pests are completed to determine the specific threats to the forest. (5, 8) (FH-1&2)
- Pest control work is prioritized among different forest pests based on a cost/benefit analysis and systematic rating system based on objective criteria. (1, 5) (FH-1&2)
- Long-term issues that forest health could be influenced, such as the effect of urban vs. rural interface, managed vs. unmanaged lands, restoring habitat are addressed (7) (FH-2)
- Gypsy Moth Suppression Program continues to provide effective service to communities and the communities are prepared for future population buildup of the pest. (FH-2) (4)

FLT Notes: While we will be reducing our involvement in the Gypsy Moth Suppression program in order to more effectively manage more high priority invasive species, we will continue to provide a basic level of service to communities and our partners.

#### **Priority 3: Pest Management Guidelines and BMPs are developed and implemented based on scientific soundness, effectiveness, operational practicality and economic values.**

- The Division follows up on the effectiveness and scientific-soundness of the studies done. (5,8) (FH-2)
- Guidelines are re-evaluated from time to time and measures to regulate less are considered (6, 11) (FH-2)
- Sound scientific data are used when a guideline is developed especially when it involves increased cost. (1,5,6) (FH-2)
- There is increased understanding of economic impacts of guidelines, BMPs, and quarantines, and increased considerations on economic aspects (1,6,8) (FH-2? Note: economic aspects of the impacts on guidelines and BMPs were not specifically stated in the Strategic Direction)
- There is a clear understanding of the intent of BMPs and guidelines by the leadership and field staff, and the intent is followed in the implementation of the BMPs and guidelines at the field level with clear communications between the leadership and field staff. (Currently the intent of the BMPs and guidelines are not always practiced and followed at the field level.) (1,6)

#### **Priority 4: There is increased availability of cost-share for landowners (1,4,8,9) (FH-1)**

FLT Notes: We have not increased our investment in financial incentives. However, we are focusing our efforts which *may* result in increasing the relative amount of cost-share funding available for addressing invasive species.

Priority 5: There is increased partnership and work coordination with other agencies

- There is increased participation by DNR FH staff to coordinate and prioritize pest detection/management work across the states at regional scale (i.e. northeastern areas of US) (3) (FH-3)
- There is increased partnership in the broader arena of invasive species. New roles are defined and duplication of work is prevented (10) (FH-3)
- There is continued coordination and communication with other federal, state, and municipal agencies (3,4,7,10)

Priority 6: There is increased partner input in policy development

- There is increased industry involvement on guideline development (1,5,6,11) (FH-3? Note: economic aspects of the impacts on guidelines and BMPs were not specifically stated in the Strategic Direction).
- There is continued involvement of partners on policy development (1,9) (FH-3)

FLT Notes [applies to Priorities 5 & 6]: Due to resource limitations, we cannot guarantee an increase in these outcomes; however, it is our intent is to improve both effectiveness and efficiency in the way that we administer the work.

Priority 7: There is improved information-sharing and outreach on pest biology and management

- The Division provides an outlet for information-sharing on recent published research studies and field-level control studies/experiments (minimize redundancy among different organizations/companies/agencies). Such outlet can be DNR website. (1, 8) (FH-4)
- The FH Program share up-to-date information on various forest health issues (4) (FH-4)
- Up-to-date data/information is available for invasive plant control and herbicide use. (2) (FH-4)
- There is increased awareness by landowners as to who to contact for weed control or pest issues. (2) (FH-4)
- There is increased use of new technology, such as social media, to educate the public. (3) (FH-4)

FLT Notes: Currently, we are developing a strategic plan that will guide the Division's education and outreach efforts. The results of the plan will direct the work of the Forest Health program, help identify the highest priority work, and focus our effort on key target audiences.

Priority 8: DNR-sponsored research grant programs are available to address forest pest issues that are specific to Wisconsin. (7) (FH-3)

Priority 9: There is increased public involvement in the pest detection work (firewood issues, first detector program, etc.) (3) (FH-3)

Priority 10: There is continued/increased participation of FH staff to meetings/field day/workshops to educate the public.

- There is continued/increased participation of FH staff to WWOA meetings/field days and connection to local chapter. (2) (FH-4)
- There is coordination by the forest health team leader for meeting/field day/workshop appearance by the FH staff. (2) (FH-4)

FLT Notes: Currently, we are developing a strategic plan that will guide the Division's education and outreach efforts. The results of the plan will direct the work of the Forest Health program, help identify the highest priority work, and focus our effort on key target audiences.

Priority 11: Use of IPM is encouraged in pest management recommendations (less chemical dependency) (1) (FH-2)

Priority 12: There is increased use of new technology, such disturbance mapping database for pest detection and management work. (3) (FH-2)

# Forest Product Services

## May 2012

### **COUNCIL LIASON:**

**Name:** Troy Brown  
**Title:** President  
**Affiliation:** Kretz Lumber Company, Inc.

### **DNR STAFF:**

**Name:** Terry Mace  
**Title:** Forest Products Services Specialist  
**Affiliation:** Wisconsin Department of Natural Resources

### **Strategic Direction – Forest Products Services Program Role**

As stated in the Strategic Direction, the Division's role in marketing and utilization of forest products is to facilitate the ability of the private sector to use the state's wood resource in an efficient, effective and sustainable manner, maximizing wood's contribution to Wisconsin's economy. The Division will increase its capacity to provide assistance to wood-producing and wood-using companies around the state and maintain its capacity to assess the condition of the state's forest resources.

- The Division will increase utilization and marketing expertise to assist existing and new forest industries to retain markets and develop new markets. (UM-1)
- The Division will continue the forest inventory and analysis (FIA) at the double intensity level, ensuring its continued ability to use the information at a sub-state scale. (UM-2)

Currently, the Division of Forestry (DNR Forestry) employs two full time statewide Forest Products Services Specialists (FPSS) and one statewide Forest Resource Analyst, providing forest inventory data support, to meet the needs of Wisconsin's diverse and economically significant forest products industry. As part of the Strategic Direction, it was identified that the most efficient and effective means to achieve the objectives outlined in the strategic direction would be an additional three full time district Forest Products Services Specialists.

This new team model could better serve Wisconsin's Forest Products industry and the social, ecological, and economic impacts associated with its vitality. The addition of Forest Products Services Specialists could help the team to: 1) increase the amount of time and assistance provided to forest products producers, 2) identify specific areas of concern or opportunity, 3) expedite more timely data collection for continuous improvement efforts and longitudinal data capture such as the timber products output reports, and 4) retain and grow forest products markets to ensure the needs of today don't compromise those of future generations.

Through conversations with forest product stakeholders, we discussed what outcomes they would like to see from the whole FPS program and specifically from an additional three specialists. The feedback provided guidance to identify the desired skill sets required for the proposed district Forest Products Program Specialists to optimize the DNR's ability to retain and grow a vital forest products industry in Wisconsin.

### **INDIVIDUALS and ORGANIZATIONS INVOLVED:**

The state of Wisconsin's Forest Products Industry and its aligned partners is well represented by a variety of professionals and trade associations. Collecting the input of these groups was, and will continue to be, imperative to the Forest Products Services overall success. To better understand and capture the needs of the stakeholders that collaborate and/or rely on the Forest Products Services Program, a diverse group of individuals and organizations were called upon to assist in providing input that could shape, prioritize, and help operationalize the

program as it moves forward over a five year window. Those that participated are classified as individuals and the major organizations or associations they are affiliated with (Table 1).

**Table 1: Individuals Involved in Business Plan Input and Development**

<b>NAME</b>	<b>ORGANIZATION/ AFFILIATION</b>	<b>EMPLOYER</b>
Terry Mace	Wisconsin DNR	State:Wisconsin
Troy Brown	Governor's Council on Forestry	Kretz Lumber, Inc.
Steve Hubbard	Wisconsin DNR	State:Wisconsin
Rebecca Gass	Wisconsin DNR	State:Wisconsin
Jim Warren	Wisconsin DNR	State:Wisconsin
Henry Schienebeck	Governor's Council on Forestry	Great Lakes Timber Professionals Association
Gary Zimmer	Great Lakes Timber Professionals Association	Ruffed Grouse Society
Allan Suzan	Great Lakes Timber Professionals Association	Susan Logging
Jeff Bean	Great Lakes Timber Professionals Association	Earth Forestry of Sherry
Aaron Burmeister	Great Lakes Timber Professionals Association	Burmeister Logging
Max Ericson	Great Lakes Timber Professionals Association	Ericson Logging & Trucking
Wayne Hamann	Great Lakes Timber Professionals Association	Hamann Trucking Inc
Mark Huempfer	Great Lakes Timber Professionals Association	Wild Rivers Forestry, Inc
Matt Jensen	Great Lakes Timber Professionals Association	Whitetail Logging
Cliff Johnson	Great Lakes Timber Professionals Association	A Cut Above Logging
Tom Klimek	Great Lakes Timber Professionals Association	Escanaba Lake Superior Rail Road
Scott Koerner	Great Lakes Timber Professionals Association	Koerner Forest Products, LTD
Tony Siverling	Great Lakes Timber Professionals Association	Nortrax Equipment Co
Don Peterson	Wisconsin Master Logger Program, Administrator	Renewable Resource Solutions, LLC
Brock VanOss	Wisconsin Master Logger Program Coordinator	-
Tom Hittle	Steigerwaldt Land Services, Inc.	Steigerwaldt Land Services, Inc.
D.J. Aderman	Wisconsin Paper Council	Futurewood
Jim Hoppe	Wisconsin Paper Council/GLTPA	PCA
Steve Kariainen	Wisconsin Paper Council	L-P, Hayward

Bill O’Brion	Wisconsin Paper Council	Plum Creek
Bob Peterson	Wisconsin Paper Council	Domtar, Nekoosa
Fred Souba	Wisconsin Paper Council	NewPage
Earl Gustafson	Wisconsin Paper Council	Wisconsin Paper Council
Anna Wildeman	Wisconsin Paper Council	Attorney, Michael Best
Liz Russell	Lake States Lumber Association	Stella-Jones
Brady Francois	Lake States Lumber Association	Snowbelt Hardwoods
Dave Sebastian	Lake States Lumber Association	Wolf River Lumber
Larry Krueger	Lake States Lumber Association	Krueger lumber
Lowell Peterson	Lake States Lumber Association	Rockland Flooring
Dick Krawze	Lake States Lumber Association	Pine River Lumber
Gary Halpin	Lake States Lumber Association	Riverside Sawmill
Steve Guthrie	Lake States Lumber Association	Nicolet Hardwoods/Pine River Hardwoods
Will Borden	Lake States Lumber Association	Quality Hardwoods
David Oberstar	Lake States Lumber Association	Attorney
Gunnar Bergersen	Lake States Lumber Association	Lobbyist
Scott Everett	Lake States Lumber Association	-
Scott Sawle	Lake States Lumber Association	Rockbridge Sawmill
Duane Taylor	Lake States Lumber Association	Bennett hardwoods Inc.
Sara Hatleli	-	Manager, Ho-Chunk Div. of Natural Resources
Mark Gawron	-	Forester, Ho-Chunk Div. of Natural Resources
Nancy Bozek	Executive Director, Wisconsin Woodland Owners Association	Wisconsin Woodland Owners Association
Jane Severt	Executive Director, Wisconsin County Forests Association/GLTPA	Wisconsin County Forests Association
Scott Bowe	Associate Professor and Wood Products Specialist	University of Wisconsin, Madison
Robert Govett	Professor and Wood Products Specialist	University of Wisconsin, Stevens Point
Voigt Task Force	Great Lakes Indian Fish and Wildlife Commission	Ojibwe Tribes
Jonathan Gilbert	-	Great Lakes Indian Fish and Wildlife Commission

**METHODOLOGY USED to IDENTIFY & PRIORITIZE OUTCOMES:**

Information was gathered in two ways. First, primary data through face to face meetings, conference calls, individual meetings, and electronic correspondence captured the opinions and thoughts of interested participants. Second, this data was supplemented where possible with existing secondary data in the form of previously completed survey research in which the industry had been asked questions related to this work.

The methodology to accomplish the stated objectives was the following:

1. An individual or group was approached by the team to set up a meeting time and place. Similarly, some individuals contacted members of the team to participate.
2. Once confirmed, a series of meetings and conference calls were held. Specifics for each meeting were captured and summarized in like formatted word documents.
3. For each meeting, Terry Mace provided an overview of the former Utilization and Marketing program, including staffing, objectives, and services. He also provided a brief description of the anticipated newly named Forest Products Services Program, including staffing, potential objectives, resources, and possible geographic locations for newly hired staff.
4. Terry Mace or other team member then invited the participant(s) to engage in constructive conversations regarding their needs and top priorities, how they envision the program direction, and what they considered most valuable from potential new hires in terms of skills sets and deliverables.
5. The participants were asked to identify what criteria could be used to assess the potential successes or weaknesses of the program after a five year window had elapsed after implementation.
6. The information was recorded in document form and assembled for identifying common themes and desired outcomes. A synopsis was developed from this information and incorporated the comments captured in the meetings.
7. On May 7<sup>th</sup>, 2012 the synopsis was sent to all those that participated as a word document for their review. Participants were asked to, 1) check the document for accuracy, 2) submit further comments, and 3) respond to an invitation to participate in a final teleconference thus ensuring all groups were heard and apprised of the various directions the program had considered.
8. Those that indicated an interest in participating in the conference call were sent a formal meeting agenda and supporting documents on May 14<sup>th</sup>, 2012.
9. A final teleconference was held May 18<sup>th</sup>, 2012 from 9:00- 11:00am. Rebecca Gass moderated the meeting with support from Terry Mace and Steve Hubbard. Five individuals representing the five major forest products associations located in Wisconsin participated in the call. Participants were provided with a list of outcomes for the FPS program that had not been discussed in detail during prior conversations.

### **PRIORITIZED OUTCOMES**

The major objective was to identify the desired outcomes of the Forest Products Services Program and results from meetings with participating stakeholders generated useful perspectives and are synthesized into major outcomes and supporting statements below. Through this process, the FPS program staff became aware that there is a lot of opportunity to broaden its exposure and the services it offers, and will continue to provide through more pro-active promotion of its services.

While each group naturally had stronger sentiments which gravitated to their personal interests, it is noteworthy that all group input was easily aligned within six common outcomes. The final teleconference which brought multiple stakeholders together for direct interaction was especially insightful and solidified the earlier findings concluded from the individual meetings.

The most important outcome from these groups is a desire to have new staff hires in the Forest Products Services program that are knowledgeable about the forest industry and that will also serve as proactive liaisons for them to overcome barriers to their businesses that exist both in the DNR and externally. In essence, the ideal candidates would provide effective referrals and contacts for businesses while also helping others in the DNR to understand the needs of the industry. Better identification of the industry and the resources they value through the regional positions was also a common theme but the reasons for this differed by group. Some saw it as a source for better knowledge in general. Others viewed it as a means to provide more complete timber product output data that would, in turn, afford more accurate consumption information. Most of the participants expressed sentiment that this approach could be a good vehicle to provide important and needed information on markets for the products they produce and would be beneficial to them. The emphasis of recruiting and growing value added manufacture to create additional local markets was well received, however, most participants reiterated the need to retain the infrastructure we currently have and build upon it in the coming years.

Below is a list of outcomes that are generally prioritized. Partners expressed that they desire all of the outcomes listed, and it was difficult to prioritize because of the changing nature of critical needs – at times needing data and analysis for instance and at others needing training.

[Note on formatting: For outcomes listed below, comments made by specific groups appear as bullet points for clarity. However, the specific group or individual is not identified for each bullet to provide confidentiality at the same time maintaining transparency of captured feedback.]

**Outcome A: There is widespread support and anticipated value in hiring the three proposed Forest Products Services Specialists. A desired outcome of hiring more staff would be to have more experience working with or within the forest products industry. Partners recognize the new staff would need time to learn the nuances of the various industry sectors and customers they serve.**

Supporting Statements from Participants:

- Fill the positions as soon as possible was the majority attitude- the group inquired about who they might go to in an effort to get this moving at a faster rate
- The group expressed its hope that the civil service hiring process can move more briskly than is standard operating procedure
- They would like to see the regional positions filled as soon as possible
- The committee was pleased that the DNR is now able to advertise for candidates from inside and outside state service which may provide more opportunity to attract candidates with industrial experience
- Success will require hiring high quality personnel and fostering their growth as they gain experience
- Committee was candid in its skepticism about whether the right people (combination of personality, knowledge, ability to understand industry's realities and perspectives) can be identified and hired
- Review Minnesota's job description for similar positions to benchmark against other out of state agencies in developing the positions and specific duties
- There was consensus that, if possible, these individuals should have some industry experience.
- There was general agreement on the philosophy of dividing the state into three distinct regions- a northern region, south western region, and south eastern region. Importantly, these specialists will need to overlook hard boundary lines and work collaboratively through cross functional alignment to best serve their customers and the State of Wisconsin's forest resources.
- The role of the Specialists will not focus on one or two specific tasks such as grants administration or export markets but will instead provide assistance in locating and aligning these tasks with interested partners

**Outcome B: Partners stated they want a FPS program that is knowledgeable with the nuances in the location of forest resources, coupled with the structure and location of different industry segments. They want a program that can recognize and deal with the predominant issues for each region and provide training when requested. This requires a program that works collaboratively and has the flexibility to assist in any given region if a particular issue or opportunity arises.**

Supporting Statements from Participants:

- Desire flexibility in defining the mix of responsibilities for each region as they likely will differ somewhat
- Groups supplied input on where they saw the 3 regional areas proposed on a map of Wisconsin counties. Desire flexibility in defining the geographic borders for each region.
- A northern region specialist would need to be experienced and capable of identifying policy and competing resource issues

- It would be helpful if the northern positions would be filled with someone who has at least some logging experience and has at least some hands on production experience
- The southeastern region specialist will need knowledge of value added manufacturing while the southwest regional position would need to be able to work with small sawmills and value added manufactures.
- The need for the candidates to have industry experience was a common theme from the group
- It may also be desirable for the new hire to have some transportation experience
- Work with various mills and forest product users in the state to come up with a standard for cordwood weight conversion factors
- Desire the FPS to monitor research and new technology that can be applied to Wisconsin. Specifically would like research on the supply of forest resources and research into new markets before decisions are made on which markets are valuable to pursue.

**Outcome C: Generally, all partners desire stronger markets and new markets but some partners are concerned about unintended consequences of new markets. Better markets tend to drive the demand for more wood to be cut. Partners feel the FPS program should focus on markets for value added products. Assistance on export markets is desired and trade missions are found to be valuable.**

Supporting Statements from Participants:

- Primary concern is they do not want the FPS staff to focus on adding additional sawmills because this poses direct competition in an already stressed sector
- Primary benefit from a program specialist would be the creation, retention, and growth of Wisconsin's secondary wood using industry. In other words, grow markets for the sawmill outputs
- Improved markets for timber from members' lands
- Initially concerned that too much emphasis was on trying to market wood and would like to see the FPS program help in optimizing available wood for harvesting. It was made clear that cutting more wood is a priority.
- Association supports the new proposed positions and hopes they can assist their membership to gain and grow markets for their products
- Companies and loggers need to start making better profits and able to invest in themselves instead of receiving short term assistance.
- Suggest a five-year review of the program; if in five years our customers (loggers/contractors) are selling wood to a market that they currently do not have access to and that was happening as a direct result of the new positions in Forest Products Services we would fully support the reallocation of forestry resources. It should be noted that this new market needs to be something more than just a small niche market that uses low volumes of wood. Ideally it would be a market with the potential for considerable growth.
- Assist in identification and pursuit of Federal and other grant opportunities to enhance existing efforts.
- At the end of a five-year period of time we would like to see evidence supporting the importance of forest certification on our county forests.
- Desire for FPS program to help industry gain access to foreign markets.
- The FPS program will be well advised to retain the industry infrastructure it currently has while simultaneously working towards increased job creation and enhanced local value added supply chains
- The program specialists will need to place high importance on matching available resources with current markets while not disrupting current businesses

**Outcome D: It is critical to have the FPS program continue with the current Forest Inventory and Analysis (FIA) and Timber Product Output (TPO) data analysis and outreach. This information is directly tied to the success of many current and potential manufacturing firms. If possible, the FPS program should enhance the current level of work in this area through more direct contact with members of the**

**forest products industry. The FPS program plays a key role in providing data and industry information through outreach and educational opportunities for multiple customer groups.**

Supporting Statements from Participants:

- The FPS program would provide improved information on companies through more complete timber product output survey results and by direct industry contact
- Detailed industry information should be available to partners
- It would be helpful if the FPS could create a database (a centralized electronic database) of “available wood?” I.e. can companies post what they have to a site on the web?
- Desire that the FPS program continues to provide feasibility information regarding resource availability and location of specific forest resources
- FPS program should obtain detailed demand information including small sawmills to better represent actual demand for sawtimber on a regional basis
- Primary concern is the availability of forest resource information for their members
- Improved\more inclusive listings of markets for members
- Can we somehow quantify and identify the number of smaller mills operating in the Southwest (smaller woodmizer type operations)
- Continue to provide outreach and educational opportunities on markets and the structure of the forest products industry at association meetings

**Outcome E: The Forest Products Services Program (FPS) could provide an important service between multiple wood using groups and assisting external customers to navigate more easily through DNR policy, procedures, and permitting requirements. Stated simply, a desirable outcome is for the FPS program to communicate needs and align partnerships clearly and effectively.**

Supporting Statements from Participants:

- The specialists could be viewed as acting like an ombudsman; someone they would trust to discuss problems with and then correct. If unable to correct a problem directly, this person would possess the skills and knowledge to direct and facilitate them through appropriate channels to correct the problem.
- Provide an active role in developing relationships between the industry and agency foresters.
- It will be a major plus if the new personnel also can become sufficiently knowledgeable and adept to provide advocacy for the forest products industry inside the DNR.
- Desire for FPS staff to attend regional association meetings.
- Suggest the work plan for the three regional positions include meetings with all Economic Development Corporations (EDCs) in each county with county forests and other counties as appropriate. This should be more than a meet and greet, there should be a substantial exchange of information to educate the EDC staff. There should be routine communication and networking between these two groups if the positions are created.
- Have new staff hires in the DNR Division of Forestry that are knowledgeable on the forest industry and that will also serve as proactive liaisons for them to overcome barriers to their businesses that exist both in the DNR and externally
- The ideal candidates would provide effective referrals and contacts for businesses while also helping others in the DNR to understand the needs of the industry
- For the positions to be successful and develop trust from the forestry community the persons hired will need to know the personality types, either know or be willing to walk in the other persons shoes and have an attitude of listening and serving rather than having all the answers

**Outcome F: There should be special attention to engage and include multiple stakeholder groups in process building, decision making, collaboration, and policy development.**

Supporting Statements from Participants:

- Include a representative of the forest products industry as part of the selection process for new FPS positions
- It would be beneficial to pay close attention to events and opportunities that bring industry and the agency together
- A good example of increased stakeholder input and participation would be assisting with reoccurring transportation issues and permitting hurdles. Anytime the FPS program can assist by trying to decrease transportation and permitting issues would be a positive
- Revive a periodic “breakfast meeting” to have informal face to face time with the industry
- Keep partners updated on processes

# Nursery Program

## May 2012

**Council Liaison:** Paul Strong

**DNR Staff:** Jim Warren

### **Stakeholders involved and the organization they represent:**

1. Nancy Bozek – Wisconsin Woodland Owners Association
2. Joe Arington – Wisconsin Woodland Owners Association
3. Ron Overton – US Forest Service, Tree Improvement/Genetics
4. Ray Guries – UW Professor Emeritus, Geneticist
5. Beatrice Wheeler – Private Grower
6. Joel Wagenaar – Cooperating Forester
7. Ken Maki – Former Sawyer County Board
8. Paul Berrang, Regional Geneticist US Forest Service
9. Jane Severt - WCFA

### **Process used to identify and prioritize outcomes.**

After stakeholders were identified and contacted via e-mail, personal phone calls were made. Themes were briefly presented and explained and four questions were asked to help frame the discussion;

1. What would be the desired outcomes or achievements that you'd like to see by 2017?  
(Please keep them at a fairly broad level scale)
2. If you have multiple outcomes or achievement that you feel important, in what priority would you put them?
3. Would your organization/agency be interested in partnering with the DNR on any issues? Who should the DNR contact about partnership opportunities be?"
4. Is there anything else you would like to share?

Discussion was documented and captured as outlined below. We did not prioritize the outcomes as a group but rather captured themes from the responses, so those at the top of the list were referenced by multiple respondents.

### **Themes by Outcome**

- State nursery facilities will scale production in relation to private sector capacity and changing seedling demand. Facility numbers will be based on the need to balance flexibility with cost of production. (N-1)
  - Nursery Operations will be consolidated to Griffith (Wisconsin Rapids) and Wilson (Boscobel) nurseries. The Hayward Nursery will be repurposed.

1. State Nurseries should be a leader in growing locally adapted, known seed source and quality stock.
2. Continue to provide for the large quantities/orders, timely and at a reasonable cost.
3. Evaluate what species are being offered that consider things such as changing markets, insect and disease issue, climate adaptation, niche, etc.
4. More emphasis on tree improvement work including orchards and “collection sites”.
5. More emphasis on working with the private sector (forester’s expertise, education and marketing opportunities).
6. Division needs to encourage more planting and use of cost-share programs.
7. Explore the idea of a Midwest conference of public and private nurseries that would help start dialogue and define collectively where we need to be and how to get there.
8. The Hayward facility should be utilized as a fully operational containerized seedling operation by a private sector group. If that cannot be realized then explore a partnership with the state and a private sector group.
9. Conduct a cost benefit analysis on a containerized operation.
10. Explore more “free tree” type programs.

FLT Notes: Currently, we are developing a strategic plan that will guide the Division’s education and outreach efforts and define the most effective activities to meet the intent of the Strategic Direction.

11. Explore using a portion of the Hayward land-base for industrial development
12. Working with the city of Hayward, explore a community garden concept with the Hayward property.

FLT Notes: The department is evaluating how to repurpose the Hayward facility. Whether a community garden concept is determined to be a priority and whether the state would be able to use a portion of the property in this way has not been determined.

Other comments

- Forest Service has capacity to fulfill National Forest planting needs and potentially state-owned lands from a nursery and seed orchard located in the Lake States
  - Concerns about losing production from Hayward and potentially the whole system.
  - Do we need two facilities given the direction of seedling sales, are we still meeting the original intent.
  - WWOA would be willing to explore partnering opportunities such as promotion in the WWOA magazine, land-base for research and the regional conference idea.
  - Many not happy with losing production from the Hayward facility and concerned about the local economic impact.
- The Division will increase the monitoring program that will monitor forest regeneration, identify problems, field test potential solutions, and disseminate lessons learned to internal and external customers to ensure high-quality stock and successful planting survival in the future. (N-2)

1. Additional technology transfer is needed, share what we are learning.
2. The division should develop and put into place seedling standards for department lands and MFL lands that are planted.
3. Genetics and monitoring work is important and should focus on an evaluation of performance over time.
4. Make sure the system to monitor is statistically sound and we are not shifting to many resources that it hurts other priorities.
5. Better identification of research needs.

# Private Forestry Program

## May 2012

**Council Liaison:** Kim Quast

**DNR Staff:** Carol Nielsen

### **Stakeholders involved and the organization they represent:**

10. Greg Rebman – Natural Resource Conservation Service
11. Joe Arington – Wisconsin Woodland Owners Association (Private Landowner Organization)
12. Dan Pubanz - Wolf River Forestry LLC (Consulting Forester)
13. Rick Stadelman - Ex Director of WI Towns Association (County/Town Governments)
14. Fred Souba - New Page Corporation (Forest Industry)
15. Scott Koerner - Koerner Forest Products, LTD (Forest Industry)
16. Gary Zimmer - Ruffed Grouse Society (Private Landowner/Conservation Organizations)
17. Mike Carlson - Gathering Waters Conservancy (Conservation Organizations)
18. John DuPlissis - UW Extension and UWSP
19. Tom Hittle - Steigerwaldt Land Services (Industrial Landowners)

### **Process used to identify and prioritize outcomes.**

After stakeholders were identified and contacted, a meeting was held on April 24<sup>th</sup> in Stevens Point. All stakeholders attended. Themes were presented and explained. The group then discussed and identified potential outcomes.

Outcomes were presented to Allison Hellman electronically after the meeting. A conference call between Carol Nielsen, Kim Quast, Allison Hellman and Kristen Tomaszewski occurred on May 3<sup>rd</sup> to review the outcomes and refine wording.

Finalized outcomes were then distributed to stakeholders for prioritization. Stakeholders were asked to prioritize the outcomes with the theme, then to prioritize all outcomes across the program, a 1 being most important and 10 being less important. Feedback was gathered and outcome prioritizations were compiled, averaged, then listed in order of importance within the themes and across all private forestry program.

### **Prioritized list of desired outcomes.**

#### **Prioritization by Theme**

**PF-2: The Division will increase efforts to make full use of cooperating foresters for activities such as industrial transfers, in an effort to build the capacity of private sector partners and focus DNR staff time on other activities.**

1. The quantity of contacts and services provided to private landowners by Cooperating Foresters will increase.
  - a. More private landowners are seeking services.
2. Better coordination and improvement of communication to private landowners.
  - a. Increase awareness of the availability of the spectrum of forestry services and partners involved (traditional and non-traditional)

- b. Consistency in communication of DNR program and program changes to all forestry partners.
- 3. More private forest lands under sustainable management
- 4. Initial (new) contacts with private landowners by DNR staff increases
- 5. The quality of Cooperating Forester services to private landowners improves. The standards for Cooperating Foresters are raised.
- 6. Improved guidance in the handling of initial contacts with private landowners by DNR to ensure consistency across the state.
- 7. DNR staff maintains proficiency in forestry services through practical application

**PF-3: The Division will increase efforts to reach the large percentage of private forest landowners who receive no professional assistance in caring for their land. Different techniques to reach these landowners will be tried and certain areas or groups will be focused on.**

- 1. Increased and improved communication to private landowners to increase awareness in:
  - a. forest management services available
  - b. public and private benefits of forest lands
  - c. how nontraditional partners can help
- 2. Better understanding of most efficient outreach efforts in terms of cost and effectiveness.
  - a. Identify priority groups of private landowners to focus outreach efforts
  - b. Identify priority landscapes to focus outreach efforts
- 3. Initial (new) contacts with private landowners by DNR staff increases  
Non-traditional and traditional partner capacity to assist with outreach is understood and increases.
- 4. The quantity of contacts and services provided to private landowners by Cooperating Foresters have increased.
- 5. Increased investment in outreach to heirs prior to inheritance

FLT Notes: Currently, we are developing a strategic plan that will guide the Division's education and outreach efforts and define the most effective activities to meet the intent of the Strategic Direction.

- 6. Increased management on small parcels
  - a. Increase cooperative efforts to implement forest practices

**PF-4: The Division will increase programs that utilize conservation easements to secure private forested land.**

- 1. Use working forest easements in priority areas where there is a high risk of loss of working forest.
- 2. Increase private landowner's awareness of working forest easements as an estate planning tool

**PF-5: The Division will maintain financial incentives to landowners, but focus these more on landowners requesting assistance with management practices and those who currently do not receive professional assistance, in lieu of those already enrolled in MFL.**

- 1. Improve and increase communications related to all incentive programs
  - a. Increased awareness by private landowners and professionals of incentive programs available.
- 2. Increase in the number of new individual landowners receiving financial assistance for planning or to implement practices
- 3. Maintain one set of statewide forestry standards between agencies to be more efficient in use of available dollars (NRCS, DNR)

FLT Notes: We are developing a strategic plan that will guide the Division's education and outreach efforts and define the most effective activities to meet the intent of the Strategic Direction.

4. Increase cooperative efforts to implement practices.
5. More investment in practices than plans

#### **Prioritization across all Outcomes within the Private Forestry Program**

1. Increased and improved communication to private landowners to increase awareness in:
  - a. forest management services available.
  - b. public and private benefits of forest lands.
  - c. how nontraditional partners can help.
2. Initial (new) contacts with private landowners by DNR staff increases.
3. Better coordination and improvement of communication to private landowners.
  - a. Increase awareness of the availability of the spectrum of forestry services and partners involved (traditional and non-traditional).
  - b. Consistency in communication of DNR program and program changes to all forestry partners.
4. More private forest lands under sustainable management.
5. Improve and increase communications related to all incentive programs.
  - a. Increased awareness by private landowners and professionals of incentive programs available.
6. The quantity of contacts and services provided to private landowners by Cooperating Foresters will increase.
  - a. More private landowners are seeking services.
7. Improved guidance in the handling of initial contacts with private landowners by DNR to ensure consistency across the state.
8. Better understanding of most efficient outreach efforts in terms of cost and effectiveness.
  - a. Identify priority groups of private landowners to focus outreach efforts.
  - b. Identify priority landscapes to focus outreach efforts.
9. The quality of Cooperating Forester services to private landowners improves. The standards for Cooperating Foresters are raised.
10. DNR staff maintains proficiency in forestry services through practical application.
11. More investment in practices than plans.
12. Increased investment in outreach to heirs prior to inheritance.
13. Non-traditional and traditional partner capacity to assist with outreach is understood and increases.
14. Increased management on small parcels.
  - a. Increase cooperative efforts to implement forest practices
15. Increase in the number of new individual landowners receiving financial assistance for planning or to implement practices.
16. Use working forest easements in priority areas where there is a high risk of loss of working forest.
17. Maintain one set of statewide forestry standards between agencies to be more efficient in use of available dollars (NRCS, DNR).
18. Increase private landowner's awareness of working forest easements as an estate planning tool.

# State Lands

May 2012

**Council on Forestry Liaison:** Matt Dallman

**DNR Staff:** Teague Prichard

**The purpose** of this effort is for the Division to understand what is most important to our partners in terms of what specifically they envision the Division will produce or achieve by 2017 (or over the next 5 years). These outcomes must be within the context of the direction, roles and niche as set forth in the Division of Forestry's Strategic Direction. Further, the resulting outcomes must be viable in terms of available resources and the full set of responsibilities among all Division programs.

The Division's role in managing state lands is to ensure that state-owned forested lands are balancing the economic, ecological and social benefits derived from forests as set out in property master plans. The Division will maintain its capacity to sustainably manage state-owned forested lands, and enhance our ability to improve recreational opportunities and visitor safety on designated State Forests.

## **Individuals involved and the organization they represent**

- **Matt Dallman –Council of Forestry Liaison**  
The Nature Conservancy
- **Teague Prichard –WDNR Representative**  
WDNR Forestry, State Lands Specialist
- **DJ Aderman**  
Futurewood Corp
- **Tim Gary**  
Wisconsin Legislature
- **Earl Gustafson**  
Wisconsin Paper Council
- **Bill Lunney**  
Friends of State Lands
- **George Meyer**  
Wisconsin Wildlife Federation
- **Bryan Much**  
Wisconsin Trails Council Rep
- **CW Osterman**  
CTO Logging
- **Mike Strigel**  
Gathering Waters
- **Mitch Mode**  
Mels Trading Post

## **Process used to identify and prioritize outcomes**

On April 24<sup>th</sup>, Division staff and the Council on Forestry liaison arranged a face-to-face meeting with the individuals listed above. The meeting was held in Stevens Point on the campus of UWSP. Prior to the meeting the attendants were provided the 5 outcome statements that were developed during the Division of Forestry's planning process in 2010-11. They were asked to confirm if the interests they represent were addressed and to provide comments in writing or come prepared to discuss in-person. The Wisconsin Paper Council representative submitted written comment, all others provided verbal feedback in person. Extensive notes were taken by the meeting organizers and by the Wisconsin Trails Council representative. The notes were synthesized and distributed back to the committee members for comment. Comments were included and the resulting product is presented below.

### **Prioritized list of desired outcomes for State Lands**

#### **Original Planning Outcome #1**

The Division will remain committed to current levels of sustainable forest management on all state lands as identified in property master plans. The Division will continue to meet allowable harvest goals as determined through the master planning process on all state lands. The Division will also continue to work to eliminate the current backlog of forest management practices. (S-1)

#### **Committee Developed Outcomes**

**The Division will continue to meet allowable harvest goals as determined through the master planning process on all state lands.**

**The Division will continue to work to eliminate the current backlog of forest management practices on all state lands.**

#### **Expanded Action Outcomes**

Establish predictable and sustainable annual harvest levels on all state lands.

Eliminate State Forest timber sale backlog and determine harvest backlog on non state forest lands and establish a backlog reduction plan.

#### **Original Planning Outcome #2**

The Division will increase reforestation on all state lands, ensuring adequate resources to meet identified reforestation needs. (S-2)

#### **Committee Developed Outcome**

**All harvested lands will be regenerated to meet future desired cover types identified in master plans.**

#### **Expanded Action Outcomes**

All backlogged regeneration practices, including afforestation practices, will be identified and an accurate determination of fiscal costs calculated.

Establish criteria based regeneration priorities considering ecological, economic and social benefits.

### **Original Planning Outcome #3**

The Division will implement recreation priorities on state forests as articulated in property master plans and increase the state forest recreation program to enhance unique niche recreation activities such as remote camping and trails, and serve high demand recreation facilities while continuing to provide for visitor safety. (S-3)

### **Committee Developed Outcome**

**Implement recreation priorities on state forests as articulated in property master plans and increase the state forest recreation program to enhance unique niche recreation activities (for example: remote camping, trails and high demand recreational facilities) while continuing to provide for visitor safety.**

### **Expanded Action Outcomes**

Identify recreational niche and high use areas and associated recreation developments, existing and proposed, in property master plans.

Determine construction and operations costs and public benefits for each niche and high use development.

Establish priorities for development projects and prioritize backlog and proposed new development projects across state forests.

Evaluate recreation needs and niches into master plans by considering regional recreation opportunities and regional economies.

### **Original Planning Outcome #4**

The Division will increase land surveys and workload associated with property boundary issues such as trespasses and newly acquired land. Acquisition efforts will continue and use criteria aligned with the recently approved Stewardship Land Acquisition Strategy. (S-4)

### **Committee Developed Outcomes**

**Establish a system to evaluate boundary and trespass issues on a case by case basis as they arise using a criteria based priority system considering public benefits. Minimize efforts on low priority boundary issues.**

**Purchase best parcels based on departments ecological, economic and social land acquisition criteria including Land Legacy areas and maintain flexibility with the use of Stewardship funds to be able to react to unique opportunities.**

### **Original Planning Outcome #5**

The Division will decrease planning from current levels due to the pending completion of state forest master plan revisions. Focus will be shifted to assisting other DNR programs with the planning needs for other state lands. (S-5)

### **Committee Developed Outcomes**

**All State Forests will have an updated and functional master plan to guide future use and management.**

**All forest management prescriptions on non-state forest lands will be consistent with property master plans.**

**Division should better understand backlog of master plans on other state lands (State Park, Wildlife, etc.). The backlog planning efforts then should be prioritized based on forest resource.**

### **Notable Outcomes Outside the Scope of “State Lands”**

- Education, outreach, marketing critical – should be division priority.
- State lands needs a working group (eg a council of land Managers in WI). Need a diverse group (like this one) to help Division address the diversity of issues/needs/demands on State Lands
- Work with partners to evaluate impacts and associated risks of proposed operational harvest policies considering ecological, economic and social aspects.
- Within the next 5 years develop a voluntary, coordinated planning process that centers on a landscape and includes public, MFL and other private landowners in northern Wisconsin.

# Urban Forestry

## May 2012

**Council Liaison:** R. Bruce Allison

**DNR Staff:** Dick Rideout

**Stakeholders involved and the organization they represent:**

The entire Wisconsin Urban Forestry Council was surveyed. The following members responded:

1. R Bruce Allison – Allison Tree Care (WI Council on Forestry Liaison)
2. Marla Eddy, Vice chair – City of Madison (Communities over 50,000)
3. Mark Freberg – City of Green Bay (Communities over 50,000)
4. John Gall – Wachtel Tree Science, Inc. (Wisconsin Arborist Association)
5. Leif Hubbard – Wisconsin Dept of Transportation (WI DOT)
6. Gregory Kessler – City of New Berlin (Community Planner)
7. Shirley Brabender Mattox – Private citizen (community advocate and former elected official)
8. Jordan Skiff – City of Fond du Lac (Public Works)
9. Dan Traas – Ranger Services, Inc. (Commercial Arboriculture)
10. Jeff Treu – WE Energies, retired (Utility industry)
11. Kelli Tuttle, Chair – Bluestem Forestry Consulting Inc. (Urban Forestry Consultant)
12. Les Werner, Past chair – UW Steven Point (UW System)

**Process used to identify and prioritize outcomes.**

The Wisconsin Urban Forestry Council was selected as the constituent group for business plan development. The council is appointed by the Secretary of the DNR to advise the Department on urban forestry in the state. It is made up of representatives of urban forestry's diverse stakeholders including public, private, nonprofit and academic sectors. This group has been involved in all aspects of the development of the Statewide Forest Strategy and the DNR's Strategic Direction so it is well positioned to represent urban forestry interests in the state.

Guidance for the business plan was released just after the council's quarterly meeting, so a face to face meeting was not feasible. Instead, Bruce Allison and Dick Rideout met to develop a survey to gather council input on its desired outcomes of the 5-year Strategic Direction. The 23 members of the council received the survey via email on April 16<sup>th</sup> and were given 1 week to complete it with a 1 week grace period and 2 reminders. Twelve members responded to the survey with both suggested outcomes and comments.

Bruce Allison compiled the results. While much of the input described outcomes, many of the ideas expressed were in fact actions and tasks to achieve a particular outcome. Bruce and Dick worked together to extrapolate outcomes from the tasks and were able to condense the responses to three or four key outcomes per intent statement. While there were comments and cautions from individual members, there were no outlier opinions that conflicted with each other. Bruce then consulted individually with the Executive Committee of the council and came to consensus that the outcomes derived from the input were the priorities of the council and of equal importance to this diverse group of constituents.

The following are the recommended priority urban forestry outcomes by Intent Statement\*. It is recommended that metrics to measure progress towards these outcomes be developed by the Department in consultation with the Wisconsin Urban Forestry Council.

**Program Change UF-1:** The Division will focus assistance at a multi-community scale and will do less individualized local program delivery.

1. Urban Forestry service areas, service needs and service providers are identified, prioritized and targeted for improvement
2. Increased number of organizations, businesses or individuals providing urban forestry services to stakeholders, communities and private property owners
3. Increased number of clearly identifiable regions or clusters of communities that are engaged in multi-community or multi-organization scale initiatives to address urban tree canopy
4. Community urban forestry assistance needs are being met through a diversity of organizations and methods

**Program Change UF-2:** The Division will increase the focus on developing broad scale partnerships and funding methods to enable communities, regional planning commissions, tribes, foundations, non-profits and professional organizations to add value to urban forests.

1. More professions, organizations and individuals value urban forests as a means to accomplish their goals
2. Increased funding sources and funding mechanisms for urban forestry
3. Partnerships engage public, private, nonprofit and philanthropic organizations and individuals to provide sustainable urban forestry services.

**Maintain Program UF-3:** The Division will maintain the urban forestry grant program at current levels and encourage multi-community partnerships, to leverage local resources.

1. Grant rules and their application are adapted to encourage projects that leverage greater impact on more urban forest
2. More communities and organizations are collaborating on grant projects
3. All communities are eligible for grant funding

**Program Change UF-4:** The Division will increase investment to help create and support a statewide inventory and assessment of the urban forests of Wisconsin to provide best available data for program planning and prioritization of efforts.

1. The Division and partners have easy access to data and analysis on urban forests at a statewide level
2. Urban forest inventory data fields are standardized for easy aggregation and comparison
3. The state, communities and organizations are using urban forest inventory data to set resource goals and management priorities to achieve those goals

**Program Change UF-5:** The Division will decrease investment in outreach and education initiatives. The Division will focus on partnerships that can provide services and tools to local governments and organizations working in small communities and those without active urban forest management.

1. Existing outreach and education programs are identified.
2. Key audiences and messages are identified
3. DNR urban forestry focuses on large scale public awareness efforts with partners which engage the greatest amount of the general public and/or effect the greatest behavior change

*\* All outcomes are of equal priority. Numbers are for reference only.*

## Addendum: Wisconsin Tribe Input on Desired Outcomes May 2012

### WISCONSIN TRIBAL INPUT -

Throughout May, Division of Forestry staff contacted every tribe in Wisconsin to hear about their desired outcomes. The Division presented the results of conversations with the Ojibwe tribes to the Voigt Intertribal Task Force of the Great Lakes Indian Fish & Wildlife Commission (GLIFWC) on June 6, 2012.

The following is a synopsis from the tribes/tribal agencies that communicated with us so far (Mole Lake/Sokaogon, Bad River, Red Cliff, Ho Chunk, and Stockbridge-Munsee and GLIFWC).

The outcomes are organized by our major program areas.

Public lands management (state and county forests):

- Better communication with counties especially in regards to land purchases.
- Continued implementations of gathering rights on state forests and improved access to harvested resources: Better, more consistent communication from state regarding the availability or abundance of various resources, and the process of obtaining permits from the various agencies for gathering. Accessible public lands reconnaissance data to determine the locations and abundance of various resources members are looking for. Easier access to agency to obtain the necessary permits or permissions to gather these resources for cultural or religious purposes.
- Increased protection of existing birch and sugar bush areas and management for larger trees.
- Increased attention to non-timber forest products. Monitoring both supply and harvest.
- Increased involvement in state forest planning and better consultation on timber sales.
- Include “sustenance management” in master planning.
- Finalize and implement cultural gathering MOUs that are in process and initiate more agreements for other large state owned properties, such as Meadow Valley WA, Sand Hill WA, and Mead WA. Help county forests to also develop cultural gathering MOUs with tribes. If such an MOU is not needed with a particular county, because processes and procedures are already in place and working, then there needs to be a better effort made at making those processes, procedures, and contact person information available to tribal resource managers, so that they can better assist and meet the tribal member needs.
- Continued cooperation between the DNR and tribes, and the availability of technical expertise, such as botanists and biologists that have been relied upon to help deal with vegetative/herbaceous gathering issues.

Fire protection:

- Assistance with prescribed burns on the reservation.
- Fuel reduction in high hazard areas.
- Assistance with establishing a fire department and developing an MOU with the DNR therefore allowing the fire department to get grant funding to help purchase wildland firefighting equipment.
- Provide assistance to one another by utilizing each other’s fire fighters.
- Grow relationship with the DNR forest protection staff and work together on education and outreach efforts to tribal members on fire protection and prevention.
- Increase WUI efforts within the tribal communities.

Forest health:

- Information and assistance with managing for the Emerald Ash Borer.
- Information and assistance with invasive BMP work.

- Continued technical expertise and training opportunities.
- Increased attention on management of invasive species and their impact on natural regeneration in forested areas. Desire cost sharing program to aid in the control of invasives.

#### Nurseries:

- Continued access to quality stock at an affordable price.
- Access as a priority customer to types of wood that are not commonly found in central Wisconsin (i.e. Basswood, Tamarack, hard maple, Black Ash).
- Desire for prairie stock as well as tree seedlings.

#### Privately owned forest management:

- Continued technical advice on administration of their MFL land.
- Effective communications about changes to the Managed Forest Law that may affect their MFL land.
- Less oversight of their private land given the professional resources (forester, management plan and certification) that are in place.
- Notify tribes of activity by neighbors.

#### Urban forest management:

- Assistance in developing an urban forestry management plan within the next 5 years, and possible funding sources, or cost share programs made available for such management plan development.

#### Forest products services:

- Assistance with investigating options and the feasibility of burning biomass for energy.
- Standardize a cordwood weight conversion factors so various mills and forest product users are using similar methods.