

**Department of Forestry Leadership Team
Proposed Objectives for the Public Review Draft of the
2011 Forestry Program for Oregon**

Forestry Program for Oregon objectives are short-term actions upon which the Board intends to focus its efforts. Objectives will be updated on a two-year cycle.

When evaluating potential objective statements consider the following characteristics of good objectives:

Measurable: Strategic objectives should be measurable so the Board can track success.

Specificity: Strategic objectives are usually specific statements (they are actually a particular kind of goal) that contribute to the achievement of one or more of the Board's established seven goals. In other words they are actually also goals, but they are more specific. They can't be too specific either, since it is desirable to keep the list of objectives relatively short. Also, when you think of specificity, focus on a two-year review cycle as the Board will reexamine and update its objectives again in 2013.

Importance: Strategic objectives need to be important to the Board of Forestry's success. There may be hundreds of objectives we could define as part of the Board's strategic plan, but identify the most important. Less important "enabling objectives" need not be lost, but can be included in ODF agency, program, and operational plans.

Reflective: Strategic objectives need to reflect the rest of the Board's strategic planning process. They need to be based on our best understanding of the Board's policy environment, strengths, abilities, opportunities and so on. The objectives should logically flow from the Board's issue scan, indicators of sustainable forest management, existing Board Work Plans, agency strategic planning, and other relevant background information.

Potential Objectives Recommended by the Leadership Team

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

1. The Board will explore alternative, more stable funding mechanisms for the department budget directed at maintaining and increasing public and private investments in forests and in keeping forests in forest use.
2. The Board will support an effective, science-based, and adaptive Oregon Forest Practices Act and a strong, but flexible, Land Use Planning Program as the cornerstones of forest resource protection on private lands in Oregon. The Board will use non-regulatory methods as much as feasible to achieve public-policy goals on private forestlands, and consider the use of additional regulatory methods as a least-preferred option. Adequate evaluation of the achievement of those public-policy goals over time is needed, regardless of the regulatory or non-regulatory methods used.
3. The Board will integrate adaptive forest management, monitoring, assessments, and research, particularly research regarding the scientific principles of ecosystem dynamics, into learning, planning and decision-making processes.
4. Active federal forestland management is very important to sustainable forestry in Oregon. The Board will consider national, state, and local opportunities to promote federal forest policies and management that are consistent with advancing the State of Oregon's vision for federal forests. These opportunities may include influencing federal national forest policies and budgets, interagency cooperative efforts, and local collaborative groups.
5. The Board will support a comprehensive State of Oregon forest cluster economic development strategy and to build and maintain state government resources needed to successfully implement the strategy.
6. Forestlands managed by the Board of Forestry consistent with its statutory authority will be promoted as an example of multiple resource management, and a practical demonstration of one forest ownership's contributions to the Board's statewide goals for environmental, economic, and social forest sustainability.

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

1. The Board will continue to assess the unique challenges and opportunities facing federal, state, local government, tribal, industrial, investment, and family forest landowners and promote policies that result in economic returns sufficient to encourage continued retention of, and investment in, forestlands in each of these ownership groups.
2. The Board will promote the development and support of non-timber markets, such as biomass, carbon sequestration, and other ecosystem services that reward landowners for maintaining their lands as forests.
3. The Board will promote employment, economic activity, and revenue contributions from management of forestlands throughout the state to support appropriate state and local government social services, especially health care and education.
4. The Board will promote long-term strategic investments to support Oregon's forest industry to ensure that Oregon maintains a competitive advantage and a diversity of forest products and markets. Oregon should continue to be a net exporter of wood product, and make a significant contribution towards meeting the nation's wood product needs. The Board will also encourage work to strengthen relationships between Oregon's forest cluster and green building cluster.
5. The Board will promote fulfillment of the shared responsibility for any additional action to reduce public safety risks with respect to landslides. Effective protection of the public requires the shared responsibilities of homeowners, road users, forestland owners, and state and local governments to reduce the number of persons living in or driving through locations prone to shallow, rapidly moving landslides during periods when they are likely to occur. The Board may promote statutory changes consistent with this objective.
6. The Board will develop and implement forest policies potentially affecting recognized Indian tribes in consultation with those affected tribes.
7. The Board will support programs that enhance urban and community forest values and that increase Oregonians' understanding of the important role urban and community forests play in providing environmental, economic, and social benefits.
8. The Board will widely communicate Oregon forest health and forest cluster and rural community economic vitality as priorities of the State of Oregon and will work with other organizations to revitalize the economy and social fabric of rural communities and ensure that the values they provide to all Oregonians are maintained and compensated. The board will consider the social effects on rural communities from forest management policies and practices.

Goal C: Maintain and enhance the productive capacity of Oregon's forests

1. The Board will support land-use planning and policies to ensure a stable forestland base, to encourage long-term investments in forestland, and to keep working forests working. Examples include but are not limited to: a) identifying current and future risks of forest fragmentation (i.e., increasing density of structures and parcelization) and the conversion of forests to non-forest use; (b) promoting a statewide no-net-loss of forestlands policy; and (c) supporting an effective system of transferrable development rights.
2. The Board will encourage the federal government land management agencies to achieve their statutory objectives by actively managing federal forestlands, including the use of commercial timber harvests and stewardship contracts where appropriate.
3. The Board will develop policies that better address forest operations within residential emphasis forests.
4. The Board will consider the acquisition of forestland as a tool for retaining Oregon's forest land base.
5. The Board will continue to recognize that different owners have different objectives for land ownership with different emphases on conservation, commodity production, multiple use, and residential values. The board will promote a policy framework and land management assistance programs that recognize the management of these different ownerships can provide a suite of benefits which collectively, in appropriate proportions and locations will meet Oregon's environmental, economic, and social needs.
6. The Board will promote consideration of alternate climate scenarios when planning reforestation and vegetation management, particularly when managing plant species of specific climate and fire regimes.
7. The Board will encourage forest landowners to manage their forests in a manner that ensures long-term wood volume growth in Oregon equals or exceeds rates of timber harvest and mortality across all ownerships.

Goal D: Protect, maintain, and enhance the soil and water resources of Oregon's forests.

1. The Board will use the Forest Practices Act as the primary means to protect soil productivity and water quality.
2. The Board will promote understanding, acceptance, and support across all land uses for relevant evaluations of water quality conditions based on beneficial uses, and the use of these evaluations to develop stream protection policies that result in consistent application of state water quality standards across land uses.
3. The Board will promote continued long-term watershed research to study the effectiveness of the most current forestry best management practices in providing protection for soil and water resources.
4. The Board will promote the maintenance of forestland in forest uses and promote the establishment of new forests as key elements in promoting high quality water and protection of soil productivity.
5. The Board will promote forest management that perpetuates the ecological processes—including disturbance dynamics—that contribute to desired aquatic habitat and water quality using a landscape level approach.
6. The Board will support and contribute to continuing statewide efforts under the Oregon Plan for Salmon and Watersheds to protect and enhance Oregon's native fish populations and water quality, while sustaining a healthy economy.
7. The Board will ensure that forest landowners comply with state non-point source water quality standards as their contribution to providing Oregonians with high quality drinking water.
8. The Board will promote management practices that protect forest soil productivity from losses due to human-induced landslides, soil erosion, and soil compaction.

Goal E: Contribute to the conservation of diverse native plant and animal populations and their habitats in Oregon's forests.

1. The Board will manage its forestlands in a manner that supports and enhances statewide efforts to conserve native plant and animal populations and their habitats.
2. The Board will rely on existing Forest Practice rule standards for resource site protections to meet the state of Oregon's contribution towards base-line public expectations of benefits from private forestlands (i.e. formally acknowledge existing levels of protection). The Board will look to non-regulatory and market-based approaches to provide additional public benefits, combined with existing federal and state Endangered Species Act protections. The Board will promote statutory changes and/or change Oregon Administrative Rules consistent with this objective.
3. The Board will promote policies to prevent and control introductions of damaging, invasive, nonnative species on forestlands that threaten the conservation of native plant and animal populations and their habitats.
4. The Board will promote the development of a coordinated, statewide Oregon native plant and animal conservation policy addressing all land uses and ownership classes. The policy should clearly state public expectations for base-line resources site protection, as well as broader contributions of private land owners to achieve state conservation goals. The policy should also specify whether private forestlands will be held to an equal or different standards as compared to other land uses.
5. The Board will promote a variety of non-regulatory tools, such as landowner recognition, incentives, easements, exchanges, and technical assistance, to help implement the state native plant and animal habitat conservation policy.
6. The Board will advocate that local collaborative groups define and delineate the amount and characteristics of older forests that should be conserved and re-established on federal lands to maintain ecological sustainability and resiliency as part of their landscape assessment.
7. The Board will identify fire-dependent or fire-sensitive ecosystems of high biological diversity significance and evaluate the interactions between changing vegetation and fire to ensure their long-term conservation.

Goal F: Protect, maintain, and enhance the health and resiliency of Oregon's dynamic forest ecosystems, watersheds, and airsheds.

1. The Board will promote active fuels and vegetation management, along with aggressive wildfire suppression on public and private forestlands as key tools to promote forest landscape conditions that are resilient to natural disturbances.
2. The Board will promote policy and technology changes to control the cost of wildfire suppression efforts and will promote shared public and landowner funding to maintain the most efficient level of fire protection and other forest health activities on non-federal forestland.
3. The Board will promote wildfire risk reduction and forest ecosystem enhancement through policies, technology, and liability relief for increased prescribed fire use and mechanical treatments where appropriate at the landscape scale in fire-dependent ecosystems. Direct State of Oregon participation in the use of thinning and prescribed fire on fire-prone dry federal forests will also be encouraged.
4. The Board will promote programs to prepare and protect private property within the forestland urban interface from wildfire, insects, and diseases risks and promote strong local accountability for community fire planning and prevention.
5. The Board will implement a policy that wildfire suppression actions in all of Oregon's forests reflect the following protection priorities: (1) human lives, (2) forest resources, (3) dwellings and other developments.
6. The Board will promote integration of climate mitigation and adaptation strategies into planning, decision-making, management, restoration, and public information efforts.
7. The Board will promote resilient forest landscape conditions and management practices that will lead to reductions in the adverse impacts from forest insects and diseases.
8. The Board will promote smoke management programs that maintain and improve air quality while allowing sufficient opportunities for prescribed burning, fuel reduction, and forest health improvements.

Goal G: Enhance carbon storage in Oregon's forests and forest products.

1. The Board will encourage maintaining and increasing Oregon's forestland base and promoting urban forests to enhance carbon storage and reduce greenhouse gases.
2. The Board will promote increased public and forest landowner understanding of the potential contributions of trees and forests in storing carbon.
3. The Board will promote the continued refinement of tools to predict how forest management and wildfire affect carbon pools and calculate the amount of carbon stored in these pools and development of principles and standards relating to the creation, measurement, accounting, marketing, verifying, registering, transferring, and selling of forestry carbon offsets from nonfederal forestlands.
4. The Board will promote climate change mitigation through forest carbon-offset markets and ecosystem services markets and provide landowners information on participating in these markets.
5. The Board will encourage greater consumer awareness of the environmental advantages of using renewable and recyclable Oregon forest products.
6. The Board will advocate for a level playing field for public and private forestland biomass to be considered with other renewable energy sources and as key component of Oregon's strategy for meeting state greenhouse gas reduction and renewable energy portfolio standard policy goals.
7. The Board will continue to support research and develop policies and incentives that will drive the growth of the biomass/ bioenergy/ bio-based products industry in the state.