



**CLATSOP AND TILLAMOOK STATE FORESTS STRATEGIES
FOR THE ACHIEVEMENT OF THE
BOARD OF FORESTRY PERFORMANCE MEASURES**

CHARTER WORK PLAN

DRAFT 11/28/07

REQUESTOR	SPONSOR(S)	PROJECT MANAGER	START DATE	END DATE
Board of Forestry	Jim Paul Nancy Hirsch Mike Bordelon	Policy & Planning Unit Manager	12/01/07	11/07/08

BACKGROUND

The Board adopted a 'continuous improvement' approach for State Forests at its June 2004 meeting. This approach consists of a process of ongoing review rather than the 10 year review cycle identified in the Forest Management Plans (FMP). The platform for this ongoing review is a set of Performance Measures (PM) that better clarify the Board's expectation for the achievement of *Greatest Permanent Value* (GPV) as defined in statute and rule.

At the March 2007 meeting, the Board adopted nine PMs that will provide periodic information on the outcomes resulting from State Forest management strategies. The Department provided the Board with the first report on the PMs at the June 2007 meeting.

During the November 2007 meeting, the Board discussed PMs specific to the Clatsop and Tillamook State Forests, then adopted quantitative targets for PM 3 – Financial Contributions to Government Services and PM 6 – Wildlife Habitat, and set qualitative targets for six other PMs. The Department will recommend the Board adopt a quantitative target for PM 5 – Forest Road Risk and Fish Habitat (intended to be adopted as part of the whole set of targets in November of 2007). The PM targets for Clatsop and Tillamook State Forests can be summarized as follows:

Quantitative targets:

- Financial Contributions to Government Services – Increase the annual revenues (5-year average), adjusted for inflation, produced by BOF lands by 30 to 35 percent within the next ten years and meet or exceed that level for the subsequent ten years.
- Wildlife Habitat – Increase the percent of the landscape in complex structure to at least (between) 17 and 20 percent over the next two decades, with at least half of the increase occurring within the first 10 years.
- Forest Road Risks and Fish Habitat (Proposed) – Reduce miles of hydrologically connected roads and the number of road crossings that are barriers to fish passage by specific percentages each decade (anticipate approval at January 2008 Board meeting).

Qualitative targets:

- Net Return on Asset Value (ROAV) – Achieve a ROAV consistent with the target for PM 3 – Financial Contributions to Government Services.
- Financial Contributions to Communities – Maintain or improve this measure consistent with other PM targets.
- Forest Health – Maintain or improve this measure consistent with other PM targets.
- Recreation – Maintain the current recreational benefits consistent with existing and anticipated future resources.
- Public and Stakeholder Involvement – Maintain or improve this measure consistent with other PM targets.
- Oregonian's Awareness and Support – Maintain or improve this measure consistent with other PM targets.

The Board then directed the Department to initiate work on developing a management approach specific to the Clatsop and Tillamook State Forests that will best achieve the PM targets. The program will report back to the Board with a recommendation at their November 2008 meeting.

PROBLEM STATEMENT

The current Northwest Oregon State Forest Management Plan as applied on the Clatsop and Tillamook State Forests does not achieve all of the Board of Forestry's Performance Measure targets set by the Board in November 2007. Therefore, the Department must develop a management approach and associated strategies for these two forests that are likely to achieve all nine PMs. Within these strategies, the Department must ensure the maintenance, enhancement, and restoration of habitats for species of concern. The proposed strategies must achieve the PM targets over the next two decades and ensure the long-term sustainability of the social, environmental, and economic values provided by these two forests.

PROJECT DESCRIPTION

This project will:

1. Develop and analyze management strategies for the Tillamook and Clatsop State Forests by:
 - a) Scoping potential strategies for achieving the PM targets
 - b) Developing a model of these strategies (to provide data for analysis)
 - c) Analyzing/assessing how these strategies meet the PM targets
 - d) Refine the proposed strategies that achieve the PM targets based on the analysis
2. Keep beneficiaries, stakeholders, and staff informed of progress and seek input where appropriate
3. Keep the Board of Forestry informed of progress of the project and significant findings

OBJECTIVES & SUCCESS CRITERIA

Objectives	Success Criteria	How Measured
Conduct initial scoping of management approaches and strategies for achieving the nine Performance Measure targets. This will, include an assessment of what the portions of the landscape are anticipated to maintain, enhance, and restore habitats for species of concern specific to PM target #6. It will also include an estimate (i.e. range) of the harvest volumes necessary to meet the targets.	A document that clearly and concisely describes the broad management approach and strategies that will be further developed and analyzed.	<ul style="list-style-type: none"> • Stakeholders will have a general understanding of the strategies to be analyzed. • District analyses and models of these strategies can be developed in a timely manner.
Develop harvest model(s) that incorporate management strategies and new yield tables (from imputed SLI data).	Data from harvest models and other sources that can be used to analyze the effect of the management strategies on the Performance Measures.	Stakeholders understand and accept the analysis of the strategies and their effect on the Performance Measures.
Refine specific management strategies that achieve the Performance Measure targets on the Clatsop and Tillamook State Forests.	A report to the Board of Forestry that clearly describes the proposed strategies and includes a thorough analysis of their effect on the Performance Measures.	The Board of Forestry understands the proposed strategies effects on the Performance Measures and the achievement of the targets. The Board is able to provide direction on the management strategies to be used on the Clatsop and Tillamook State Forests in order to best meet the PM targets.

PROJECT SCOPE

In Scope (Will be Included)	Out of Scope (Will not be Included)
ODF Administrative Rules	Statutes
Program Operational Policy (e.g. Take-Avoidance, Salmon Anchor Habitats)	FPFO Strategies
NW Forest Management Plan application on Clatsop and Tillamook State Forests	Application of the NW Forest Management Plan on North Cascade, West Oregon, and Western Lane Districts

ASSUMPTIONS & CONSTRAINTS	
Assumptions (Key Bets)	Constraints (Limiting Factors)
A two-decade planning horizon will result in a 'continuous improvement' management approach that is more responsive to new information and evolving public expectations of State Forests over time.	Development of precise quantitative methods for relating, analyzing, and reporting on all Performance Measures and the associated metrics.
The public's view of the "right balance" of environmental, social, and economic outputs from State Forests will continue to evolve.	The time necessary to develop a management approach and conduct the necessary analysis is limited.
Relationships can be established between the Performance Measures where differences in outcomes of different strategies can be detected.	Staff capacity related to modeling is limited.

STAKEHOLDERS	
Interested Parties	Why Interested
Board of Forestry	This project will provide information to the Board that is relevant to its work on adapting forest management plans.
State Forests and ODF employees	The strategies for managing State Forests affect program outcomes and employee responsibilities.
Forest Trust Land Counties and local taxing districts	The revenue generated by harvests on Board of Forestry Lands have a direct affect on county and local budgets, as well as other environmental, social, and economic values within the county.
State Land Board / Department of State Lands	Since Common School Forest Lands are managed through integrated strategies with Board of Forestry Lands, changes to the management strategies applied to the Clatsop and Tillamook State Forests will have a direct affect on income to the Common School Fund.
State Forest Advisory Committee	The role of this committee of diverse interest groups is to advise the department on the implementation of the Northwest Oregon State Forest Management Plan, so changes to the management strategies applied to the Clatsop and Tillamook State Forests will affect the advice they give the department.
Interest Groups	These groups represent a variety of view points on the purpose and use of State Forests, and the current of future management strategies proposed for the Clatsop and Tillamook State Forests are of great interest to their members.
Oregon Department of Fish and Wildlife	The quantity and quality of wildlife habitat on State Forests may influence wildlife management planning conducted by ODFW
Citizens	The outputs / benefits provided by these forests have an impact on citizens of and visitors to Oregon.

RELATED PROJECTS
<ul style="list-style-type: none"> • Implementing imputation for the Stand Level Inventory and the development growth and yield tables • Performance Measure Reporting • Development of a tool for evaluating State Forests Program Performance Measures • State Forests planning and decision making framework

PRIORITY ASSESSMENT					
Level of Importance:	Scope	Time	Cost	Quality	Risk
Highest	X	X			
Medium				X	X
Lowest			Reallocation of existing resources		

PROJECT TEAM		
Resource Name	Role (TM denotes Team member)	Responsibilities
Jim Paul	Co-Sponsor	Provide deliverable approval, change management (mission creep), decision maker, help mitigate risks
Nancy Hirsch	Co-Sponsor	Provide deliverable approval, change management (mission creep), decision maker, help mitigate risks
Mike Bordelon	Co-Sponsor	Provide deliverable approval, change management (mission creep), decision maker, help mitigate risks
	Project Leader (TM) (Policy and Planning Unit Manager)	Oversee project planning, execution, and control; facilitate deliverable approval; manage project communications; liaison with related projects, lead workgroups; assign tasks
	Assistant Project Leader (TM)	Coordinates cross district projects; ensures consistency between district analyses; leads work groups
	Astoria District Rep. (TM)	Provides local technical expertise on current condition, opportunities and limitations of the district; leads district level analysis; participates in work groups.
	Tillamook District Rep. (TM)	Provides local technical expertise on current condition, opportunities and limitations of the district; leads district level analysis; participates in work groups.
	Forest Grove District Rep. (TM)	Provides local technical expertise on current condition, opportunities and limitations of the district; leads district level analysis; participates in work groups.
	Wildlife Biologist (TM)	Provide technical and policy expertise on management strategies for wildlife, including compliance with the Endangered Species Act and risk assessment of strategies to maintain, enhance, and restore habitats for species of concern.
	Other Technical Specialists	Provide technical and policy expertise on various management strategies as necessary. These specialists may include silviculturalists, engineers, biologists, riparian specialists, and others. Depending on the management strategies being considered, these technical specialists may be added to the 'Team' or consulted periodically.

	Project Support (Planning Specialist)	Provide logistical support to the project, including scheduling of meetings, developing meeting notes/summaries, and document management.
	Communications Support	Develop and implement a plan to communicate progress of this project to beneficiaries, stakeholders, and employees
	Modeling/GIS Support	Development of models to test the strategies and provide data for analysis; coordinate the development of the necessary GIS data layers. This position may be filled by one or two individuals.
	SLI/Imputation Liaison	Provide the Project Team with: <ul style="list-style-type: none"> • Information on the progress on imputation of SLI • Ensure that yield tables are consistent with proposed management strategies This person is the leader of the "Implementing imputation for the Stand Level Inventory and the development growth and yield tables" project.

PLAN		
Task	Date Due	Milestone / Deliverable
Report to Board of Forestry on project plan for "Development of Management Strategies for the Clatsop and Tillamook State Forests that Achieve the Performance Measures".	01/09/08	Project Charter
Communicate progress of this project to beneficiaries, stakeholders, and employees	01/31/08	Communications Plan
Initial scoping of strategies for the Clatsop and Tillamook State Forest that may achieve the PM targets: <ul style="list-style-type: none"> • Translate targets for PMs into values relevant to field foresters and technical specialist (i.e. acres in specific habitat types and/or complex structure, harvest volumes, monitoring resources, recreation resources, forest health, etc.) • Examining strategies in existing model runs likely to achieve PM targets. 	02/15/08	Specific assignments and further guidance to be developed that will provide sideboards, assumptions and outline products expected. A document containing an initial set of strategies (that will be further developed for modeling analysis)
Present Project Charter to ODF Leadership Team and provide them with a progress report	03/18-19/08	Project Charter and progress report.
Develop specific strategies for achieving the PM targets that can be incorporated in model(s); These strategies may cover the following resources: <ul style="list-style-type: none"> • Species of Concern • Landscape Design • Structural Components (snags, etc.) • Aquatic and Riparian 	04/15/08	Clearly documented strategies for use in modeling.
Status Report to Board of Forestry on the initial scoping of strategies for the Clatsop and Tillamook State Forests.	04/24/08	BOF Agenda Item that describes the general approach that will be necessary to meet PM targets.
Start assessing/developing use of harvest model(s) using proposed strategies, new yield	05/01/08	Start model development and application

tables (based on imputed SLI), and revised spatial data.		
<u>Status Report to Board of Forestry</u> – topic to be determine	07/24-25/08	Progress update
A set of model runs that can be used to help in the analysis of the strategies and the PM.	08/15/08	Model outputs are available for use in to help in the analysis
Conduct an analysis of the model outputs to help determine how well the proposed strategies achieve the Performance Measure targets on the Clatsop and Tillamook State Forests	09/25/07	Analysis of proposed management strategies and their affect on achieving the Performance Measures
Finalize Board agenda item to present the Final Project Report on the recommended management approach to achieve PM targets.	10/09/08	Submit Board agenda item on the Final Project Report and recommendations
Final Project Report to Board of Forestry that includes <ul style="list-style-type: none"> Proposed strategies for management of the Clatsop and Tillamook State Forests An analysis of how these strategies will achieve the targets for the nine PMs. 	11/07/08	Final Project Report
Notes/Comments on Plan:		

COMMUNICATION PLAN					
Deliverable/ Description	Target Audience(s)	Delivery Method	Delivery Frequency	Who Responsible?	Purpose
Project Charter	LT	Presentation	Once on 03/18-19/08	Project Leader	Information and comments
Status Reports	LT, BOF, Beneficiaries, and other stakeholders groups	Presentations / Report	2-3 month intervals	Co-Sponsors, Project Leader, and Com. Support	Information and comments
Change Management ¹	LT, BOF, Beneficiaries, and other interest groups	In person	As necessary	Co-Sponsors, Project Leader, and Com. Support	Information and comments
Team Meetings	Team members and support	In person or conference calls	TBD		Complete project
Sponsor Meetings	Co-Sponsors, Project Leader, Assistant Project Leader	In person or conference calls	Monthly	Project Leader	Information, direction, and change management
Meeting Minutes	Team members and Co-Sponsors	Email of written meeting summary	Distribute within 1 week of meeting	Planning Specialist	Information

GROUP DECISION MAKING PROCESS

The project team will strive to make decisions by consensus. If consensus can not be attained, the team leader will consult with the Project Co-Sponsors for direction.

¹ In order to prevent mission creep, the Project Leader through consultation with the Co-Sponsors will ensure that the project stays within the scope defined in this Project Charter. If the Project Leader / Team believe the scope or tasks associated with the project must change, they will obtain the approval of the Co-Sponsors prior implementing the change. Stakeholders will be informed of the change through Status Reports.