

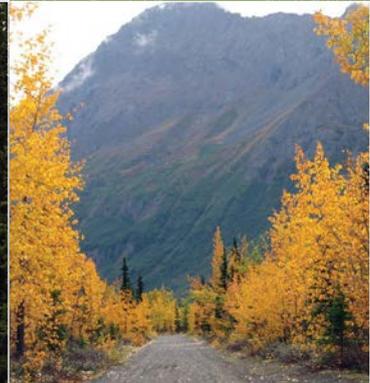
Forestry Strategic Plan – Updated December 2011



Division of Forestry
Department of Natural Resources
State of Alaska



2008-2012



State Forester's Perspective

I'm pleased to report that the Division continues to make headway in implementing specific actions identified in our strategic plan. While I'd like to see more significant progress in the design and construction of new facilities, particularly the Fairbanks Wildland Fire Center, we are ensuring the project is understood and presented in our annual budget process as a high priority item for the Division.

Along similar lines is the need for secure funding and a long-term plan for our Type I and II-Initial Attack (IA) agency crews. These crews are an important part of our IA work force and are engaged in hazard fuel mitigation work around our communities in areas designated for treatments per a local Community Wildfire Protection Plan (CWPP). The crews help us address a number of key metrics in the strategic plan, particularly the goal of recruiting and retaining outstanding staff. Members of these crews often move into wildland fire positions at area and regional offices. Many of our senior level managers often got their start on a crew like these.

Despite the challenges, we did have many notable successes this past year and were successful in gaining fiscal support in the budget process for both our forest management program and the wildland fire academy concept. This latter item speaks directly to the goal of training that supports staff development and retention at all levels of the Division. The academy model of training has been used for new recruits for our EFF Type II crews, the engine academy, dispatch training and to teach advanced fire fighter skills to crews and individuals. These efforts all speak to the need to grow our own "next generation" leaders and managers to ensure we continue to have a skilled workforce to address the considerable challenges of this profession.

A particular achievement of note was the doubling in size of the Southern Southeast State Forest during the 2011 legislative session. This effort and our ongoing program to identify and nominate new areas for state forest designation speak to the economic development aspects of our Division. These multiple use lands are used for a variety of purposes, but key uses directly support communities via active management and access to resources. The success of numerous wood energy projects around the state are tied directly to well managed forest lands and speaks directly to our goals of clear mandates and authorities for the Division and out staff.

Thank you to all of you who make our program such a strong one. Small steps over many years add up to big achievements. If we use this plan as our guide, there are some big things in store for us and the residents of the state.

Sincerely,



John "Chris" Maisch
State Forester, C.F.



★ Alaska Division of Forestry Strategic Plan ★

Updated December 2011

★ Mission

We proudly serve Alaskans through forest management and wildland fire protection.

★ Values

- ◆ Integrity
- ◆ Resourcefulness
- ◆ Respect
- ◆ Dedication
- ◆ Caring
- ◆ Professionalism
- ◆ Spirit
- ◆ Vision
- ◆ Duty

★ Vision: DOF 2012

1. DOF has clear mandates and authorities
2. DOF aligns programs, work force, and authorities
3. DOF retains and recruits outstanding staff
4. Training supports staff development and retention at all levels
5. DOF develops and maintains strong cooperative relationships
6. DOF is actively involved in emerging issues
7. Excellent equipment, technology, and facilities support DOF staff
8. Strategic planning keeps pace with Division needs

★ Action Plan: 2008 – 2012 ★

Note: Updates and accomplishments from February 2010 through December 2011 are shown in *blue*

★ 1. DOF has clear mandates and authorities

Action	Tasks	Time Frame	Possible participants?
1.A. Clarify DOF mandates and authorities	1. Identify constitutional and statutory requirements and authorities for DOF's mission. The product will be an annotated list of statutory requirements and authorities – what we are required or authorized to do. <i>Near completion—products are fieldbooks and updated list of delegations of authority</i>	Jan. 2012	Chair: M. Curran, T. Kurth, D. Brown, For. Res. Prog. Mgr.
1.B. Identify existing staffing, resources, and funding (<i>What do we do now?</i>)	<ol style="list-style-type: none"> 1. Identify existing work load trends – <i>update and summarize in annual report</i> 2. Identify existing DOF work force (<i>org. chart</i>) 3. Identify other existing human resources, including DOF crews (e.g., Type II Interagency teams, Type II crews, Hotshot), volunteers, interns, etc. 4. Identify existing equipment and facilities (e.g., aircraft, offices) 5. Identify existing funding, including grant funding and administration <i>Products: annual reports, budget reports, organization chart, and inventories</i> 	<ol style="list-style-type: none"> 1. Done annually 2. Done annually 3. Done 4. Done 5. Done 	All: Chair -- M. Curran, A. Weber-Sword, Prog. Mgrs, L. McKenzie, Admin., T. Kurth

1.C. Update statutes or regulations to facilitate priorities	<p>1. Identify and seek needed authority revisions <i>Accomplishments include</i></p> <ul style="list-style-type: none"> • <i>Expansion of Tanana Valley State Forest</i> • <i>Expansion & establishment of SE State Forest</i> • <i>Structure protection statute change</i> <p><i>In progress: Timber Jobs Task Force reviewing statutory and regulatory authorities relevant to forest management and production; FRPA landslide BMPs under review</i></p>	Ongoing	
1.D. Identify constraints & flexibility of grant fund	1. Review how USDA, USDI, and other grants align with program priorities	April 2012	Lex McKenzie, PMs, Chris Maisch

★ 2. DOF aligns programs, work force, and authorities

Action	Tasks	Time Frame	Possible participants?
2.A. Focus on priority programs, products, and services	<p>1. Prioritize functions within programs, products, and services <i>Completed Statewide Assessment and Action Plan</i></p>	Review annually	MTM
2.B. Assess staffing, resources, and funding needs for priority programs and services	<p>1. Assess work force needs for priority programs, including DOF employees and outside assets (e.g., Type II Interagency teams, Type I and II crews) <i>Fill vacancies as they occur; pool resources where feasible; target employee development efforts toward vacancies</i></p> <p>2. Assess funding needs <i>Incorporated into annual budget preparation</i></p>	<p>Ongoing</p> <p>Annually</p>	<p>1. MTM + work groups</p> <p>2. RFs, AFs, Coop Program Coord., Program Managers</p>

<p>2.C. Align organization to efficiently provide priority programs and services</p>	<ol style="list-style-type: none"> 1. Develop/adapt best structures or positions to accomplish goals <i>Ground support changes and strategic planner for fire program</i> 2. Allocate resources to efficiently accomplish priorities; consider crew rotation, how we build crews, emphasize IA certified crews <i>TCC crew, Denali crew—certified for Type II I/A, 2 crews from ARRA funds (White Mt., Tikaan), consolidated Upper Tanana crews to maximize hiring availability</i> 3. Facilitate and increase mobility of personnel among offices where appropriate to accomplish priorities <i>Use morning ops call and area-to-area assignments</i> 4. Update policies and procedures to support efficient accomplishment of priorities, e.g., DO 17 5. Develop work plan/spending plan for grant funding 6. Develop strategy to acquire funding needed to accomplish priorities, including state, federal, and other funding sources. <i>Increments received: Wildland Fire Academy, FRPA and Forest Management</i> <i>CIPs received: FY10 – aircraft, ALMR, fire trucks, timber inventory; FY11 – Copper R. and Haines modulars, firewood and timber access, deferred maintenance</i> <i>Competitive WUI and S&PF resource grants awarded</i> 	<p>Ongoing</p>	<p>1, 2, 3, and 5, : MTM, Area Foresters, Regional FMOs, Regional RMs, coop program coordinators</p> <p>4. Regional Admin, J. Schwarber, T. Kurth, and committees</p>
--	--	----------------	---

<p>2.D. Integrate forest management, fire management, and cooperative forestry activities</p>	<p>1. Inventory and map forest resources with respect to forest products, biomass energy, and fuel reduction needs a. Lower Tanana b. Southern Southeast c. Mat-Su – start FY09, finish FY11 <i>CIP received FY11</i> <i>Mat-Su inventory fieldwork done, report in progress</i> d. Upper Tanana/Valdez-Copper River – fund FY11, finish FY13 <i>Fieldwork done, report in progress</i> e. Northern SE – fund FY11, finish FY13 <i>Inventory in progress</i> f. Kenai – fund FY13, finish FY15 <i>Fieldwork done, report in progress</i></p> <p>2. Plan and conduct integrated projects in forest management, fuels reduction, biomass energy, and access (e.g., integrated Tok area plan) <i>Projects are operational in Tok, Delta, Kenny Lake; under consideration in Haines</i></p> <p>3. Develop federally-required Statewide Assessment and Action Plan for Cooperative Forestry programs <i>Assessment and Action Plan completed</i></p> <p>4. Strengthen ties between cooperative forestry, fire management, and forest management programs on issues of mutual interest, e.g., Firewise, climate change, invasive species, etc. <i>Joint projects under ARRA funding for hazard fuel reduction.</i> <i>Joint fire-resources annual meeting held in spring 2010.</i> <i>Climate Change Subcabinet recommendations for forestry and fire policy submitted to governor in 2010.</i></p> <p>5. Review training and organization options for integrating programs, including an orientation period w/training in all programs, redesigning some positions to include fire <u>and</u> resource duties, etc. <i>See also 4C. Progress in using WFRTs and others on timber sale layout, thinning, inventory, and biomass research; Community Forestry obtained Arbor Day Foundation planting grant for area office; resource foresters providing GIS services on fire; joint Fire-Resources meeting scheduled Spring 2010; Stewardship Program Coord. manages DOF seed inventory</i></p>	<p>1. a. Done – 3/09 b. Done – 6/09 c. June 2012 d. June 2013 e. June 2013 f. June 2013</p> <p>2. Several projects done; some in progress</p> <p>3. Done 6/10</p> <p>4. Ongoing</p> <p>5. Ongoing</p>	<p>1. D. Hanson, J. Nudelman, M. Lee, J. Hermanns, G. Staunton, J. Graham</p> <p>2. Area foresters, J. Schwarber</p> <p>3. Coop Program Coordinators, A. Weber-Sword, R. Rogers</p> <p>4. J. Graham, G. Staunton, R. Schmoll, C. Maisch</p> <p>5. Regional and Area Foresters and program managers</p>
---	--	--	--

★ 3. DOF retains and recruits outstanding staff

Action	Tasks	Time Frame	Possible participants?
<p>3.A. Improve marketing of DOF job opportunities</p>	<p>1. Focus recruitment on mid-level positions to maximize pools of qualified applicants</p> <p>2. Recruit proactively, i.e.: EFF pool, Native corporations, universities/schools, direct contacts to prior applicants, etc.</p> <p>3. Identify firefighting as a desirable career</p> <p>4. Use Type I and II crews, intern programs, and apprenticeships to help with recruitment</p> <p><i>Two fuels mitigation crews added through ARRA funding</i></p> <p><i>1.-4. Expanded advertising to include NASF, SAF, Wildland Fire website, Western State Fire Managers, western state foresters, Intertribal Timber Council, and AWFCG agencies; presentations to UAF and school classes; provided info to PIC for job fairs; see also 3C2 re strategies for flexible locations and work weeks.</i></p> <p><i>Established and conducted fire academy</i></p> <p><i>See also training accomplishments</i></p>	<p>Ongoing</p>	<p>All: M. Eliot, M.Rogers</p>
<p>3.B. Improve upward mobility options</p>	<p>1. Identify and remove roadblocks to upward mobility, e.g., OT eligibility, flex positions (including flex positions beyond entry level); advocate for making criteria for advance step placement for state employees equal to those for new employees, LOA for GGU overtime ineligible positions</p> <p><i>Wildland Fire Letter of Agreement was in place for 2009-2011 fire season for GGU overtime ineligible and SU positions. Elevated to DNR/DOA Commissioners for futures years.</i></p> <p>2. <i>Get LOAs approved for 2012 fire season and seek long-term solution</i></p> <p>3. Identify career paths and adopt training plans that match individuals' talents and interests and DOF needs. Incorporate training needs in evaluations.</p> <p><i>Target positions identified in IQS for fire program training. Individual training goals survey for DOF staff interested in fire completed</i></p>	<p>1. Done for 2009-11</p> <p>2. Mar. 2012</p> <p>3. Ongoing</p>	<p>1. C. Maisch, D. Brown, L. McKenzie</p> <p>2. C.Maisch, D. Brown, L. McKenzie</p> <p>3. Training Officers and all supervisors</p>

<p>3.C. Develop retention strategies</p>	<p>1. Assess options for alternative workweeks, wellness program, etc.</p> <p>2. Provide options for job location, telecommuting, etc. <i>Have used some temporary telecommuting agreements; some jobs recruited with alternatives for duty stations.</i></p> <p>3. Advocate for options for competitive compensation and retirement packages <i>Entered agreements for additional compensation for FLSA-exempt positions. Provided input to DOA salary study regarding recruitment and retention difficulties. [Note: SB 154 was introduced in 2009 to create a 20-year retirement option for fire fighters, but did not pass.]</i> <i>State implemented Alaska Labor Relations Board ruling on strike class I for firefighters</i></p> <p>4. Seek redefinition of FLSA O/T eligibility to include fire management positions. <i>See also 3.B.1.</i></p> <p>5. Use seasonal employees to accomplish DOF objectives and lengthen work seasons <i>ARRA projects used to create additional work for seasonal employees. See also 2.D.5.; seasonal techs employed on CWPP and education study.</i> <i>Resource work in areas under timber sale receipt funding</i> <i>Fuel mitigation work with USDI funding</i></p> <p>6. Seek revision of policies precluding a. rehire of retirees <i>Bills on rehire did not pass. Retirees can be hired as non-perms or EFFs.</i></p> <p>b. seek ability of long-term non-perms to draw retirement benefits <i>Policy in place by 3/09. Retirees actively being used by both programs as necessary.</i></p>	<p>1. Done June 2009</p> <p>2. Ongoing</p> <p>3. Done 9/16/11</p> <p>4. Done 9/08</p> <p>5. Ongoing</p> <p>6.a. Done 2010</p> <p>b. Policy - done. Ongoing use of non-perms</p>	<p>1. AFs, CPCs</p> <p>2. AFs, CPCs, Program Managers</p> <p>3. MTM</p> <p>4. C.Maisch, T. Kurth, D. Brown</p> <p>5. Regional & Area Foresters</p> <p>6. MTM</p>
--	---	--	---

<p>3.D. Transitioning work force</p>	<p>1. Expand opportunities to work with retirees, e.g., rehires, consultants, part-time, EFF, board members, volunteers, etc.</p> <p>a. Identify projects/positions that could be accomplished through retirees. Use retirees to help mentor new hires.</p> <p>b. Identify retirees that are interested in work with DOF</p> <p>c. Expand opportunities for use of retirees through contracting, short-term and long-term non-perms, EFF, and rehires (see also 3.C.6. above)</p> <p><i>Retirees currently working as non-perms on Board of Forestry, Timber Jobs Task Force, communications, intel, and as EFF</i></p> <p>d. Encourage mentoring to pass on knowledge prior to retirement.</p> <p>e. Define management responsibilities for single-resource EFF</p> <p><i>Memo issued clarifying responsibilities to provide administration for single-resource EFF</i></p>	<p>1.</p> <p>a. Ongoing</p> <p>b. Ongoing</p> <p>c. Ongoing</p> <p>d. Ongoing</p> <p>e. March 2010</p>	<p>1. a. – d. Supervisors</p> <p>e. FAWG recommend to MTM</p>
--	--	--	---

★ 4. Training supports staff development and retention at all levels

Action	Tasks	Time Frame	Possible participants?
<p>4.A. Identify training needs and options</p>	<p>1. Identify needed training for advancement through upgrade plans for flex positions <i>For Fire, this is done annually with Lower 48 training nominations and in-state training. Completed flex plan requirements for dispatchers, WFRTs, and admin assistants and posted this to the DOF internal we site. Area FMOs and Area/Region training staff annually complete a training needs analysis. Analysis for 2010 was finished Aug. 2009. The Alaska Interagency Training Plan has been developed and posted to http://www.nationalfiretraining.net.</i></p> <p>2. Inventory existing staff skills (e.g. timber cruising, appraisal, engineering, fire specialties, equipment operation) and remaining needs <i>Done in IQS for fire skills for fire positions. MTM circulated a questionnaire during annual meeting to also cover resource skills.</i></p> <p>3. Identify training paths for supervisors and managers <i>2010 fire training; NAFRI-Fire Management Leadership March 29-Apr. 2, 2010 for selected managers; In-state 581 AFS class: March 8-12, 2010 Fairbanks (interagency cadre) for supervisors and managers.</i></p> <p>4. Develop and implement basic DOF orientation presentation <i>Completed PowerPoint introduction to DOF</i></p> <p>5. Provide information on college degree and certification track options and needs <i>Non-perm completed project to identify on-line courses. Report will be presented at joint spring fire-resources meeting</i> <i>DOF worked with UAF to authorize credit for prior S-courses</i></p>	<p>1. Done for tech, dispatch , and admin assistant flexes;</p> <p>2. Done 11/10</p> <p>3. Done 2/10</p> <p>4. Done Dec. 2008</p> <p>5. Done Jan. 2010</p>	<p>1. FAWG/ MTM/ Admin</p> <p>2. Area Forester Committee</p> <p>3. D. Brown, RFs</p> <p>4. M. Freeman, M. Rogers, P. Joyner</p> <p>5. M. Rogers</p>

<p>4.B. Develop training courses and materials</p>	<p>1. Plan training modules for statutory and regulatory authorities; administration , procurement, and budget; resources, fire, safety, office technology (incl. GPS/GIS) <i>Training included in joint spring meeting ICS courses on-line I-100 basic ICS. Rocky Ansell delivers OSHA safety training (BBP, hazmat, first responders, etc). DOF staff provided training in: GIS, property and procurement, Budget 101, FRPA training, SHPO coordination</i></p> <p>2. Address expectations for training reimbursement, and costs; develop path with division-wide approaches <i>DOF has reimbursed employees who have applied for this benefit</i></p> <p>3. Identify instructors, (contractors, retirees, UA options), on-line, boroughs, USFS, professional associations, Division of Homeland Security, National Fire Academy, other training <i>DHS - ICS, basic PIO. NWCG.gov website. Fire is linked nationally to training resources, interagency coordination with Fire training standard operation procedures. Interagency S331 CREP added to S330 OTFH class when it fits. ICS helps with borough training. Identified college courses available on-line and at spring fire-resources meeting March 2010 Participating with DHS for disaster training from FEMA</i></p> <p>4. Determine what training is offered in areas vs. centralized locations <i>See http://www.nationalfiretraining.net Academy and cadre working to shift training to centralized locations</i></p>	<p>1. Ongoing</p> <p>2. Done Mar. 2010; reimbursements ongoing</p> <p>3. Ongoing</p> <p>4. Ongoing</p>	<p>All: Regional foresters and program mgrs. assign to subject matter experts; contract for admin. Modules</p> <p>3. J. Ennenga for on-line course list</p>
--	---	---	---

<p>4.C. Deliver fire and resource training</p>	<p>1. Provide training for EFF, techs, and foresters for both fire (e.g., prescribed fire) and resources (e.g., cruising, road layout) <i>Joint fire/resources meeting held 2010. Fire Lower 48 and in-state training, see http://www.nationalfiretraining.net. Helicopter academy scheduled for spring 2010. Spring academy provided basic fire fighter training for crews in 2010 and 2011, advanced training scheduled for 2012. Joint Fire Science meetings in 2010-11</i></p> <p>2. Provide needed training for advancement through flex plans <i>Continuing – in-state and lower48 training is meeting this requirement.</i></p> <p>3. Provide training for supervisors and managers, incl. Academy for New Supervisors <i>See 4.A.3</i></p> <p>4. Implement cross-training, mentoring, job shadowing, job sharing, college course/degree program payments, intern opportunities, and apprenticeships <i>Forestry-related on-line courses identified. DOA implementing statewide policy for reimbursement Alaska IMT offers apprenticeships, mentoring, trainee assignments – see http://fire.akblm.gov for IMT procedures. Cross-training: Fire-GAP courses for fire departments being scheduled for 2010, NWCG has released the courses. Assisting local governments in developing all-hazard IMT type 3 teams.</i></p> <p>5. Explore options for Native organization delivery of training, e.g. Crew Administrative Rep and Crew Rep training <i>TCC is actively offering basic firefighter and type 2 crews. 2010 partnerships with TCC, AVCP, USFWS, National Park Service, USFS, and Dept. of Labor to deliver training.</i></p> <p>6. Develop type 2 crew skills to meet national qualifications for FireFighter 2 or Type 2 IA. <i>Spring academy planned for spring 2010 in both regions, including pump and saw training.</i></p>	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Ongoing</p> <p>6. Ongoing</p>	<p>All: Regional foresters and training officers, R. Jandreau, J. Winters</p> <p>4. C. Forrest-Elkins & training staff</p>
--	---	---	--

★ 5. DOF develops and maintains strong cooperative relationships

Action	Tasks	Time Frame	Possible participants?
<p>5.A. Coordinate or integrate DOF functions with other agencies</p>	<p>1. Improve cooperation with borough and structural fire departments <i>Assisting local governments in developing all-hazard IMT type 3 teams.</i> <i>Developing MOU's for red card training and IQS for local SFD and VFD</i> <i>Implementing cross walk training</i> <i>All Hands/All Lands coordination between boroughs, VFDs, Native corporations, and local, state, and federal agencies on Kenai and in Mat-Su</i></p> <p>2. Improve cooperation with federal agencies in wildland fire. <i>Master agreement</i> <i>Pursuing agreements on technical services and GIS</i></p> <p> a. Pursue interagency operations in McGrath <i>Implemented joint staffing and facility management with DOI agencies.</i> <i>Winter facility maintenance agreements completed with USFWS and AFS</i> <i>Discussion on interagency operations for SW Alaska continuing</i></p> <p> b. Assess interagency warehouse and SLC/AICC consolidation <i>DOF/AFS contract with USKH to explore potential for consolidation and location of facilities</i></p> <p> c. Pursue interagency public information services <i>Staffed AICC joint info center in 2009; will expand in 2010.</i></p> <p> d. <i>Continue involvement with Northwest Compact</i></p> <p>3. Assess existing DOF dispatch system and models for dispatch from other agencies, pursue interagency dispatch center in Kenai <i>Kenai Interagency Dispatch Center (KIDC) implemented</i> <i>Implemented computer-aided dispatch in 2011</i> <i>Developing updates of modules</i></p>	<p>1. Ongoing</p> <p>2.</p> <p>a. Phase 1 Done Sept. 2009; phase 2 ongoing</p> <p>b. TBA</p> <p>c. Done May 2009</p> <p>d. Ongoing</p> <p>3. Done 6/11; KIDC done 4/09 module updates 2012</p>	<p>1. Tom Kurth; RFMOs, AFMOs, fire staff</p> <p>2.</p> <p>a. Ops Forester, M. Curran, Coastal FMO</p> <p>b. M. Maricle</p> <p>c. M. Rogers</p> <p>d. T. Kurth</p> <p>3. M. Henderson, AICC coordinator</p>

	<p>4. Increase interagency integration of fuels management and prescribed burning <i>Nenana Ridge Research Burn, Fort Richardson, Kenai Refuge, and other burns completed.</i></p> <p>5. Involve Native corporations and tribes in crew management <i>See also 4.C.5. and 6</i></p> <p>6. Strengthen coordination with DMVA, Homeland Security, and FEMA <i>Assist local governments in developing all-hazard IMT type 3 teams Flood support via DMVA, DHS, and EM Agreements developed to utilize air national guard for fire suppression duties</i></p> <p>7. Strengthen interagency operations and partnerships in resource management activities <i>Achieved cooperating agency status with the USFS for development of the Tongass Land Management Plan (TLMP) and began implementation of the new plan via the state Tongass Team. Participation in Tongass Futures Roundtable process USFWS partnership for hazard fuel reduction work in the community of Tok Technical assistance for woody biomass projects provided to AEA under RSA and other woody biomass grants ARRA funding for Mat-Su, Kenai and Fairbanks North Star boroughs and the Municipality of Anchorage for hazard fuel mitigation Timber Jobs Task Force MOUs and RSAs with University of Alaska, Mental Health Trust, and boroughs to provide forest management services RSA to ADF&G for Tongass coordinator and for 2011 FRPA implementation RSA to DMLW for state permits on Tongass projects</i></p> <p>8. Strengthen networks for cooperative forestry programs (e.g., advisory committees, NRCS, USFS Regions 6/10, local governments) <i>ARRA funding completion of fuel mitigation projects: Ruby, Stevens Village, Venetie, and Beaver. ARRA funding for forest health projects in SE Alaska with Sealaska and several village corporations Re-established the Tanana Valley State Forest Citizen Advisory Council</i></p>	<p>4. Ongoing</p> <p>5. Ongoing</p> <p>6. Ongoing</p> <p>7. Ongoing</p> <p>8. Ongoing</p>	<p>4. T. Kurth</p> <p>5. RFMOs</p> <p>6. T. Kurth</p> <p>7. C. Maisch, Program Managers, RFs and staff</p> <p>8. J. Graham, P. Joyner, J. Schwarber</p>
--	---	---	---

<p>5.B. Information and Outreach</p>	<p>1. Strengthen methods of disseminating information on Division mission, capabilities, accomplishments, and programs to state and federal legislators, partner agencies and organizations, general public, and media. <i>Accounts established for Twitter and Facebook, social networking sites, for improved communications (fire season 2009)</i> <i>Conducted public meeting for fire management and policy issues in Interior (Sept. 2009)</i> <i>Initiated webpage redesign and update, developed media outreach materials and process</i> <i>Program briefing papers for state legislators on topics of interest; distributed strategic plan to legislators</i> <i>Alaska fire in-briefing</i></p> <p>2. Complete and implement the public information strategic plan</p> <p>3. Review and update reporting measures</p> <p>4. Share strategic plan with partners and public and seek feedback; post on website</p>	<p>1. Ongoing</p> <p>2. Done Oct. 2009</p> <p>3. Done July 2009</p> <p>4. Done Feb. 2009</p>	<p>1. M. Rogers, P. Joyner, J. Nudelman,</p> <p>2. M. Rogers</p> <p>3. T. Kurth, R. Rogers, A. Weber-Sword</p> <p>4. M. Rogers, RFs, AFs, Prog. Mgrs</p>
<p>5.C. Participation in professional organizations</p>	<p>1. Encourage and support DOF representation in appropriate professional organizations, e.g., AK Fire Chiefs Assn., NASF, WFLC, SAF, ISA, American Planning Association, American Society of Public Administrators, National Inst. of Government Purchasing, etc.</p>	<p>1. Ongoing</p>	<p>1. Managers, Supervisors</p>

<p>6.A. cont.</p>	<p>2. b. climate change, <i>Adaptation and Mitigation technical working group reports completed spring 2009; final report and recommendations presented to Governor.</i></p> <p>c. evolving markets for carbon and ecosystem services <i>Tracking through NASF, WFLC, and Board of Forestry</i></p> <p>d. federal funding impacts on Division programs, including coop programs <i>See Statewide Assessment and Strategy in 2.D.3. above. Provided feedback on competitive grant process.</i></p> <p>e. changing roles for federal/state/local/Native entities in fire management, <i>See also training section above. DM 620 reaffirmed and reissued. AWFCG representation. Master and Annual Operating agreements updated.</i></p> <p>f. impacts of changing demographics on fire and resource programs,</p> <p>g. dedicated forestry land base (working forest land); potential for additional legislatively designated state forests, etc. <i>SE State Forest bill introduced and passed House 2010; and expanded in 2011. DOF participating in state land use plans to retain forest land base. Started mapping and analysis for Mat-Su State Forest. Timber Jobs Task Force identifying options for state land acquisition in SE..</i></p> <p>h. invasive species <i>DOF is coordinating with the USFS FHP to identify and report invasive insects; expanding EDRR monitoring for invasive insects in coordination with USFS; Amber-marked birch leaf miner biocontrol project continuing; DOF reports invasive plant sightings to AKEPIC database</i></p> <p>i. Changing interest in fire protection from landowners <i>Protection levels considered through Interagency Fire Management Plan updates</i></p> <p>j. Air quality interaction with fire management and wood energy issues. <i>Coordination with FNSB 2.5pm issue Meetings with mayor, interior delegation, and DEC</i></p>	<p>2. (cont.) Ongoing</p>	<p>b. C. Maisch</p> <p>c. C. Maisch</p> <p>d. FRPM, Coop. Program Coordinators</p> <p>e. T. Kurth, D. Brown</p> <p>f. MTM</p> <p>g. FRPM, RFs, C. Maisch , J. Schwarber</p> <p>h. R. Burnside for insects; coordinate with Div. of Ag. for plants</p> <p>i. T. Kurth, D. Brown</p> <p>j. C. Maisch, T. Kurth</p>
-------------------	---	-------------------------------	--

	<p>k. Tongass National Forest shifting from old growth harvest to restoration and mitigation projects</p> <p><i>Assessing through Timber Jobs Task Force and State Tongass Teams; providing “bridge timber” from state land</i></p> <p>l. demand for DOF personnel participation in all-risk management</p> <p>m. fire management decision support systems, e.g., WFDSS, RAVAR, FARSITE <i>Fire strategic planner hired</i></p> <p>n. need for stable structure and funding for conservation education program <i>Outsourced services</i></p> <p>3. Identify and/or seek funding for involvement in priority emerging issues <i>Acquired ARRA funding for fuels management, pre-commercial thinning and forest health; Arbor Day grant for reforestation funding; FY11 budget includes CIP requests for timber inventory and wildland fire engine replacement. FY10 increment received to supplement AICC budget; FY10 CIP received for fire engine replacement; 2-year increment for Statewide Assessment; Identified state funding to supplement federal funding for WFRTs</i></p>	<p>2. (cont.) ongoing</p>	<p>k. C. Maisch, C. Clark, M. Curran</p> <p>l. T.Kurth, D.Brown</p> <p>m. T. Kurth</p> <p>n. P.Joyner, T.Kurth</p> <p>3. Program Managers</p>
--	--	---------------------------	---

★ 7. Excellent equipment, technology, & facilities support DOF staff

Action	Tasks	Time Frame	Possible participants?
<p>7.A. Retain knowledge and historic information (see also 3.D. and 7.C. and D.)</p>	<p>1. Use technology to keep information alive, e.g., electronic filing systems, posting on internal websites. <i>Adopted new records retention schedule; new e-mail retention requirements</i></p> <p>2. Establish system to electronically retain and retrieve key documents and records retention system (e.g., FYSTS, annual reports, Coop agreements, timber tracking charts, etc.) <i>Remapped DOF drives to facilitate document sharing Dec. 2009-Jan. 2010. Info Officer initiated on-line library</i></p>	<p>1. Ongoing</p> <p>2. Done Jan. 2010</p>	<p>1. Admin.</p> <p>2. Admin., M. Rogers (on-line library), R. Jandreau</p>

<p>7.B. Provide adequate modern, professional work facilities (see also 7.F.)</p>	<p>1. Build new DNR Fairbanks Complex a. Resubmit CIP Funding request September 2011 for FY13 budget <i>FY11 and FY12 CIPs proposed but not approved – will resubmit</i> b. Building complete c.. Explore warehouse consolidation/new facility <i>See joint AFS-DOF actions in 5.A.2.b.</i></p> <p>2. Build Kenai-Kodiak Area Office Complex a. Funding request for certificates of participation September 2008 for FY10 budget <i>CIP written but not approved</i> <i>Exploring funding/building options with City of Soldotna and City of Kenai</i> b. Building complete</p> <p>3. Upgrade McGrath facility in coordination with BLM a. Jointly define needed work and sign agreement with BLM <i>See 5A2a above, Increased maintenance funding for McGrath facilities, drafting agreement with AFS. BLM replaced underground tanks, removed ramp hazmat tank, built new 4-plex bunkhouse, and removed 3 old wall tents. For 2012 BLM will remove additional wall tents. Another 4-plex will be built as funding allows.</i> b. CIP request for funding no later than FY13 budget c. Complete upgrades of McGrath facility</p> <p>4. Move Trunk Road facility a. CIP Funding request Sept. 2008 for FY10 budget for move by 2010 <i>Legislature did not fund FY10 and FY12 CIP requests; will resubmit for FY13 budget; extension of lease requirement to move facility obtained from landowner to March 2011; update of appraisal and moving costs underway by ADOT&PF as of Nov. 2011</i> b. Move facility</p>	<p>1. a. Request annually until funded b. Funding dependent c. On hold in 2011, awaiting new AFS head</p> <p>2. a. Aug. 2013 b. Funding dependent</p> <p>3. a. Ongoing b. Sept. 2011 c. Funding dependent</p> <p>4. a. Done; resubmit Sept. 2012 b. Funding dependent</p>	<p>1. D. Brown, M. Eliot, T. Kurth, J. Lewandoski, M. Maricle, K. Gordon (see 7.B.)</p> <p>2. D. Brown, M. Curran, T. Kurth</p> <p>3. D. Brown, M. Curran, T. Kurth, J. Reese; see also 7.B.</p> <p>4. D. Brown, M. Curran, T. Kurth</p>
---	---	---	--

7.B. cont.	<p>5. Address aging facilities in area offices statewide</p> <p>a. Assess status of existing facilities (see also 1.B.4.) <i>Facility replacement needs identified in long-range plan and budget and in FY13 budget process.</i></p> <p>b. Repair/replace facilities as needed</p> <p>6. Share resources with AFS and USFS</p>	<p>5.</p> <p>a. Ongoing</p> <p>b. Funding dependent</p> <p>6. Ongoing</p>	<p>5. Area Foresters, J. Lewandoski, M. Maricle (see 7.B.)</p> <p>6. T. Kurth; RFs</p>
7.C. Develop enterprise GIS system	<p>1. Develop long-term GIS plan for the Division <i>Plan completed; appendices in preparation</i></p> <p>2. Address data issues (e.g., land status quality, digitize protection levels, etc.) <i>Statewide Assessment mapping in progress</i></p> <p>3. Make GIS available to everyone in DOF</p> <p>4. Acquire and maintain up-to-date hardware, software, mobile units, and data storage <i>Snap servers delivered and maintained; broadening deployment of GIS capability in fire engines</i></p> <p>5. Interface with other agencies and DNR divisions for data sharing</p> <p>6. Integrate fire and resource reporting into GIS <i>DOF participating on AWFCG GIS committee with federal agencies</i></p>	<p>1. Nov.2011</p> <p>2-6 Ongoing</p>	<p>All: GIS Committee</p>

<p>7.D. Plan for vehicle and aircraft replacement</p>	<p>1. Develop a sustainable plan for engine and vehicle management and replacement <i>FAWG engine replacement plan; developed DOF methodology for charging vehicles; allocated GF dollars for increased vehicle costs</i></p> <p>2. Secure two tactical aircraft to replace old fleet a. Budget language request for FY11 completed <i>Awaiting legislative action</i></p> <p>b. Acquire aircraft – first aircraft replacement projected for 2011 <i>PC7 marketing unsuccessful in 2011; replacement is dependent on PC7 sale.</i></p> <p>3. Increase fuel efficiency of DOF vehicles – secure hybrid vehicles where possible (see also 7.F.)</p>	<p>1. Done Jan. 2010</p> <p>2. a. Done Jan. 2010</p> <p>b. Revenue dependent</p> <p>3. Ongoing</p>	<p>1. M. Maricle</p> <p>2. S. Elwell, T. Kurth,</p> <p>3. W. Brockert-Hoff, A. Hibpshman, J. Gregor, DOT</p>
<p>7.E. Embrace appropriate technology</p>	<p>1. Support for technology at supervisory levels <i>Upgraded repeater sites</i> <i>DOF initiating use of Twitter and Facebook for critical real-time DOF information on fires</i> <i>Consolidation with ALMR and upgrade for narrow banding funding requested in FY12.</i></p> <p>2. Get everyone involved in using technology at all levels of the organization <i>Continuing deployment of GIS in fire engines; ALDER system in use</i> <i>Selkirk dispatch system acquired and in use; further development is underway</i></p> <p>3. Reduce travel costs and carbon emissions through expanded use of teleconferencing, videoconferencing, webinars, etc. <i>Increased use of GoToMeeting and Google docs</i></p>	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>3. Ongoing</p>	<p>1. MTM</p> <p>2. AFs, CPCs, Program Managers</p> <p>3. K. Tietz, M.Rogers, R. Jandreau</p>

7.F. Demonstrate renewable energy technologies (see also 7.B.)	1. Sponsor demonstration projects in wood energy and renewable energy in area offices and document baseline fuel use and fuel use reductions <i>Tok Area Office installed pellet stove. The stove replaced several thousand gallons of fuel oil in its first 3 years; wood boilers installed in Tok School in 2010 and Delta in 2011. The Tok School boiler displaced over 50,000 gallons of fuel oil in its first year and saved the Tok School over \$100,000 dollars. It burns previously unused hazardous forest fuel material harvested from DOF fuel reduction projects.</i>	1. Ongoing	1. A. Edgren, J. Hermanns
	2. Conduct energy efficiency audit and energy cost review: all offices <i>Audit will be conducted with FY12 deferred maintenance funding</i>	2. In process	2. Area Foresters, J. Lewandoski
	3. Incorporate alternative energy and energy efficiency in new DOF buildings, including consideration of LEED standards (see also 7.B.)	3. Funding dependent; see 7B	3. Same groups as 7.B.

★ 8. Strategic planning keeps pace with Division needs

Action	Tasks	Time Frame	Possible participants?
8.A. Keep the Strategic Plan up to date	1. Conduct annual review of progress on each item <i>Updated Feb. 2010; Dec. 2011</i>	1. Annual	1. MTM
	2. Assess measurable progress, report back to staff, and communicate strategic needs <i>Use annual report, annual resource meeting, fall fire review, and input from 2010 joint resources-fire meeting</i>	2. Annual – Spring	2. MTM
	3. Update plan as needed	3. As needed & April 2012	3. MTM
	4. Implement the strategic plan division-wide	4. Ongoing	4. All staff

Other considerations

Some employees specifically recommended other compensation actions such as 20-year retirement for fire staff, and crediting overtime work towards retirement. These actions would require union initiative through legislation and contract negotiation.

Note: Legislation on 20-year retirement was introduced in 2009 as Senate Bill 154.

DOF Action Plan 2008-2012

XX = task completed, X = subtask completed

1. Clear mandates and authorities

- 1.A.1 ID statutory requirements & authorities
- 1.B.1 Identify existing work load
- 1.B.2 Identify existing DOF work force
- 1.B.3 Identify other human resources (crews, teams)
- 1.B.4 Identify existing equipment & facilities
- 1.B.5 Identify existing funding
- 1.C.1 Identify and seek needed authority revisions
- 1.D.1 Review how grants align with program priorities

	2008					2009					2010					2011					2012					2013																											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
1.A.1																																																					
1.B.1																																																					
1.B.2																																																					
1.B.3																																																					
1.B.4																																																					
1.B.5																																																					
1.C.1																																																					
1.D.1																																																					

2. Align programs, work force, & authorities

- 2.A.1 Prioritize programs, products, & services
- 2.B.1 Assess DOF work force needs
- 2.B.2 Assess funding needs
- 2.C.1 Develop best structure
- 2.C.2 Allocate resources
- 2.C.3 Increase mobility
- 2.C.4 Update policies & procedures
- 2.C.5 Acquire funding
- 2.D.1.a Complete lower Tanana timber inventory
- 2.D.1.b Complete SSE timber inventory
- 2.D.1.c Mat-Su timber inventory
- 2.D.1.d Upper Tanana/Copper R. timber inventory
- 2.D.1.e NSE timber inventory update
- 2.D.1.f Kenai timber inventory
- 2.D.2 Conduct integrated projects
- 2.D.3 Coop program Statewide Assessment
- 2.D.4 Strengthen coop, fire, and resource ties
- 2.D.5 Review integrated training and organization

	2008					2009					2010					2011					2012					2013																											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
2.A.1																																																					
2.B.1																																																					
2.B.2																																																					
2.C.1																																																					
2.C.2																																																					
2.C.3																																																					
2.C.4																																																					
2.C.5																																																					
2.D.1.a																																																					
2.D.1.b																																																					
2.D.1.c																																																					
2.D.1.d																																																					
2.D.1.e																																																					
2.D.1.f																																																					
2.D.2																																																					
2.D.3																																																					
2.D.4																																																					
2.D.5																																																					

3. Retain & recruit outstanding staff

- 3.A.1 Focus on mid-level recruitment
- 3.A.2 Recruit proactively
- 3.A.3 ID firefighting as a desirable career
- 3.A.4 Use Type I/II crews & intern programs to recruit
- 3.B.1 Remove roadblocks to upward mobility
- 3.B.2 Get LOAs approved for 2012 fire season
- 3.B.3 Identify career paths and training plans
- 3.C.1 Assess options for alternate workweeks
- 3.C.2 Provide options for location
- 3.C.3 Advocate for competitive compensation
- 3.C.4 Seek change in FSLA overtime eligibility
- 3.C.5 Expand season extensions
- 3.C.6.a Seek retiree rehire policy change
- 3.C.6.b Seek policy allowing LT NP to draw benefits
- 3.D.1.a ID oppty's to work with retirees
- 3.D.1.b ID interested retirees
- 3.D.1.c Expand opportunities for use of retirees
- 3.D.1.d Encourage pre-retirement mentoring
- 3.D.1.e Define mgmt. oppty's for single-resource EFF

	2008					2009					2010					2011					2012					2013																											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
3.A.1																																																					
3.A.2																																																					
3.A.3																																																					
3.A.4																																																					
3.B.1																																																					
3.B.2																																																					
3.B.3																																																					
3.C.1																																																					
3.C.2																																																					
3.C.3																																																					
3.C.4																																																					
3.C.5																																																					
3.C.6.a																																																					
3.C.6.b																																																					
3.D.1.a																																																					
3.D.1.b																																																					
3.D.1.c																																																					
3.D.1.d																																																					
3.D.1.e																																																					

4. Training supports staff development and retention

- 4.A.1 ID training needs for flex positions
- 4.A.2 Inventory staff skills and skill needs
- 4.A.3 ID training paths for supervisors & managers
- 4.A.4 Develop and implement orientation training
- 4.A.5 Provide info on college/certification options
- 4.B.1 Modules: authorities, admin, budget, resources, fire, safety, technology
- 4.B.2

	2008					2009					2010					2011					2012					2012																											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
5. Develop & maintain strong cooperative relationships																																																					
5.A.1 Wildland fire coordination w/local operations	ONGOING...																																																				
5.A.2.a Interagency operations in McGrath																																																					
5.A.2.b Interagency warehouse consolidation																																																					
5.A.2.c Interagency public information services																																																					
5.A.2.d Cont. involvement w/Northwest Compact	ONGOING...																																																				
5.A.3 Kenai interagency dispatch center																																																					
5.A.4 Interagency fuel management & Rx burning	ONGOING...																																																				
5.A.5 Native corporation in crew management	ONGOING...																																																				
5.A.6 Coordination w/DMVA, Homeland, FEMA	ONGOING...																																																				
5.A.7 Interagency partnerships in resource mgmt.	ONGOING...																																																				
5.A.8 Networks for coop forestry programs	ONGOING...																																																				
5.B.1 Disseminate DOF info	ONGOING...																																																				
5.B.2 Complete public info strategic plan																																																					
5.B.3 Review & update reporting measures																																																					
5.B.4 Share Strategic Plan with partners & public																																																					
5.C.1 DOF representation in approp. Prof. org.	ONGOING...																																																				
6. DOF is actively involved in emerging issues																																																					
6.A.1 ID emerging issues that affect DOF	ONGOING...																																																				
6.A.2 Engage in relevant issues	ONGOING...																																																				
6.A.3 Seek funding for involvement in priority issues	ONGOING...																																																				
7. Excellent equipment, technology, and facilities support DOF staff																																																					
7.A.1 Use technology to keep info alive	ONGOING...																																																				
7.A.2 Electronic document retention & retrieval system																																																					
7.B.1.a New FBX DOF complex--FY10 CIP request	Request annually XX																																																				
7.B.1.b Build FBX complex if funded																																																					
7.B.1.c Explore warehouse consolidation/new facility																																																					
7.B.2.a New KKA0 complex--FY10 budget request	Request annually XX																																																				
7.B.2.b Build KKA0 complex if funded	Funding dependent																																																				
7.B.3.a DOF-BLM agreement to upgrade McGrath facility	ONGOING...																																																				
7.B.3.b CIP request no later than 9/09																																																					
7.B.3.c Complete McGrath upgrades if funded	Funding dependent																																																				
7.B.4.a Trunk Road facility move FY10 CIP request	Request annually XX																																																				
7.B.4.b Move Trunk Road facility	Funding dependent																																																				
7.B.5.a Assess status of existing facilities statewide	ONGOING...																																																				
7.B.5.b Repair/replace existing facilities as needed	Funding dependent																																																				
7.B.6 Share resources with AFS & USFS	ONGOING...																																																				
7.C.1 Develop long-term GIS plan	ONGOING...																																																				
7.C.2 Address GIS data issues	ONGOING...																																																				
7.C.3 Make GIS available to all DOF staff	ONGOING...																																																				
7.C.4 Keep hardware, software, storage, etc. up-to-date	ONGOING...																																																				
7.C.5 Share data with DNR and other agencies	ONGOING...																																																				
7.C.6 Integrate fire & resource reporting into GIS	ONGOING...																																																				
7.D.1 Sustainable plan for engine/vehicle replacement	XX																																																				
7.D.2.a FY10 CIP request--replace 2 old tactical aircraft	XX																																																				
7.D.2.b Replace 2 old tactical aircraft	Revenue dependent																																																				
7.D.3 Increase DOF vehicle fuel efficiency	ONGOING...																																																				
7.E.1 Ensure support for technology	ONGOING...																																																				
7.E.2 Use technology throughout DOF	ONGOING...																																																				
7.E.3 Reduce travel w/teleconf., videoconf., webinars, e	ONGOING...																																																				
7.F.1 Sponsor wood energy demo projects	ONGOING...																																																				
7.F.2 Energy audits for all DOF offices																																																					
7.f.3 Use alternative/efficient energy in new DOF building	Funding dependent																																																				
8. Strategic planning keeps pace with Division needs																																																					
8.A.1 Annual progress review of tasks	XX																																																				
8.A.2 Assess and report measurable progress	XX																																																				
8.A.3 Update plan as needed	As Needed																																																				
8.A.4 Implement Strategic Plan	ONGOING																																																				

Forestry Strategic Plan – Updated December 2011



Division of Forestry
Department of Natural Resources
State of Alaska



2008-2012

