

REGION 8 STRATEGIC FRAMEWORK

Vision: The Southern Region is a dynamic collection of lands cared for by people as a legacy for future generations.

Core Beliefs: We believe that benefits to people flow from healthy land, healthy land is conserved through wise management, and management is most effective when shared.

Mission: We conserve the lands of the Southern Region in partnership with the people we serve.

FOCUS AREAS

Restore	Protect	Respond
<i>Goal: Ecological systems are returned to their natural resilience and sustained.</i>	<i>Goal: Human, natural, cultural, and physical resources are secure from degradation and harm.</i>	<i>Goal: Social needs are met in an environmentally sensitive manner.</i>
Objective 1: Condition of watersheds is improved.	Objective 1: People and resources are protected from catastrophic wildfires.	Objective 1: Biomass availability is emphasized to respond to anticipated needs and demands.
Objective 2: Native vegetation identified in Forest or state plans is restored.	Objective 2: The basic structure, function, and resilience of ecosystems are protected.	Objective 2: Administrative facilities and managed outdoor recreation opportunities are environmentally sustainable.
Objective 3: Rare species are restored.	Objective 3: People and resources are protected from unmanaged and/or unlawful activities.	Objective 3: “Special uses” are managed to minimize the environmental footprint through compliance with terms and conditions.
	Objective 4: Private inholdings and lands adjacent to forests and grasslands are not threatened by fragmentation.	

CAPACITY AREAS

Infrastructure / Technology	Knowledge / Governance	Money	People	Identity
<i>Infrastructure goal: Infrastructure looks good, works well, and fulfills the need.</i>	<i>Knowledge goal: We have the knowledge to do the right thing and do things right.</i>	<i>Goal: We have the financial resources to fulfill regional strategic goals and objectives.</i>	<i>Goal: The Southern Region workforce is diverse, highly skilled and safety oriented.</i>	<i>Goal: The Southern Region is recognized and supported as premier land stewards.</i>
Objective 1: Infrastructure is aligned with agency needs and is financially sustainable considering both annual and life cycle costs.	Objective 1: We have the natural resource, social, and demographic information we need to support the regional framework.	Objective 1: Budgets and targets are aligned with priority outcomes.	Objective 1: The workforce has a safe work environment and performs the work in a safe manner.	Objective 1: All employees in the region have been briefed on their relationship to the Southern Region focus and capacity areas.
Objective 2: Infrastructure is managed consistent with federal “green” initiatives.	<i>Governance goal: The Region advances cooperative leadership to ensure integration across all areas.</i>	Objective 2: The Region leverages funds.	Objective 2: A highly skilled work force is recruited, retained, and developed to their full potential.	Objective 2: There is awareness, appreciation, and enthusiasm for our role in public land stewardship.
<i>Technology goal: The right tool to do the job safely is readily available.</i>	Objective 1: Issues are addressed via a clearly articulated strategic framework process in an effective and integrated fashion to achieve the outcome measures of each focus area.		Objective 3: The workforce of the Southern Region represents the relevant civilian labor force.	
Objective 1: Tools and equipment are matched to the needs of the workforce.	Objective 2: Focus and Capacity Area objectives and outcome measures are appropriate; if not, appropriate measures are put in place.			

Region 8 Strategic Framework

Baseline year is 2008.

Focus Areas

RESTORE

Lead: Jim Fenwood

Goal: *Ecological systems are returned to their natural resilience and sustained.*

Objective 1: Condition of watersheds is improved.

Outcome Measure 1: By 2012, aquatic organism passage is improved in 25 percent of priority watersheds.

Outcome Measure 2: By 2012, watershed condition class is improved in 2 regional priority sub-watersheds.

Objective 2: Native vegetation identified in Forest or state plans is restored.

Outcome Measure 1: By 2012, acres of non-native invasive species controlled on NFS lands are increased by 15 percent over 2008 acres with all treatments occurring on priority acres.

Outcome Measure 2: By 2012, acres of restored native vegetation (based on needs identified in forest plans) are increased by 25 percent.

(This includes: Acres of longleaf pine ecosystems restored in “focal areas” are increased by 80,000 on NFS lands by 2012.)

Outcome Measure 3: By 2012, acres of native plant communities restored in priority non-federal landscapes (as identified by state assessments) are increased by 50 percent.

(This includes: Acres of longleaf pine ecosystems restored in “focal areas” are increased by 330,000 acres on non-NFS lands by 2012.)

Objective 3: Rare species are restored.

Outcome Measure 1: By 2012, mid- to high-elevation early-successional habitat acres in the Southern Appalachians are increased by 50 percent.

Outcome Measure 2: By 2010, the annual rate of growth for each red-cockaded woodpecker population is five percent.

Outcome Measure 3: By 2012, habitats or populations of rare species are stable or improving.

PROTECT

Lead: Henry Hickerson

Goal: *Human, natural, cultural, and physical resources are secure from degradation and harm.*

Objective 1: People and resources are protected from catastrophic wildfires.

Outcome Measure 1: By 2012, strategically placed treatments to improve fire condition class on the landscape are increased by 5 percent.

Outcome Measure 2: By 2012, the number of acres under Stewardship Authority increases by 10 percent.

Objective 2: The basic structure, function, and resilience of ecosystems are protected.

Outcome Measure 1: In 2012, the condition classes of watersheds have not degraded from their current condition classes.

Outcome Measure 2: By 2012, 50 percent of priority areas are treated to reduce damage to forest resources from insects and diseases.

Outcome Measure 3: By 2012, there is no net loss of intact and high value terrestrial ecosystems on national forests.

Objective 3: People and resources are protected from unmanaged and/or unlawful activities.

Outcome Measure 1: By 2012, law enforcement incidents involving misdemeanor crime per 10,000 forest visits are reduced by 5 percent.

Outcome Measure 2: By 2012, all Forests are covered by motor vehicle use maps (MVUM) reflecting a designated-use system of roads, trails, and areas.

Outcome Measure 3: By 2010, customer satisfaction with Forest Service facilities, services and settings increases by 5 percent.

Objective 4: Private inholdings and lands adjacent to forests and grasslands are not threatened by fragmentation.

Outcome Measure 1: By 2013, protection measures are initiated or implemented around 7 National Forests in the South.

Outcome Measure 2: By 2012, 25 percent of the priority inholdings protecting intact and high value ecosystems are identified and connected.

Outcome Measure 3: By 2012, 5 percent of the important forest land threatened with development is identified in state forest assessments and protected.

RESPOND

Lead: Marisue Hilliard

Goal: Social needs are met in an environmentally sensitive manner.

Objective 1: Biomass availability is emphasized to respond to anticipated needs and demands.

Outcome Measure 1: By the end of 2014, **non-commercial** biomass (small diameter trees, slash, other wastes, and by-products) utilization is increased by 5 percent.

Outcome Measure 2: By the end of 2010, **commercial** biomass (lumber and pulpwood) is available at no less than 90 percent of the predicted Forest Plan levels.

Objective 2: Administrative facilities and managed outdoor recreation opportunities are environmentally sustainable.

Outcome Measure 1: By the end of FY 2014, the twelve trails contributing the most sediment to streams in priority watersheds are maintained to standard or decommissioned.

Outcome Measure 2: By the end of FY 2015, monitoring indicates no unacceptable environmental damage from designated trails.

Outcome Measure 3: By the end of 2012, metered water consumption associated with administrative and recreation facilities is reduced by 10 percent.

Objective 3: Special Uses are managed to minimize the environmental footprint through compliance with terms and conditions.

Outcome Measure 1: By the end of 2012, 100 percent of all permits with the potential to cause significant environmental damage are administered to standard.

Capacity Areas

Infrastructure/Technology

Wes Nettleton

Infrastructure definition: The human-made, physical improvements needed to conduct our business.

Goal: *Infrastructure looks good, works well and fulfills the need.*

Objective 1: Infrastructure is aligned with agency needs and is financially sustainable considering both annual and life cycle costs.

Outcome Measure 1: By 2012, total regional square footage of FA&O facilities is reduced by 10 percent.

Outcome Measure 2: By 2015, the Region's infrastructure has been appropriately realigned and is financially sustainable.

Outcome Measure 3: By 2009, all new or reconstructed facilities comply with the "Excellence by Design" standards.

Objective 2: Infrastructure is managed consistent with federal "green" initiatives.

Outcome Measure 1: By 2015, energy consumption associated with FA&O and Recreation facilities is reduced by 30 percent compared to the baseline of FY06. *

Technology & Gear definition: The hardware (equipment) and software needed to do our work.

Goal: *The right tool to do the job safely is readily available.*

Objective 1: Tools and equipment are matched to the needs of the workforce.

Outcome Measure 1: Regional fleet is right-sized to reduce number of vehicles by 10 percent by 2012.

Outcome Measure 2: Total regional fuel consumption is reduced by 10 percent by 2010, compared to the baseline of FY05.

Knowledge/Governance

Andy Colaninno

Knowledge definition: The information and expertise needed to perform the job or task.

Goal: *We have the knowledge to do the right thing and do things right.*

Objective 1: We have the natural resource, social, and demographic information we need to support the Regional Framework.

Outcome Measure 1: Information needed to develop Regional priorities for mission focus area objectives is available at the Regional scale by 2010.

Outcome Measure 2: Inventory shows that all forests have 100 percent of data needed to support Regional Framework Outcome Measures to standard by 2012.

Governance definition: The structure, roles, and rules designed to organize and hold the Region accountable.

Goal: *The Region advances cooperative leadership to ensure integration across all areas.*

Objective 1: Issues are addressed via clearly articulated Strategic Framework process in an effective and integrated fashion to achieve the outcome measures of each focus area.

Outcome Measure 1: At each RLT meeting, Regional performance is checked against the Charter.

Outcome Measure 2: At each RLT meeting, the Framework is stepped down to units and staff areas.

Outcome Measure 3: Annually, the RLT evaluates and addresses changes in Governance that need to be made.

Objective 2: Focus and Capacity area objectives and outcome measures are appropriate; if not, appropriate measures are put in place.

Outcome Measure 1: New and emerging issues are incorporated into the strategic framework within six months of the introduction of the issue to the Planning Team.

Outcome Measure 2: Existing issues are resolved and low priority issues are removed within six months of the introduction of the issue to the Planning Team.

MONEY

Chris Liggett

Money definition: Money and the accounting of it.

Goal: *We have the financial resources to fulfill Regional Strategic Goals and Objectives.*

Objective 1: Budgets and targets are aligned with priority outcomes.

Outcome Measure 1: By 2010 Forest program requests show a linkage with Regional strategic goals and objectives.

Outcome Measure 2: By 2010 program budget allocations are made based on Regional strategic goals and objectives.

Objective 2: The Region leverages funds.

Outcome Measure 1: All sources of funding are reviewed for opportunities to meet one or more strategic goals and objectives.

Outcome Measure 2: By 2012, the value of financial instruments such as partnerships, grants, agreements, and/or stewardship contracts that support achieving Regional strategic goals and objectives is increased by 15 percent.

PEOPLE

Dick Rosemeir

People definition: All issues associated with the workforce.

Goal: *The Southern Region workforce is diverse, highly skilled, and safety oriented.*

Objective 1: The workforce has a safe work environment and performs the work in a safe manner.

Outcome Measure 1: Reportable accident rates are decreased by 10 percent by 2011.

Objective 2: A highly skilled work force is recruited, retained and developed to their full potential.

Outcome Measure 1: There are three or more quality candidates to choose from for each position by 2011.

Outcome Measure 2: The retention rate during the first 5 years of employment is increased by 25 percent by 2012.

Outcome Measure 3: All employees acquire the certifications required of their positions within 3 years of taking the position.

Objective 3: The workforce of the Southern Region represents the relevant civilian labor force.

Outcome Measure 1: Each year we move closer to a workforce that reflects the relevant civilian labor force.

IDENTITY

Fred Salinas

Identity definition: How we view ourselves as good stewards and how others view and support us.

Goal 1: *The Southern Region is recognized and supported as premier land stewards.*

Objective 1: All employees in the region have been briefed (inculcated) on their relationship to the Southern Region focus and capacity areas.

Outcome Measure 1: By the end of 2009/2010, 95 percent of employees can explain how they contribute to the accomplishments of focus area goals.

Objective 2: There is awareness, appreciation, and enthusiasm for our role in public land stewardship.

Outcome Measure 1: By 2010, the Region is marketing our BRAND/IDENTITY (who the USFS is) for the Southern Region Focus Areas/Mission/Vision.

Outcome Measure 2: By 2013, 95 percent of all conservation education, interpretation programs are tiered to a regional strategy.

Outcome Measure 3: By 2013, key populations understand the connection between healthy forests and issues such as quality water and our influence in global climate change.