

# **STRATEGIC PLAN 2008-2012**

**USDA Forest Service  
Region 10, Alaska  
FOREST HEALTH PROTECTION**

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## Assistant Director's Perspective

How can we best serve the people of the United States and Alaska in our Forest Health Protection duty? Are the issues of entomology, pathology, or invasive plants the most important or should we focus and/or redirect our resources to interior, southcentral, or southeast geographic areas? Alaska—with its 127 million acres of forested land and distinct forest types, remote areas, variable weather conditions and lack of infrastructure—can seem intimidating to even access much less attempt to monitor conditions and provide meaningful advice to landowners and resource managers. That is why our staff undertook this important strategic planning effort. Our intent is to focus on a few issues important to our stakeholders, consistent with our mission and associated directives, and higher order strategic plans (i.e., Forest Service, and Forest Health Protection national plans, R10 Strategic Business Plan, and R10 Invasives Strategic Plan).

The strategic plan described in this document was developed over a one-year period and reflects the considered opinion of both our internal staff and external stakeholders. We began with a very broad strategic assessment and finished with a specifically detailed set of action plans to accomplish three strategic goal areas – detection, climate change and communication.

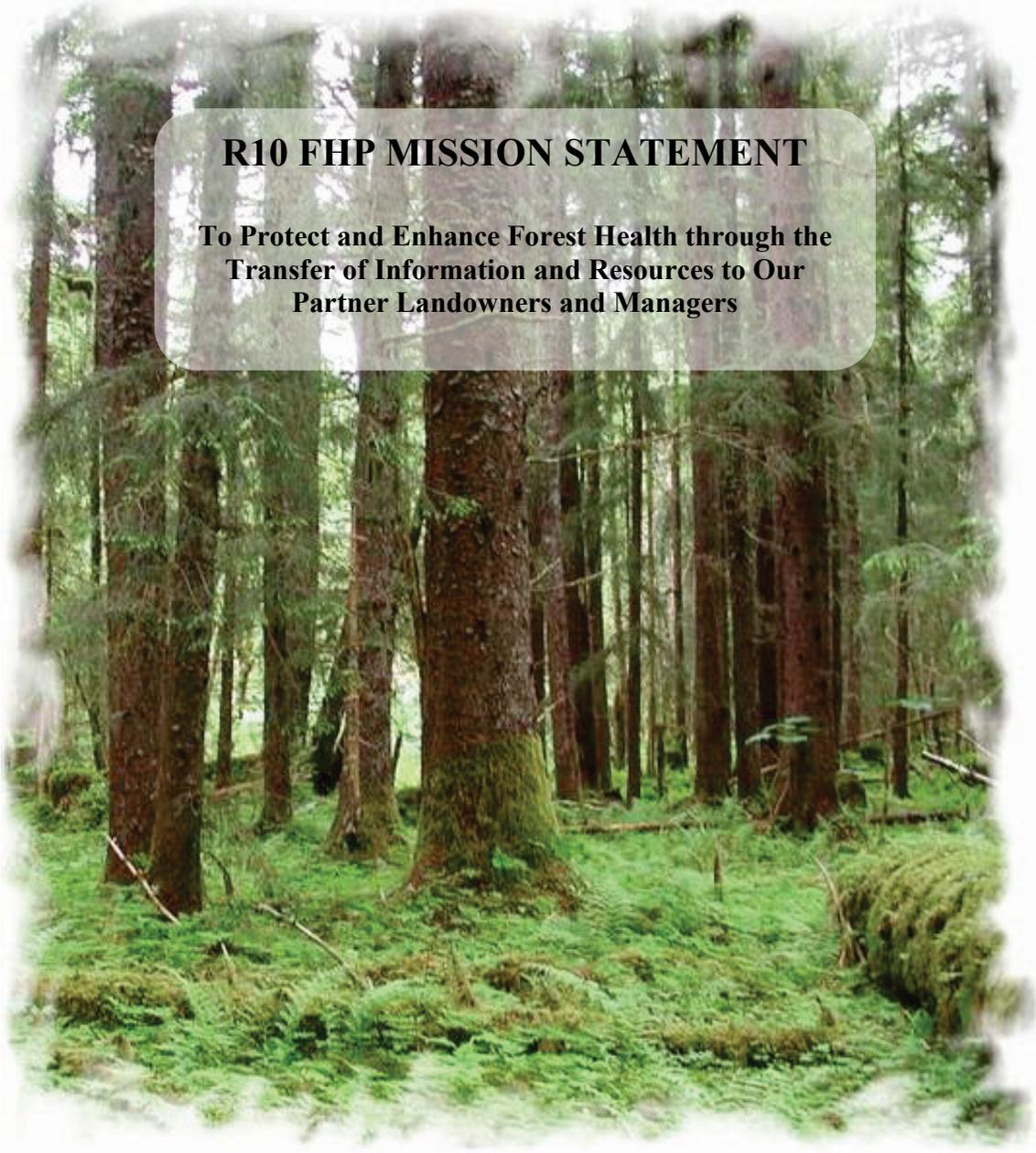
We will continue to perform our core mission which includes mandates to monitor Forest Health through aerial detection and ground surveys. We will continue to provide technical assistance through our outreach programs and in response to requests from significant landowners. We will continue to produce our biological evaluation, assessments and annual forest health conditions reports. These activities are essential to accomplishment our mission. The three strategic goals established in this plan contribute directly to this core mission.

We have outlined an ambitious first six months of actions to initiate implementation of this plan. I am committed to keep this effort alive via monitoring, revisits, and revision of this dynamic document.

Along with our partners, we can meet our core mission and add meaningful value in the areas of detection, climate change and communication in order to steward the outstanding forest resources in a way that future generations of United States and Alaska citizens will appreciate. I ask that you join me in this noble, but daunting cause – Alaska forest resources are too vast for us to “go it alone;” likewise, there is too much at stake for you.



**Stephen E. Patterson**  
**Assistant Director, S&PF,**  
**Forest Health Protection**  
**Alaska, Region 10**  
**USDA Forest Service**



## **R10 FHP MISSION STATEMENT**

**To Protect and Enhance Forest Health through the  
Transfer of Information and Resources to Our  
Partner Landowners and Managers**

*GOAL #1*  
***DETECTION***

**The Goal: To develop, maintain, and enhance non-native invasive forest insect, disease, and plant detections through cooperative monitoring mechanisms and programs to effectively quantify and report introductions.**



## GOAL 1: Detection

(Reader note: actions without specific completion dates or detailed information will be refined in future revisions of this strategic plan. Generally, items with actions are considered important to initiate in the next 6 months).

### **OBJECTIVE A: Vectors, Paths and Risk. Assess vectors for invasives into Alaska. Conduct risk mapping and modeling. Develop a risk-based threat list and develop detection techniques for high-risk agents.**

**A1. ACTION:** Develop a GIS model for identifying pathways and zones of invasive organism introductions.

WHO: Wittwer with support from Lamb, Wurtz (plants), Schultz, Lundquist, Kruse (insects), Trummer, Hennon (Pathology)  
WHEN: Fall of 2009: Coordinate with key players of each of the discipline, generate a list of key variable/factors/mechanisms and develop a factor weighting scheme. 4/2010:  
\$ NEEDED (in addition to FS salaries): \$10,000 (data prep and training)  
POTENTIAL COOPERATORS: DOF (Burnside, vice-Ott), FHTET (Krist, Downing, Tufley), APHIS (Ferguson), DOA (Knight), CES (Nielsen), DOT (Johnson), UAF (Hay).  
STATUS: Some discussions with Heutte about heading up the plants section of this as a graduate project

**A2. ACTION** - Formulate an Alaska-specific insect and pathogen invasiveness ranking species list, load into ExFor and other databases. Consider model for invasive plants.

WHO: Schultz (insects) Hennon, Trummer (Diseases)  
WHEN: Fall 2008: Identify half of pathogen submissions to explore. FHTET contracting resources identified 6/2009:  
\$ NEEDED (in addition to FS salaries): To be determined by Schultz by 1 February 2008  
POTENTIAL COOPERATORS: FHTET, APHIS (Ferguson), UAF (Mulder)  
STATUS: All actions complete

**A3. ACTION** - Publish the existing Alaska Weed Ranking List. Provide updates annually via the FHP Conditions Report, the CNIPM website, and the proposed State-of-the-State website (see action item B3 below).

WHO: Lamb with support from Wurtz  
WHEN: 2008, ongoing  
\$ NEEDED (in addition to FS salaries): \$0

## GOAL 1: Detection

POTENTIAL COOPERATORS: CES & CNIPM (Nielsen), AKNHP (Carlson)  
STATUS: Completed 6/2009

**A4. ACTION** – Assist nurseries and greenhouses in developing survey protocols.

WHO: To be determined  
WHEN: 2009  
\$ NEEDED (in addition to FS salaries): To be determined  
POTENTIAL COOPERATORS: CES, SWCDs, UAF  
STATUS: Contact has been made and services offered to DOA, they will work with us when the process is initiated.

**A5. ACTION** - Assist in the development of a “Locally Grown – Weed Free” program. (Invasive weed seedlings have been found growing in nursery plant containers sold in Alaska. Box stores have not addressed the issue. Alaska nursery and greenhouse growers have the opportunity to formally address it in their own stock and thereby develop a selling point for their nursery starts. The CES and SWCDs would work with Alaskan producers to develop an awareness of the issue and the business opportunity it represents. The program could include posting signs at their businesses and stickers on weedfree pots.)

WHO: Wurtz supported by Lamb  
WHEN: 2009  
\$ NEEDED (in addition to FS salaries): To be determined  
POTENTIAL COOPERATORS: CES (Nielsen, Riley, Hebert), SWCD (Inman), UAF, ARS  
STATUS: not initiated yet

**A6. ACTION** - Support efforts to develop an effective nursery stock inspection/enforcement program at AK DOA. (Nurseries are a known pathway into Alaska. Use other states’ legislation as a model for Alaska; try not to reinvent the wheel. Assist state in development of a strong on-going detection program.)

WHO: To be determined  
WHEN: 2010  
\$ NEEDED (in addition to FS salaries): To be determined  
POTENTIAL COOPERATORS: AK DOA (Warner), APHIS (Ferguson), CNIPM, AK Invasives Working Group (Hebert), ARS  
STATUS: Contact has been made and services offered to DOA, they will work with us when the process is initiated. DOA personnel are considering a volunteer nursery certification process

## GOAL 1: Detection

**A7. ACTION** - Assess what the increase in international plant trade means for AK introductions.

WHO: Hennon, Kruse, Wurtz  
WHEN: 2011  
\$ NEEDED (in addition to FS salaries): To be determined  
POTENTIAL COOPERATORS: CES, APHIS, AK DOA, ARS, Commerce Departments  
STATUS: not initiated yet, low priority, combine w/ A6

**A8. ACTION** – Support the establishment of a Task Force to deal with the problem of invasive plants on the University of Alaska campuses statewide

WHO: Wurtz  
WHEN: Complete by 2012  
\$ NEEDED (in addition to FS salaries): \$60,000 through 2009  
POTENTIAL COOPERATORS: Lewis, Sparrow, Zhang, Harris, Todd (UAF – SNRAS), Barnes (UAF – WERC), Day, Edson (UAF – FS), Conn (ARS)  
STATUS: initiated and on track

**A9. ACTION** – Develop a risk map for *Phytophthora alni* for Alaska

WHO: Trummer  
WHEN: 6/2008  
\$ NEEDED (in addition to FS salaries): \$0  
POTENTIAL COOPERATORS: Wurtz, Hennon, Downing (FHTET), Ferguson (APHIS), Warner (AK DOA), Hansen (OSU)  
STATUS: Completed, should be posted on national risk map website shortly.

**A10. ACTION** – **Become an active member in the Alaska Pest Risk Assessment Committee, sponsored by Homeland Security, Customs and Border Protection.**

WHO: Patterson  
WHEN: 2009  
\$ NEEDED (in addition to FS salaries): \$0  
POTENTIAL COOPERATORS: Burnside (DOF), Ferguson (APHIS), Warner (AK DOA), Cornum (CBP)  
STATUS: Completed, AKPRAC Charter revision in draft

**OBJECTIVE B: Information management. Develop an integrated invasives data management system for Alaska, including an internal and external alert system**

**B1. ACTION** - Upgrade and update the Alaska Exotic Plant Information Clearinghouse (AKEPIC) database. Make it more user-friendly, formalize management of database and financial support structure. There are systems in place in the lower 48. We will bring personnel from the Bugwood Network to Alaska to advise us.

## GOAL 1: Detection

WHO: Wurtz  
WHEN: 6/2008 Grant funds obligated  
\$ NEEDED (in addition to FS salaries): \$60,000  
POTENTIAL COOPERATORS: Bugwood Network, CNIPM  
AKNHP (Carlson), UAF-GINA (Haase)  
STATUS: 12/2009 project will be complete

**B2. ACTION** - Develop a user-friendly data portal for citizens that allows for data entry and report/map retrieval. Link to Cooperative Extension Service.

WHO: To be determined  
WHEN: 2009  
\$ NEEDED (in addition to FS salaries): To be determined  
POTENTIAL COOPERATORS: FHTET  
STATUS: FHTET has a beta version almost ready for release that we will test

**B3. ACTION** - Define the type of data to be collected for insects and pathogens, determine how data will be housed, management protocols. This is to utilize ExFor and existing protocols, db, where available.

WHO: Hennon, Trummer, Lundquist, Kruse, Schultz, Zogas  
WHEN: 2009  
\$ NEEDED (in addition to FS salaries): To be determined  
POTENTIAL COOPERATORS: To be determined  
STATUS: DELETE , should be covered by FHTET FHP Information Strategic Plan (D.Wittwer is a member)

**B4. ACTION** – Identify and establish protocols in Alaska for rapid identification of specimens.

WHO: Kruse, Zogas, Hennon, Wurtz  
WHEN: 2011  
\$ NEEDED (in addition to FS salaries): To be determined  
POTENTIAL COOPERATORS: CES (Rose)  
STATUS: not initiated yet

**OBJECTIVE C: Roles and Responsibilities. Assess what cooperators are doing/not doing. Formalize a federal/state/local network for invasive species detection. Conduct a quality check on existing diagnostic/ID networks.**

**C1. ACTION** - Form an invasive monitoring task force / interagency cooperative committee of the Alaska Invasive Species Working Group to identify current efforts in insect and pathogen EDRR. Determine what functions are not being performed. Identify additional players. Explore emergency planning roles for new invasive insects and pathogens.

WHO: Kruse with support from Patterson  
WHEN: 3/2008: Initial coordination conducted

## GOAL 1: Detection

\$ NEEDED (in addition to FS salaries):

POTENTIAL COOPERATORS: AISWG, APHIS, DNR, NRCS, CES, USFS, BLM, FWS, NPS, TNC, AACD, NOAA, UA, DOT, ARS

STATUS: Status: Recommend combining with C3 below. Current alert systems include CAPS (APHIS, Div of Ag), EDRR (USDAFS, Div of For), and WPDN (UAF, CES, USDAFS, Univ OR, UC Davis). New alert systems coming on-line are NPAG (APHIS with many agency cooperators including USDAFS) a rapid assessment team that convenes on an emergency basis when a new pest appears in the US, and NNIIS (Div of For and cooperators) which is a non-native invasive insect monitoring and databasing project that was recently funded. Roles and responsibilities for individuals and agencies within each of these new projects and how exactly they will collaborate with existing projects is yet to be fully determined.

**C2. ACTION** - Establish MOUs to formalize networks and expectations.

WHO: To be determined

WHEN: 2009

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: APHIS, DNR, NRCS, CES, USFS, BLM, FWS, NPS, TMC, AACD, NOAA, UA, DOT, ARS

STATUS: Once the new NPAG and NNIIS systems are fully outlined, networks and expectations are expected to be formalized using MOUs.

**C3. ACTION** - Assess existing alert system (current insect trapping program, listservs, response plans). Reestablish and expand Invasives Rapid Detection Team.

WHO: Patterson

WHEN: 2010

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: APHIS, DNR, NRCS, CES, USFS, BLM, FWS, NPS, TMC, AACD, NOAA, UA, DOT, AK DOA, AK

Invasives Working Group, ARS

STATUS: Recommend combining with C1 above (J.Kruse)

### **OBJECTIVE D: Communications**

**D1. ACTION** Develop a white paper addressing current and potential impacts of invasives on Alaskan ecosystems. Summarize current knowledge and speculate about future realized and unrealized impacts, and potential study opportunities. Prioritize focus for new research efforts. Consider sociological assessment of invasive species impacts. Audience for such an assessment would be land managers and property owners.

WHO: Wurtz, with support from Hennon and Lundquist

## GOAL 1: Detection

WHEN: 3/2008: Plan developed.

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: AK Invasives Working Group (Hebert),  
FS PAOs (Talbot), CES, CNIPM, Kessler, ADF&G

STATUS: 12/2008 Ak Governor's Plan Paper published; more FHP work  
needed

### D2. ACTION - Develop training and publications that integrate Invasive Plant/Disease/Insect Issues

WHO: Wurtz

WHEN: 2009

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: AK Invasives Working Group (Hebert),  
FS PAOs (Talbot), CES, CNIPM, Kessler (RO)

STATUS: not initiated yet

*GOAL #2*  
*CLIMATE CHANGE*

**The Goal: Proactively apply interpretations of observed and predicted forest ecosystem changes in Alaska toward effective and adaptive strategies.**



## GOAL 2: Climate Change

(Reader note: actions without specific completion dates or detailed information will be refined in future revisions of this strategic plan. Generally, items with actions are considered important to initiate in the next 6 months).

### **OBJECTIVE A: Redefine and communicate “forest health” in the context of climate change. Raise awareness about a new paradigm of desired forest condition.**

**A1. ACTION:** Compile an annotated list of experts currently working on climate-forest issues in Alaska, and a list of relevant literature.

WHO: Zogas,

WHEN: 4/2008

\$ NEEDED (in addition to FS salaries):

POTENTIAL COOPERATORS: DeVelice

STATUS: completed

**A2. ACTION:** Prepare R10 briefing paper on our state-of-the-art knowledge of the effects of climate change on forest health in Alaska.

WHO: Patterson with info from Schultz, Lundquist, Hennon, Zogas

WHEN: 5/2008

\$ NEEDED (in addition to FS salaries):

POTENTIAL COOPERATORS: DeVelice (CNF), Kessler (RO)

STATUS: not complete

**A3. ACTION** Conduct RLT briefing to familiarize R10 leadership with new concepts on forest management in a warming climate.

WHO: Lundquist and Hennon

WHEN: 2/2008: Steve arranges invitation. 6/2008: presentation.

\$ NEEDED (in addition to FS salaries): \$0

POTENTIAL COOPERATORS: Kessler (RO)

STATUS: partially accomplished at 12/08 RLT (theme- Climate Change) by Hennon, Lundquist, and Patterson presentation

### **OBJECTIVE B: Monitor and describe current and near-term responses of forest insect, disease, and decline to climate change in Alaska.**

**B1. ACTION:** a) Summarize current forest health issues related to climate change in Alaska; where appropriate, use case studies (spruce beetle, cedar decline, spruce aphid). Prepare a summary document that describes the history of insect outbreaks in Alaska and define historical baseline conditions for forest insect pests in Alaska, and the “normal” fluctuations in insect occurrence that are associated this baseline. Include analysis of weather on outbreaks. Fold this information into the briefing

## GOAL 2: Climate Change

paper above (A2) and ultimate publication in Journal of Forestry and/or comparable publication.

WHO: Hennon with support from Schultz, Lundquist

WHEN: 6/2008

\$ NEEDED (in addition to FS salaries): \$0

POTENTIAL COOPERATORS:

STATUS: initiated but not complete

b) Develop a separate page on the FHP website

WHO: Wittwer

WHEN: 8/2008

\$ NEEDED (in addition to FS salaries): \$0

POTENTIAL COOPERATORS

STATUS: not initiated yet; reconsider in light of PNW and other climate sites available

**B2. ACTION:** Determine influence of weather parameters on defoliator populations. Relate this to historic data from aerial survey ground population sampling (larval counts) and acres detected aerially.

WHO: Schultz

WHEN: 2009

\$ NEEDED (in addition to FS salaries):

POTENTIAL COOPERATORS: Lynch, Kidd, Liebhold.

STATUS: initiated, upon paper review it was recognized that there is not enough spruce aphid data to make correlations;

**B3. ACTION:** Establish and annually monitor latitudinal transect from (Homer to Barrow) to determine influence of climate variation on forest insect populations. Expand to include pathogens and invasive plants as appropriate.

WHO: Lundquist, Trummer, Wurtz

WHEN: 2009

\$ NEEDED (in addition to FS salaries): \$30,000

POTENTIAL COOPERATORS: Kelsey, Progar, Seybold,

STATUS: initiated; J.Lundquist has a study plan currently before PNW for consideration

**B4. ACTION:** Determine impact and plant succession trends (vigor and growth of tree species) in cedar decline-impacted forests. Note: This is a 2-3 yr project with mainly field efforts, including new plots. Might be able to use PTIPS funding for the new plots. A smaller FIA effort would use FIA plots with cedar decline to evaluate the live residual tree species.

## GOAL 2: Climate Change

WHO: Hennon supported by Wittwer

WHEN: 2012

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: McClellan, D'Amore,  
Caoutte, FIA

STATUS: not initiated yet

**B5. ACTION:** Develop tools, methods and metrics (e.g., spatial analysis tools using remote sensing and spatial modeling) that can be used to monitor landscape scale patterns and distributional trends of forest insect pests in time.

WHO: Lundquist

WHEN: Continuing over 5 years

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: University cooperators.

STATUS: STDP Project currently in second year of implementation

**B6. ACTION:** Determine what needs to be shown in order to prove the role of climate change in the etiology of forest health events; e.g., long-term correlations, spatial synchrony, etc.

WHO: Lundquist and Hennon

WHEN: 2010

\$ NEEDED (in addition to FS salaries):

POTENTIAL COOPERATORS:

STATUS: not initiated yet

**OBJECTIVE C: Predict longer-term effects of climate change on forests (forest tree range shifts, altered forest cover, forest declines, insect and disease outbreaks, and carbon cycling).**

**C1. ACTION** Advocate and participate in modeling to predict forest type and tree species range shifts due to climate change. Engage insect and disease information into these predicted shifts.

A) Western Research Bark Beetle Group

WHO: Lundquist

WHEN: 2011

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: Kelsey

STATUS: not initiated yet

## GOAL 2: Climate Change

### B) WIFDWC DISEASE GROUP

WHO: Hennon

\$ NEEDED (in addition to FS salaries): To be determined

WHEN: 1 JULY 2008

POTENTIAL COOPERATORS: Frankel

STATUS: unknown

**C2. ACTION:** Use knowledge of current insect and diseases in Alaska to predict which species or groups of species (guilds, e.g., bark beetles, foliar fungi, etc.) will be favored by projected changes in climate. Add to the website above and annual conditions report “on-focus”.

WHO: Lundquist, Hennon, Trummer, Schultz

WHEN: 2012

\$ NEEDED (in addition to FS salaries): To be determined

POTENTIAL COOPERATORS: To be determined

STATUS: not initiated yet

**C3. ACTION:** Explore availability and support developmental efforts of key GIS data needed for the revision of the 2010 risk map/hazard rating systems allowing integration of climate change and host species variables. Evaluate current and future responses of insects, diseases, declines, and invasive plants.

A) acquire and become versed in available PRISM climate data for Alaska

B) use climate inputs build host models based on climate preferences (TNC)

C) collaborate and aid existing host mapping efforts by TNC (Caouette), Landfire, FHTET, and Heritage Group.

WHO: Wittwer supported by Hennon

WHEN: 2012

\$ NEEDED (in addition to FS salaries): \$50,000

POTENTIAL COOPERATORS: Krist, Flemming, Biles, Caouette

STATUS: PRISM data acquired and beta tests on Mt. Edgecume completed and posted on website

**C4. ACTION** Participate in projects on carbon cycling in forests related to insect, disease, and wood decay fungi

WHO: Hennon supported by Trummer

WHEN: 2012

\$ NEEDED (in addition to FS salaries):

POTENTIAL COOPERATORS: D’Amore, McClellan, Harmon

STATUS: funding requested and study plans are being developed

## GOAL 2: Climate Change

**OBJECTIVE D: develop specific management and mitigation strategies to sustain forest health in the context of climate change-induced problems.**

**D1. ACTION:** Use climate models, snow projections, new cedar distribution maps, and predictions of yellow-cedar decline spread to identify parts of the landscape in southeast and south-central Alaska where yellow-cedar will be adapted and can be favored by passive and active management for the next 100 years.

WHO: Hennon, Wittwer

WHEN: 2012

\$ NEEDED (in addition to FS salaries): \$50,000

POTENTIAL COOPERATORS: Caouette, Albert (TNC)

STATUS: foundational pieces of this work are in progress, i.e. genetic investigation, TNC inventory db, Yakutat outplantings, PRISM snow coverage/IPCC projections

**D2. ACTION** Work with forest managers to plant and thin young-growth yellow-cedar to gain experience in yellow-cedar silvics and management to maintain yellow-cedar populations in Alaska.

WHO: Hennon,

WHEN: 2012

\$ NEEDED (in addition to FS salaries): \$0

POTENTIAL COOPERATORS: Dowling, Spores, Heuer (Tongass N.F. and Ranger Districts)

STATUS: Yakutat outplantings implemented this spring, stocking data being loaded into db for analysis

## *GOAL #3*

# *COMMUNICATION*

**The Goal:** Examine and improve our technical delivery and ensure that R10 FHP receives recognition and cooperation for the programs it provides. Ensure that stakeholders are informed about FHP programs, actively seek FHP input and assistance as appropriate in forest health issues, integrate FHP programs within their program of work, and change behavior accordingly.



## GOAL 3: Communication

(Reader note: actions without specific completion dates or detailed information will be refined in future revisions of this strategic plan. Generally, items with actions are considered important to initiate in the next 6 months).

**OBJECTIVE A: Develop a plan for outsourcing the communications objectives and action plans listed below unless they are already assigned to an existing staff member. As a minimum the plan should consider internal PAO assets, summer communications interns, and a communications contractor hired on an annual basis renewable basis. Plan should identify potential costs and availability.**

WHO: Lundquist supported by Trummer and Lamb

WHEN: 5/2008

\$COST: 0

COOPERATORS: PAO, Contracting/Purchasing, First Alaskans Institute

STATUS: **not initiated yet**

**OBJECTIVE B: Develop a communications plan.** A Communications plan is essential for each program for receiving input from stakeholders about their needs and wants and to ensure that the intended messages and recommendations are received by stakeholders through the most effective channels. The Communications plan must aim at building a long-term relationship with clients. The Communications plan is also essential for FHP promotion and recognition of the program achievements.

**B1. ACTION:** Develop a successful and flexible overarching Communications strategy to inform stakeholders of FHP programs. Include social communications concepts in plan. Include list of key messages.

**B2. ACTION:** Determine the array of audiences FHP has and create audience specific communication strategies. Differentiate stakeholders into sectors, and determine target audiences (we cannot be everything to everybody). Recognize that target audiences would need to include a variety of stakeholders, including decision makers

**B3. ACTION:** Develop user-friendly, audience specific products. Align key messages with appropriate audiences. Consider the process of branding and how our brand name could be enhanced.

**B4. ACTION:** Conduct FHP annual “open house” to present new information/issues, provide a forum for meeting stakeholders and answering questions. Schedule in conjunction with the annual FHP Coordination meeting, moving to a different location each year.

a) Define parameters of open house at next FHP group conference call.

WHO: Steve

WHEN: fall 2009

\$ NEEDED

## GOAL 3: Communication

STATUS: not initiated yet

**B5. ACTION:** Provide comprehensive access to existing information through technological advances and existing proven channels including the internet, hard copy publications, meeting presentations, etc.

**B6. ACTION:** Incorporate findings from Objective C and examine which communication channels could be best used to reach stakeholders; determine whether existing channels are adequate or if new channels are needed.

**OBJECTIVE C: Develop an education and training plan to increase the recognition for FHP while providing a higher level of technical expertise in the program areas.**

This will help to enable stakeholders to recognize problems early and to enhance our network of collaborators.

**C1. ACTION:** Continue to expand partnerships with CES and DOF and extension organizations.

**C2. ACTION:** Investigate various groups for potential needs for training. Begin with the Sealaska K-12 curriculum on cedar decline

WHO: Hennon

WHEN: 6/2008

\$ NEEDED (in addition to FS salaries): \$0

STATUS:

**C3. ACTION:** Find ways to increase interactions with universities.

**C4. ACTION:** Develop user-friendly products for multiple Alaska audiences.

**C5. ACTION:** Identify the most effective communication channels for training/education (i.e. community-based blog for Forest health?)

**C6. ACTION:** Provide identification, management considerations, and/or hazard tree training to CES Pest Scouts, inventory crews, silviculturists, recreation managers for spring of 2009. Outline training options with FHP field office leads and solicit interest from CES, FIA, silviculturists and districts.

WHO: Steve, Lundquist, Hennon, Schultz, Kruse, Wurtz, Trummer

WHEN

\$ NEEDED

STATUS: delayed until fall 2009 when L. Winton has reported and the Hazard Tree and Ak I&D revision are printed and available

## GOAL 3: Communication

**OBJECTIVE D: Examine expand enhance the channels of communication to have a better understanding of the needs of our stakeholders. More effectively transfer programmatic information that relates to stakeholder needs and interests regarding forest health issues.** Use in-person interviews, focus groups, e-mail, and phone. Ensure key decision makers get our message to ensure cooperation and implementation of land management practices which lead to healthier forests, and increase FHP visibility.

**D1. ACTION:** Make all FHP publications available on the web

a) Update FHP bibliography

WHO: Zogas

WHEN

\$ NEEDED

STATUS: should be completed and posted by 3/2010

b) Compile high quality PDF versions of FHP literature

WHO: Lamb

WHEN

\$ NEEDED

STATUS: initiated, will complete by 3/2010

c) Create interactive access on FHP website

WHO: Wittwer

WHEN

\$ NEEDED

STATUS: waiting for permissions from PAO

d) Print/distribute and post the Alaska Entomology Timetable on the website

WHO: Lundquist

WHEN

\$ NEEDED

STATUS: document at the printer

**D2. ACTION:** Access our stakeholders to identify how they get their information and whether our information delivery methods are efficient and appropriate.

a) Review and write up previous inquiry results

WHO: Lundquist

WHEN: 2009

\$ NEEDED

STATUS: initiated

## GOAL 3: Communication

- b) Draft list of inquiry questions.  
WHO: Lundquist and Patterson  
WHEN  
\$ NEEDED  
STATUS: complete inquiry question review
  
- c) Establish list of stakeholders to participate (to target)  
WHO: Lundquist, Patterson  
WHEN  
\$ NEEDED  
STATUS: complete; local subset of condition report mailings

**D3. ACTION:** Develop new communication channels and link them to our FHP web site (i.e. post PowerPoint presentations, video, interviews, blogs, Google group self maintaining listserves, pod casts, wiki,).

- a) create a voice over powerpoint presentation for cedar story & post to web  
WHO: Hennon, Wittwer  
WHEN: 2009  
\$ NEEDED  
STATUS: not initiated yet
  
- b) \* research and disperse information about the FS\_blog and commercially available blog hosting options  
WHO: Wittwer  
WHEN: 2009  
\$ NEEDED  
STATUS: not initiated yet
  
- c) \* create blog to inform public about current and emerging forest health conditions in the state  
WHO: multiple authors  
WHEN  
\$ NEEDED  
STATUS: waiting for permissions from PAO
  
- d) Add/update Wikipedea content as it relates to Alaska Forest Health issues agents and trees – eg) Hennon: Yellow Cedar, Wurtz: Invasive Species-Forestry, Entomologists: various AK forest insects, etc.  
WHO: multiple authors  
WHEN

## GOAL 3: Communication

\$ NEEDED

STATUS: waiting for permissions from PAO

- e) Create an online calendar mechanism listing events where FHP staff will be giving presentations

WHO: Wittwer

WHEN: 2009

\$ NEEDED

STATUS: not initiated yet

- f) Determine allowable channels according to current policy. Query FS manual and PAO staff.

WHO: Patterson

WHEN: 2009

\$ NEEDED

STATUS: initiated

**D4 ACTION:** Develop internal communication expertise.

- a) graphic design concepts and Photoshop skills

WHO: Lamb, Wittwer

WHEN

\$ NEEDED

STATUS: Lamb attended training on publication layout concepts and software

- b) Work with the R10 PAO group to identify skill sets and protocol for utilizing their resources.

**D5. ACTION:** Implement new communication channels as identified and available.

**D6. ACTION:** Develop a plan to interact with other federal agencies, state c ooperators and NGOS regularly.

**D8. ACTION:** Produce Poster Gallery on web (pdf and flashpaper)

WHO: Wittwer

WHEN

\$ NEEDED

STATUS: completed

## GOAL 3: Communication

**D9. ACTION:** Evaluate adjust print vs. electronic distribution quantities of publications with regard to customer preference (i.e. condition report and other reoccurring publications)

WHO: Lamb

WHEN

\$ NEEDED

STATUS: not initiated yet

### **OBJECTIVE E: Effectively report accomplishments, success stories, and outcomes.**

Each staff member will keep a running list of accomplishments and current projects. A simple reference of accomplishments and current projects available to the stakeholders would allow for more involvement in projects and easier access to information regarding R10 FHP's current work. Each staff member would send an update of accomplishments to the communications contractor at pre-determined intervals.

**E1. ACTION:** Utilize success stories/briefing papers and accomplishments to market the AK FHP program.

a) Develop a template and protocol for FHP: Success Stories.

WHO: Lamb

WHEN

\$ NEEDED

STATUS: R10 PAO Briefing Papers updated 6/09, new ones developed for EDRR and Invasive Moth Detection; Success story for biocontrol establishment for amber marked birch leafminer published in the R8 db and to be highlighted in FS Today.

**E2. ACTION:** Enter all stakeholder interactions, training, participation in meetings, etc.

WHO: ALL

WHEN: MONTHLY

\$ NEEDED (in addition to FS salaries): 0

STATUS: emphasis on training, Trip Reports and BE documentation will be incorporated into SOP and performance appraisals for 2010

**E3. ACTION:** Until a method of R6/R10 SPF accomplishment reporting to local stakeholders is established, use CR report to briefly highlight partnerships and projects.

**E4. ACTION:** Actively Encourage non-FHP and non-Forest Service sources to submit AK Forest Health related publications and information via our FHP website. If deemed appropriate by FHP review, highlight through our outlets.

### **GOAL 3: Communication**

- a) create request on our FHP front page  
WHO: Wittwer  
WHEN: 2009  
\$ NEEDED  
STATUS: not initiated yet

**E6. ACTION:** Develop “branding” for Alaska FHP

- a) develop “Alaska Region FHP picture” for email signature block, business cards, non-monetary gifts  
WHO: Lamb, Wittwer  
WHEN  
\$ NEEDED  
STATUS: “picture” completed and being implemented

<p style="text-align: center;"><b>APPENDIX A</b> <b>THE STRATEGIC PLANING PROCESS</b></p>
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**PHASE I: INITIAL INTERNAL REGION 10 FHP STAFF MEETING (MARCH 2007)**

The internal Region 10 Forest Health Protection staff along with a few cooperators met for two days to conduct the initial strategic assessment. Internal strengths and weaknesses, and external opportunities were assessed leading to a series of tentative strategic goals. At the completion of the meeting the names of approximately one hundred stakeholders were identified and a draft email survey for these stakeholders was developed by the consultant.

**PHASE II: STAKEHOLDER SURVEYS (APRIL MAY JUNE 2007)**

After a review of existing Forest Service documents (USDA Forest Service Strategic Plan for Fiscal Years 2004-2008, National Strategy and Implementation Plan for Invasive Species Management, 2003 – 2007 Strategic Plan Forest Health Protection, Region 10 Forest Health Program Review July 2004) the final survey was developed by the consultant and mailed to these stakeholders. Survey responses are located at Appendix D.

**PHASE III: STAKEHOLDER STRATEGIC PLANNING SESSION (OCTOBER 2007)**

The internal Region 10 Forest Health Protection staff along with approximately 30 stakeholders met for two days to conduct the formal strategic planning process. The survey data was reviewed and strengths, weaknesses, opportunities and threats were prioritized. At the completion of the first day, thirteen potential strategic goals were identified. At the completion of the second day after a careful evaluation of these potential goals the three strategic goals described in the body of this report were selected. Tentative goals that were identified and not selected are located at Appendix C. The stakeholders' evaluation of that meeting is located at Appendix E.

**PHASE IV: DEVELOPMENT OF SPECIFIC ACTION PLANS (NOVEMBER and DECEMBER 2007)**

In small groups the internal Region 10 Forest Health Protection staff, in consultation with stakeholders, developed detailed action plans for each of the three strategic goals. These action plans fixed specific responsibility on internal staff members to accomplish specific objectives in specific time frames. Appropriate resources were allocated to each objective as needed.

**PHASE V: COMPLETION OF THE STRATEGIC PLAN (JANUARY 2008)**

The Region 10 Forest Health Protection staff met for two days to review the action plans and develop the final strategic plan contained in this document. Ongoing subsequent meetings will be conducted regularly to conduct internal and external peer reviews of completed actions and to continue to coordinate the accomplishment of the goals established by this plan.

**APPENDIX B**  
**PARTICIPANTS IN THE STRATEGIC PLANNING PROCESS**

**Ann Ferguson**

State Plant Health Director  
Animal and Plant Health Inspection  
Service

**Sue Barkwood**

Forester  
Municipality of Anchorage

**Doug Warner**

Supervisor  
Plant Industries  
Alaska Division of Agriculture

**Curtis Knight**

Natural Resource Specialist  
Alaska Division of Agriculture

**Charles Parker**

Executive Director  
Alaska Village Initiatives

**Dan Rees**

Forester  
US Army, Fort Wainwright

**Denny Lassuy**

Invasive Species Coordinator  
USDI Fish & Wildlife Service

**John Caouette**

Statistician  
The Nature Conservancy

**Larry Johnson**

Integrated Vegetation Management  
Coordinator  
Department of Transportation

**Marty Welbourn Freeman**

Forest Resources Program Manager  
Alaska Department of Natural Resources

**Mike McClellan**

Supervisory Research Ecologist  
USDA Forest Service

**Rob DeVelice**

Acting for Resources Staff Officer  
USDA Forest Service CNF

**Eric Wade**

President  
Alaska Association of Conservation  
Districts

**Patricia Joyner**

Community Forestry Coordinator  
Community Forestry Program

**Rob Bosworth**

Director of Southeast Alaska Programs  
The Nature Conservancy

**Robert Wheeler**

Forestry Specialist  
University of Alaska Cooperative  
Extension

**Tom Jahns**

Resource Agent  
University of Alaska Cooperative  
Extension

**Jamie Nielson**

Invasive Plant Coordinator  
University of Alaska Cooperative  
Extension

**Michael Fastabend**  
Acting for Program Manager  
Kenai Peninsula Borough

**Mitch Michaud**  
Forester  
Natural Resources Conservation Service

**Rick Kelsey**  
PNW Research Project Manager  
USDA Forest Service

**Michael Shephard**  
Inventory & Monitoring Coordinator  
US Park Service

**Steve Patterson**  
S&PF Assist Director  
Forest Health Protection  
USDA Forest Service

**Trish Wurtz**  
Ecologist  
Forest Health Protection  
USDA Forest Service

**John Lundquist**  
Research Entomologist  
Forest Health Protection  
USDA Forest Service

**Corlene Rose**  
University of Alaska  
Cooperative Extension

**Paul Hennon**  
Research Pathologist  
Forest Health Protection,  
USDA Forest Service

**Val Barber**  
Assistant Professor, Forest Products  
Program, University of Alaska Fairbanks

**Dustin Wittwer**  
Aerial Survey Specialist  
Forest Health Protection  
USDA Forest Service

**Melinda Lamb**  
Biological Technician  
Forest Health Protection  
USDA Forest Service

**Mark Schultz**  
Entomologist  
Forest Health Protection  
USDA Forest Service

**Cyndi Snyder**  
Biological Technician  
Forest Health Protection  
USDA Forest Service

**Lori Trummer**  
Pathologist  
Forest Health Protection,  
USDA Forest Service

**Keith Boggs**  
Natural Heritage Program  
University of Alaska Anchorage

**Ken Zogas**  
Biological Technician  
Forest Health Protection  
UDA Forest Service

**Wini Kessler**  
RO Director  
Wildlife, Fisheries, Ecology, and  
Watershed  
USDA Forest Service

<p style="text-align: center;"><b>APPENDIX C</b> <b>STRATEGIC GOALS CONSIDERED AND NOT SELECTED</b></p>
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The following goals were derived from stakeholder surveys and discussion during the October 29-30, 2007 meeting. Upon further discussion these goals were determined to be of lesser priority to the group.

**STAFFING AND TURNOVER**

This is a real challenge given national policies favoring mobility for advancement, funding, benefits, salary, organizational changes and distant HR support. We need to recruit and retain highly qualified, motivated team oriented experts and leaders. Retention not recruitment is by far the critical issue. Turnover averages 3 years. Alaska presents a tough learning curve for new people. The Alaska Effect is real. The state does not turn out to be the paradise newcomers often expect. We need to achieve good teamwork in a rewarding and productive environment and culture in order to build and retain institutional knowledge and networks. This requires clearly defined roles and responsibilities, healthy organizational outputs, a positive employee culture and supportive staff assistance. We need to avoid non-strategic hiring, problem solving procrastination, loss of institutional knowledge, negative communication, poor performance, complaints, losing credibility and tunnel vision. Need to consolidate and redistribute admin. Responsibilities: reassess reporting by partners (local vs. national). Write position descriptions with realistic workload assessments. Need to align admin duties to skills and interests.

We need to start with assessing organization structure through exit interviews and then write effective job descriptions. Then the following three efforts should proceed simultaneously. 1) Strengthen recruitment through career ladders, job fairs, term, temporary and permanent contracts, internships, fellowships, job fairs, outreach, coop with school (NRCE) and Universities. Coordinate hiring among partners. 2) Retention through the realignment of administrative responsibilities. Reclassify as needed (range, FT/PT) establish career ladders, salary and benefits. 3) Retention of expertise. Use non-traditional appointments, non-competitive PhD hires, short term hires, shared positions, PT/FT, contracts, retirees, mentors.

We are grateful for the effort that was put into this potential goal by Marty Wellbourn Freeman, Eric Wade, Mark Schultz, and Lori Trummer. This has and will continue to be an ongoing effort and your comments will be retained and used in this effort. It is an important goal. However on further examination it does not meet most of the criteria established for a strategic goal: When it commits a large proportion of resources. Where losses will be serious if the decision is incorrect. Where key people or large numbers of people will have to make significant changes in their behavior. Where choosing a course of action runs counter to what similar organizations have done in the past. Where a choice moves the organization into a new domain where it has little experience. Where a

decision involves modification or redefinition of the organizations acknowledged responsibilities to various publics. Where the choice will create a new image for the organization from the point of view of key supporters, suppliers, or competitors. Where a choice closes off options, which may become attractive later. By its nature a strategic goal requires the shifting of considerable assets to that goal. A major shift of resources of personnel and money devoted to this goal would limit the resources available to be used in achieving the three strategic goals that have been selected. Perhaps we can however make better use of existing HR resources in the organization above us.

### **DEFINING AND COLLECTING THE RELEVANT RIGHT DATA**

We need to involve / hire futurists and conduct futuring exercises. We can come up with five future scenarios (alders die out, purple loosestrife becomes established, larch dies out, gypsy moth (EYU) establishes) then determine knowledge gaps. We should use a SWAT approach to a single topic: cedar, larch, European yellow underwing, alder complex. This should be a short-term multidisciplinary effort. We need to develop relevant surveys and monitoring methods for information with long term impact that involve us in extensive networks with effective communication. Be open to modifying aerial survey flight paths. We need to continually update our understanding of customers need through efforts such as meeting attendance, networking, journals and newspapers. Need to avoid collecting data someone else has.

We are grateful to Valerie Barber, Charles Parker, John Caoutte, Ken Zogas, Keith Boggs and Trish Wurtz for the effort that was put into this potential goal. This addresses the critical need to recognize that the forest no longer has a circular development path but a spiral path that demands new solutions since old solutions may be irrelevant. However on further examination this approach / philosophy has got to be applied across all our efforts and therefore will be included and subsumed within the three goals that have been selected.

### **DEVELOP INTERNAL AND PUBLIC PARTNERSHIPS**

We need to first develop a process (as opposed to actual partnerships) to enhance and expand our network of internal and external collaborators, cooperators and other partners so that we address the insect, disease and invasive plant issues of our stakeholders adequately. Although not a strategic issue this effort can provide mechanisms for the support of the goals selected.

### **DATA CLEARING HOUSE**

Provide a one-stop shop for forest health data focusing on diseases and pathology, insects, and invasives. Key is providing new and creative interpretation (whole is greater than the sum) of the data, not just data. This will involve the initial selection of monitoring plots, developing baseline data, interpretation of the data and finally to applications. Need to avoid stagnation, redundancy and lost time involved with reacquiring and tracking down existing data. Consider the limitations of what federal

agencies can put on line. However extensions have more freedom. This goal can be subsumed under the three selected goals.

### **NEW TECHNOLOGIES**

Need to identify appropriate technologies and their use in improving forest health. We need to determine limitations and capabilities, prioritize promising technologies that allow us to collect, manipulate and synthesize data. At the same time we need to avoid the illusion of technique, data collection for its own sake and overselling the technology. Synthesis is the key and we should not jump to the new when the old way has value. This effort should be a tool in support of other goals. Examples of new technology include remote sensing, GIS, Models, Drones and Observer networks. This effort can be applied across the board and therefore will be included and subsumed within the three goals that have been selected.

### **FOCUS ON THE INTERFACES**

Need to reduce the risk of fire and invasive species introduction and spread at wild land – urban interfaces. We need for example to make people aware that their landscaping can create problems. This is an excellent opportunity for educational outreach to the public. Need to avoid duplication of effort. This can be embedded in Strategic goals 1 and 3

### **ENHANCE FUNDING AND RESOURCES**

We need to adequately advertise our outputs and what we do and justify our existence in measurable ways. We need to refine what it is we provide as a product, make what we do count to more people in the state, and make sure that we provide the technical expertise that no one else provides. We also should demonstrate the effects of lack of action and prioritize on these items to those that influence our budget and personnel resources. We need to better link our Alaska focus with the direction of our Washington D.C. office by addressing key words in the national strategic plans. Resources in terms of talent can be recruited from the lower 48 states without a considerable expenditure of money. We can compete for NRI funding but need to be cautious about grant money since it naturally creates an additional workload. Additional funding may be counterintuitive since it normally focuses on short-term goals. Present discretionary funds available should be sufficient. Money can be saved thru the conservation of resources. Resources may be obtained by collaborating with partners such as DOT. Need to avoid spending too much in time and resources seeking funds. There is sufficient funding for the strategic goals selected to begin to act. Present resources therefore should be devoted to these goals and not drawn off to this goal.

### **ADMINISTRATIVE OVERLOAD AND INEFFICIENCY**

We need to achieve a more efficient organization by prioritizing programmatic tasks and goals and reallocating administrative duties. This will allow focused leadership to protect and maintain staff time and resources. Need to allocate funds to support and maintain specific administrative tasks. Need to focus and limit FHP projects through clearly defined program goals and thus avoid spreading staff too thin thus allowing them not to

fulfill job duties in their area of expertise. Need to eliminate levels of management and overlapping reporting requirements. In the long run this will avoid staff turnover.

### **PROGRAM DELIVERY**

Improve of delivery of technical information to users. Challenges are the vastness of Alaska, accessibility, and travel costs. In addition, contractor supervision needs to be improved which will require Contracting Officer's Representative (COR) training. Regions need to be prioritized for data collection and outreach to users. Overextension of personnel and funding must be avoided. Nonetheless our multiple geographic locations can assist in this effort.

### **CREATING AN ECONOMIC ENGINE FOR LANDOWNERS**

Restated the goal should be to develop and disseminate educational materials describing forest resource opportunities in Alaska that can be managed for profit. This can include a whole range of efforts from micro-sales to attracting large entities such as Weyerhaeuser. The Kiln grants industry is a good example. This includes forest products such as forest products and special forest products such as wood, mushrooms and berries and recreational opportunities. Wind protection, habitat, and water quality considerations all save money in the lower 48. This is particularly important since we are losing the logger industry. We should therefore encourage thinning. We need identify resource opportunities, develop materials for public dissemination describing these opportunities and increase public awareness and utilization of forest resources. In this process we must avoid conflicts with subsistence. This effort is best accomplished in a support role. There is no infrastructure at the State level. However State and Private cooperative education may be involved and these projects should relate to economic relevancy.

**APPENDIX D**  
**PRE-MEETING SURVEY RESPONSES**

**OPPORTUNITIES**

1. Remote sensing, GIS, and emerging technologies to detect large scale changes in Alaskan forests.
2. Introduction and Spread of Invasive Species—Increase partnerships with other agencies, organizations, and citizens to rapidly detect and take action to eradicate/control this threat to Alaska’s forests. Alaska truly has a real opportunity to address the invasives threat; unlike many forested areas in the L48 that already have established invasive species that are causing significant harm that may be irreversible. Alaska also has a limited number of tree species so the loss of even one species to invasive species (e.g., birch) would be a very significant impact.
3. Climate Change—Increase knowledge about the effects of climate change to Alaska’s forests and share that information with customers so that forests can be managed effectively in the future. As the climate gets warmer there will be increasing pressure to plant trees that are not native to some regions in Alaska (e.g., lodgepole pine on the Kenai). The role of fire may change also with warming temperatures. FHP should similarly increase its partnerships with other agencies, UAF, other universities, other FS Regions and PNW Station (e.g., Region 6) to increase knowledge about climate change.
4. Forest Inventory for ALL of Alaska’s Forests—In order to address the first two issues/opportunities a continuous inventory of all of Alaska’s forests is needed. Currently, the USFS’s Forest Inventory and Analysis program only inventories the coastal areas of Alaska. The Interior and the remaining forested areas of South Central Alaska need to be added to the FIA inventory so that scientists, managers, and citizens are able to understand and take appropriate action to the changes that are occurring in Alaska’s forests. FHP should continue to advocate for FIA coverage of ALL Alaska’s forests, even if that inventory is at a reduced sampling intensity than in Lower 48 forests.
5. The “flattening” of the world: advances in technology that allow for systems tracking, information exchange across flat networks and at high speeds (vs hierarchical organization structures), information sharing across private & public sectors, expansion of partnerships, communication tools such as “web forums” that allow the public to participate real time in information exchange and solutions. (read Friedman) Invest in these technologies – such as development of interagency/intergovernmental, central electronic clearinghouses to provide one-stop shopping. More effective communication both messaging & products. How

- good is your message if no one reads it? Social marketing of the issue. Citizen engagement: once you develop effective communication and have citizen's interest & concern, need to be able to help people put that interest to work. In many cases, this is part of a collaborative effort. Building capacity in NGO sector
6. Capitalize on the unique authorities that S&PF has.
  7. Modeling Tools for Forest Health—FHP should continue to support the development and use of forest modeling tools such as the Forest Vegetation Simulator and its extensions. These tools are most effectively used with data from FIA or other continuous inventories (as noted above much of Alaska currently does not have a continuous inventory). A Northern Forest Variant of FVS is currently in the early development stages with plans to include a climate change option. Once the basic model is developed there should be thought given to developing a fire/fuels extension and perhaps other event monitors/extensions to simulate bark beetle and other native or invasive insects and pathogens. When used with visualization tools these models can help both internal and external audiences better understand the changes that are occurring to Alaska's forests and also help formulate mgmt strategies. One of the most important issues would be to provide a better understanding of the impacts of climate change on insect activity within R10. We have seen some impacts already and future impacts are likely to be severe. While some of us are working on this issue from an R&D perspective, I do not think that we have given due consideration to forest management concerns and/or providing the citizenry with knowledge of what impacts are expected to occur.
  8. Remote sensing, GIS, and emerging technologies to detect large scale changes in Alaskan forests.
  9. Strengthening current partnerships with other agencies and organizations, and forming new partnerships: sharing of information and resources, making best use of limited funding, exploring new funding options. Example course of action: Continue partnership with UAF Cooperative Extension; expand relationship w/ organizations such as USDA APHIS, NRCS, and others.
  10. Take advantage of current federal interest (and funding) in/for invasive species early detection and rapid response (EDRR)- plant, pathogen, and insect non-native invasive species. Example course of action: develop research, survey, and extension projects related to EDRR and use them for USFS "success stories" at the national level.
  11. Insect and disease surveys, invasive plant work on non-federal lands.
  12. Work more closely with the regulatory community targeting invasive species, before they arrive and establish in AK. Bring APHIS and State Regulatory

Agencies into a close working arrangement similar to the one that is so well established with DNR

13. An annual summary report of Alaska FHP activities, accomplishments, and upcoming goals would be useful.
14. Regular survey of users of services for input, similar to this survey.
15. National and state resource budgets are in decline. Agencies, non-profits, universities will be most effective if they partner and leverage funds. S&PF already seems to do a good job of interfacing with partners. Perhaps these efforts can be amplified in years to come.
16. Climate Change: everyone's finally talking about it and Alaska is on the front line. Not sure how to capitalize on this.
17. Early Detection Rapid Response: we could implement a web-based "citizen scientist" reporting system for invasive insects and plants.
18. Help improve awareness & cohesiveness of invasive species efforts in AK. Support the Alaska Invasive Species Working Group & Alaska Committee for Noxious and Invasive Plants Management. Support collaborative public outreach efforts (often via AISWG & CNIPM)
19. More effective communication with clients and other stakeholders. Based on my limited experience in R10, I have found the citizens to be highly-educated and aware of basic forest health issues. They are very inquisitive and interested in "what are you doing". Like most of the FS, I think we are very poor at marketing ourselves and the importance of our programs. Of course, this competes with resources allocated elsewhere.
20. Clearing house of pesticide information for Alaska.
21. Insect and disease surveys. (existing opportunity)- continue and expand surveys where new threats are arriving. More focus on urban issues that have the potential to expand into forest ecosystems.
22. Impacts of climate change- (new opportunity) monitoring of changes in forest cover types, growth rates, increase in disease and insect (same as above). Potential loss of forest cover types and species, example tamarack, spread of new dry land covers such as Lodge Pole Pine. Impacts on changes of succession after fire and other disturbance effects.
23. Actively engage in work to assess climate impacts on forest health in a broad sense -- not just insects & diseases, but also distribution of species and forest types, recommendations for reforestation standards, drought issues, etc.

24. The Public—a little knowledge is dangerous and more knowledge could make a better partner. The public is generally uninformed about land and forest management. Forest health is a concept not generally understood by most of the public. Continue with public education. Find community partners and promote land and forest management. Environmental groups have developed a “mass thinking” message that the public remembers that is akin to the concept that unmanaged natural forests are superior to any kind of forest or land management. Education of the public is a tool to use to dispel this myth, although I would say that the environmental groups are doing a better job at it than USFS or Region 10. Don’t give up on the public. Tell the truth and not sugar coat public messages, any other form of communication backfires and once public trust is lost, it takes a long time to regain that trust. When facilitating harvesting for job creation, Region 10 allowed timber harvesting, mostly in southeast Alaska without a good public relations campaign. Need better public relations. More education of the public.
25. Develop community partnerships in stewardship of the land and its forests and bio-community. Actual harvest and road building practices varied in Region 10 in oversight and design. At times, cost and what seemed practical in the practice and construction of harvesting had over weighed caution and safe construction practices for certain conditions. Short-cuts were taken that caused soil damage and subsequent erosion. Slash treatment was not adequately addressed in some cases. Better engineering, project management, and policy and decision making are called for. This suggestion does not mean that Region 10 has not addressed these issues before but that continued oversight needs to be sustained to regain public trust. Everyone makes mistakes—admit it when it happens to the public and show us how you will address future similar practices for a given situation.
26. Coordination with NFS
27. An additional program that would benefit AK would be an aggressive biocontrol effort.
28. Public education: Ensure wise development of forest related resources. Inform the public and land managers about best management practices. Continue to inform the public and agencies about invasive plant management and prevention. Particularly with regards to forest practices and managing forests in a way that prevents invasion. Also continued support of educating the public, land management agencies and conservation groups about prevention and control of invasive plants.
29. Protection of rare plant species in Alaska. Supporting the Alaska Natural Heritage Program to do inventory work and community education about rare plants particularly to the ecotourism industries.

30. Adoption and use of FIA and other National corporate data sets
31. Secondly, I think FHP needs to get into predicting the future with global climate change unlikely to be stalled in the next couple of decades. What are our forests going to look like in 10 years, in 20 years, in 100 years? Then, what should, we do to position ourselves to be able to maintain the resources we depend upon from our forests (berries, wildlife, lumber).
32. Region 10 forest planners, like many other agencies in Alaska, need to present to Congress and the House what needs they have. Lobbying for Region 10 is necessary. Use Region 10s land area size to compare funding on a per-acre basis when comparing to other forest regions. Have the State of Alaska and the public weigh in on helping with funding for Region 10 forest health.
33. To develop and participate in MOU's that encourage collaborative efforts to ensure effective early detection, monitoring and management of forest pest and reduce duplication of efforts.
34. To develop and participate in MOU's that encourage collaborative efforts to ensure effective early detection, monitoring and management of forest pest and reduce duplication of efforts.
35. Are our Congressmen and Senators fully apprised of the "Alaska factor?" Our state representatives and Congressmen and Senator are our champions and we appreciate them. But, what about other states' Congressmen and Senators, are they up to speed on their knowledge of forest health and what that means to Alaska's forests and lands? Representative education and exposure to our issues is important. Explaining Alaska to the nation takes Region 10s upper management passion about Alaska and skill in communication to address our needs to these representatives.
36. Forest Infestation: Aerial monitoring with ground spot inspection; Mitigation applications—thinning, harvest, fell-lop-stack and burn, research and apply specific pathogens to infestation population; Practice specific silviculture that would reduce susceptibility;
37. Forest genetics—collect and study genetically resistant individuals; Study soil conditions that either enhance resistance of trees or cause susceptibility of trees to attacks.
38. Forest Pathology Silviculture practices—thinning, harvest, fell-lop-stack and burn, specific application to affected areas; Forest genetics; Study soils; and more research.
39. Focus on forest health issues in the boreal and transitional forests – there is a near vacuum in U.S. research in this area

40. Expand partnerships....reach out to non-traditional partners....do this through the new Statewide Invasive Species Working Group and by partnering within R10 to implement the Region 10 Invasive Species Strategy.
41. Break down the boundaries between programs, especially those with research and education components, including all the coop programs – have one forestry coop program for Alaska that includes expertise in forest health, U&CF, landowner assistance, etc., and focus on how to address top Alaskan issues across programs rather than within each little entity – the staff is too small to subdivide so finely, and the funding could be better aligned to the state’s needs rather than the national dictates.
42. Technology advances made with GIS and the risk maps produced by FHTET. These will assist in prioritizing precious resources to achieve the greatest benefit.
43. Work cooperatively with FHTET to produce 30 meter maps for the top 5 insects and diseases.
44. I’d like to see more training and educational opportunities in practical ways to deal with the 4 threats to forests identified. Citizens and partners are interested but need direct support and training. Work being done with communities to reduce the introduction and spread of invasive plants is a good example of how to address other issues as well. FS employees have been great at providing public information, training, publications, and in-the-field assistance.
45. The annual forest health conditions report seems to be the major goal and expense. However, the conditions report is too long and detailed to give useful information to managers and the public. A concise summary report would do better. A separate annual report could have more detail on the most critical pests, such as bark beetles.
46. With emphasis on IPM and prevention, pesticides are viewed as bad alternatives to be avoided. Nonetheless, pesticides are often the last line of defense, and the public needs better pesticide information. Alaska needs comprehensive information about available pesticides that is updated regularly, similar to the PNW weed management handbook. The insects and diseases of Alaska forests booklet has high value for the public and should be updated regularly.
47. Technical assistance and disseminating information would be the most important and the only feasible area to effectively participate in. I find it interesting that you have research listed first, because in my opinion this would be the last area we would be able to make a contribution. This is not to say that research isn’t important, on the contrary I think the lack of research we currently have will have long term consequences. However, research is long term, concentrated, and could

- be done by the Research staff. Giving technical advice on land management decisions would be my focus with coordination between staffs, partners and cooperators.
48. Forest health recovery after a fire or after spruce bark beetle infestation:  
Encouraging seedlings through planting more seedlings and/or limiting grass.  
Conversion of Calamagrostis to another native grass species (Arctared red fescue or Alpine bluegrass). Limiting noxious, invasive plants through grass seeding or other mechanism (expansion of Cooperative Weed Management Areas program).
  49. Forest management at the woodland (small parcel) scale for rural and suburban land owners: UAF Cooperative Extension already has developed three publications to help land owners manage their woodlands (Bob Wheeler's series). Expanded outreach for this program would help implementation and could be partnered with DOF Stewardship Program. More committed funding for the Stewardship Program (FLEP, etc) would greatly augment the benefits of this effort.
  50. Forest management for Firewise and resistance to bark beetles: Firewise forests would be managed to maximize forest health and limit the spread of fire. Thinnings to enhance growth, pruning to limit bark beetle attacks, and both to reduce the accumulated fuel in the designated parcel.
  51. For the above two opportunities could be paired with local manufacturers: existing sawmills, other wood products manufacturing, firewood cutters, wood fired boiler systems (private and otherwise). Most importantly, efforts made to provide resources (financial or technical) in these areas to private and public land managers should be more closely followed up. While it does take a lot of energy to do that, many of these land managers need the initial information, encouragement, or more general support in proceeding with a management plan. Methods for implementation: Provide a seasonal / full time task force of forest technicians to act as liaisons to land managers (public and private), assisting Division of Forestry Stewardship Foresters, UAF Cooperative Extension, and others.
  52. Provide a quarterly or semi-annual forum for technical information outreach / delivery or provide that outreach through a link to the website to keep land managers informed of changes and findings.

## THREATS

1. The most significant threat I see is a lack of funding and staffing in key positions. This is a problem for all of the FS, but particularly R10 because of the large land base and high travel costs. In addition, with the exception of a 50% appointment, no R&D entomologists are stationed in R10, which limits opportunities for collaboration and development of new tools and knowledge. Thirdly, a lack of taxonomic staffing threatens our ability for rapid detection of exotics.
2. USFS should engage in the invasives issues beyond invasive plants – i.e., to include other aquatic and terrestrial invasives that threaten native Alaska resources
3. AK is on the front line with respect to climate change. Invasive species impacts to date have been minimal (relatively speaking of course). Climate change will likely accelerate the establishment and increase the impact of certain invasive species. APHIS is not addressing this, the Forest Service must.
4. Administrative requirements – particularly reporting – consume too much staff time. Simply reporting requirements.
5. The biggest threat facing FHP and many other agencies is reduced funding for domestic programs given the Iraq War and other national priorities. AK FHP must focus on the highest priorities (e.g., invasive species, climate change, continuous inventory)
6. Scale—large tracts of land that are mostly inaccessible. Road system forests received majority of treatment funding. Policy limits access to remote areas and in general cannot be managed using all the techniques that are more easily applied to accessible areas. Remote areas are treated as if they were “wilderness” designated lands.
7. Public opinion plays a large part in forest policy decisions; however it seems that none of us have been able to address public opinion and scientific management in an adequate manner. Forest policy needs to be followed and not driven by opinion.
8. Yes, we recognize and honor input from all stakeholders that helps guide and influence policy, but sometimes we need to apply timely forest health management decisions in the face of public opinion. By necessity, road accessible areas are the only reasonably managed lands.
9. Consolidation by NFS to data centers

10. Poor development and management of forest resources. FHP should give guidelines/recommendations for private and public foresters and land managers on how to use best management practices.
11. Invasive plants and insects- Contribute to early detection and rapid response, dissemination of pertinent information.
12. Partnership with UAF Cooperative Extension Service. If Forest Service survey and research results are not communicated to partner land owners, then we are not accomplishing our Mission. Extension plays a critical role- provides the education and outreach component of Region 10 State and Private Forestry. 25 year Extension-USFS partnership, and going strong!
13. Core of foresters/ecologists/entomologists/pathologists/administrative staff who are exceptionally qualified and have a lot of experience in Alaska.
14. Climate change- both continue to monitor changes and begin collaboration with climate change scientists to assess correlations between forest outbreaks and climate.
15. Invasive species- Continue and expand collaborative efforts at inventory, control, and expand into prevention.
16. Worldwide economic shifts- expand efforts to detect invasive species from outside the US and predict possible new invasives and diseases as trade and international transport increases.
17. Disease outbreaks- develop models to predict disease outbreaks and rate of spread to help direct resources to minimize.
18. The major threats are insects, disease, weeds, and introduced animals. It is important to fill gaps in our knowledge for each of these threats. These gaps can be filled by research, surveys and, in some cases, literature review. You can also use existing data to fill these gaps in knowledge, such as using FIA data.
19. Lack of significant knowledge of the location and extent of rare plants in Alaska. FHP should continue to support groups such as the Alaska Natural Heritage Program as described above.
20. Climate change needs to be a critical context for all aspects of the FHP (and all other natural resource programs of the Forest Service). Currently the agency's emphasis seems to be on "doing something" about climate change through carbon credit programs and the like. We need more emphasis on the climate-related forces and trends that are altering the environment for forest ecosystems, and hence for all aspects of planning, research, and management relating to those

- ecosystems. The need in FHP is particularly great, as many climate change-related stresses will be manifest as forest health symptoms and effects
21. Invasive species – coordinate and collaborate with other agencies to develop an early detection and rapid response program. Exotic pest – Continue to support a network of IPM technicians to monitor pest in urban forest settings.
  22. Funding—inadequate—Do more with less—the siren song for all of us. Funding for land management in Region 10 is inadequate—prioritization is a tool we all use but may not be effective to meet even minimum standards.
  23. Less personnel—less funding, less personnel, less training, inadequate skills/experience. Like many industries, Region 10 has educated, skilled, and experienced personnel who are retiring. Although I don't know what's being done in Region 10 to address this issue, if like many other industries have discovered that they have not addressed the replacement of the potential loss of the experience and skill level positions. Many times entities react to less funding by not only not re-hiring for positions vacated by have discovered they may be late in training and providing skills to the positions they do hire for. The result is less personnel to do the job with less experience and skills to do more with less funding. In other words, a formula to inadequate performance by Region 10. Less funding—equates to less treatable acres therefore requiring better strategic planning that could effectively address forest health. Contracted work—USFS has been trying to equate contract work per acre performance done in the lower-48 states to what work can be done in Alaska for the same price—this comparison is unfair—wages, fuel, and capital investment costs are generally higher and access is more difficult and should be accounted for in contracting work. It is known that some hand-work contracts have defaulted because bidder bid too low for work required in the contract and that Region 10 approved these contracts because they were the low cost alternative rather than looking at the competent bid alternative, i.e. a bid that is more realistically priced for work in AK.
  24. Alaska lacks much of the forest data that is standard in other states. As a result, it is difficult for AK to compete for funds. Either additional funding should be allocated or the criteria for evaluating FH needs should be changed to include data acquisition. One simple starting point would be to include Alaska on all national maps at the same scale as other states, and in its actual geographic location whenever possible.
  25. Our time may be entirely occupied with administrative duties that have, over the last few years, been shifted from administrative specialists to other types of employees (entomologists, ecologists, etc.). One way to protect ourselves is to do whatever we need to do to hang onto people like Peggy and Gwen.

26. Bark beetle resurgence. FHP could do more on-the-ground monitoring, particularly in areas near past aerial detection zones. Detection by aerial survey alone is two years behind infestation event.
27. Emphasis on urban insect and disease issues, which may contribute to the dilution of FHP mission over a to broad of an area. Action is to channel these toward more suited groups such as Coop Extension.
28. Loss of funding opportunities- could be offset by continue and expanded public awareness of what FHP, example website and publications, Need to be timely distributed.
29. Budget shortfalls of course. Solution is to leverage and make sure work is of a compelling nature.
30. Retirements, recruitment/retention issues. Solution may be to offer incentives for employment, retention bonuses.
31. Grants and other funding sources delivered to applicants across Alaska may have variable outcomes because the grantee is often left to interpret how the program should be implemented. While this allows for local needs and values to be fulfilled, some type of consultation with FHP staff would ensure that critical program elements are carried out. Additionally, the technical aspects of the management activities could be tracked better if FHP staff had examples or suggestions on how to do that.
32. It is clear that the intentions of the FHP is to enhance management and improve the forest health of the region. The broad reaching “jurisdiction” of the FHP staff limits the effectiveness of the program. Likely through the support of a technician or additional technical staff, the programs could be better implemented. For example, grant management is typically carried out through email and phone calls. While travel across the state of Alaska is expensive, more interaction with the grantees would help in project work implementation and adherence to timelines. Field visits would allow for better understanding of the grant requirements and reporting.
33. FHP and other State & Private Forestry staff have been rotating through some local positions quickly in the past years. Committed personnel will greatly assist in program delivery. Many recent staff have considered their Alaska position a stepping stone or of great benefit to their “highest and last three years of service” to increase their retirement benefits. The communities are not served well by this concept.
34. Invasive insects and diseases, fire control, hazardous trees.

35. Climate change- both continue to monitor changes and begin collaboration with climate change scientists to assess correlations between forest outbreaks and climate. Invasive species- Continue and expand collaborative efforts at inventory, control, and prevention.
36. Worldwide economic shifts- expand efforts to detect invasive species from outside the US and predict possible new invasives and diseases as trade and international transport increases.
37. Disease outbreaks- develop models to predict disease outbreaks and rate of spread to help direct resources to minimize.
38. Increased harmful non-native species invasion associated, e.g., associated with expanded development and climate change... Support integrated network (citizen-based as much as possible) for the detection and monitoring of new invasions & to enable rapid response. Support improved resident, visitor, & industry awareness of invasion risks & prevention measures (like Hazard Analysis & Critical Control Points prevention planning).

## WEAKNESSES

1. Continual reorganization, centralization, down sizing keep things in a state of flux that is not progressive. Budget and procurement, human resources, IT operations just to name a few have been centralized. In very rare instances does FHP see any benefit from this confusion.
2. Long term studies: funding constraints often stress short term studies. Balance with intentional emphasis on some long term projects and periodic reassessment of focus.
3. Rapid responses: with climate changes and rapid economic shifts worldwide, develop better predictive models and some funding mechanisms to fund emergency responses to new outbreaks and crises.
4. You just lost one of the best invasive plant professionals in the outfit .Refill, expand and protect the effort.
5. We currently have lots of staffing vacancies, and some of them are not being filled while the national re-design occurs. We need to protect Steve's energy so he doesn't get burned out
6. FHP is best with pest issues and should not attempt to become an ecosystem management program
7. Out reach and public affairs. Those of us that know of FHP, know what we know, but awareness outside of the field of forestry is low (my opinion). Solution is marketing, marketing, marketing.
8. Develop more treatment strategies and provide these through existing conferences, bulletins and website.
9. There has been some tendency to "do it all" on the staff. In the 1990s and early 2000s there was a great deal of emphasis on bark beetle research and technology development/transfer. Really need to focus on the priorities and get all staff working on those same priorities. Need to still be looking ahead for "what's next"
10. Seems to be a great deal of turn-over, instability, and long periods with vacancies, which reduce the quality and quantity of work performed. It makes it difficult to establish and maintain relationships with partners or for partners to know who to contact and how to work with them. When a person is in the job for a number of years, you learn their strengths and to depend on their expertise. Turn-over and limited contact makes such relationships difficult. I realize that this is not the fault

of region employees or maybe something that they can do something about. I imagine it is a very difficult work environment.

11. Database management should be maintained
12. Long term studies: funding constraints often stress short term studies. Balance with intentional emphasis on some long term projects and periodic reassessment of focus.
13. Vast state! Big distances between Southeast, Southcentral, and Interior offices. (need to emphasize regular meetings and collaboration between offices)
14. -State & Private Forestry lack of teamwork (teambuilding sessions needed to improve communication skills and create a culture of healthy working relationships between ALL, not just a portion of the S&PF team)
15. Rapid responses: with climate changes and rapid economic shifts worldwide, develop better predictive models and some funding mechanisms to fund emergency responses to new outbreaks and crises.
16. The organization needs to be more strategic, effective, and accountable in determining how to invest its limited (and diminishing) funds. Budgeting decisions should be outcome-driven, focusing on those investments with the highest potential for a positive impact. With some exceptions, Forest Service programs have been issue-driven but without an emphasis on prioritizing investments and achieving results.
17. Most communities are probably not aware of what the region does and how to take advantage of the expertise available.
18. Communication and coordination with NFS
19. A lot of time, energy, and money seems to go into strategic planning and but little comes of it so it is not viewed as a good use of time or public money. (this is more a comment on FS than Forest Health in particular)
20. Program continuity and follow through (discussed above in annual delivery via grants and other appropriated funds, longevity of staff in their respective positions).
21. FHP (along with State & Private Forestry) has an opportunity to improve the status of local national forests (Chugach) with respect to the bark beetle epidemic and lack of management in Southcentral Alaska
22. Are new Region 10 employees adequately oriented to the “Alaska factor?”

23. The general truism about Alaska is that we do things differently up here and in many practical ways, we are. Does Region 10 bring their personnel up to speed about Alaska and Alaska practices in a timely manner?
24. Continual reorganization, centralization, down sizing keeps things in a state of flux that is not progressive. Budget and procurement, human resources, IT operations just to name a few have been centralized. In very rare instances does FHP see any benefit from this confusion?
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<p style="text-align: center;"><b>APPENDIX E</b> <b>STAKEHOLDER MEETING EVALUATION</b></p>
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Well spent 2 days. I am a client FHP data and it was good to be part of the strategic planning effort towards future (next 5 yrs) work. A rich mix of participants and all were well-engaged contributors to the work sessions. It was well managed and facilitated and the group stayed on track for the most part. I look forward to seeing the ultimate products from the session and participating as possible in partnering collaborating with the program.

Provided for thoughtful and constructive development of goals. Through the iterations the group was able to refine its own work. Momentum was good. Loram did a good job of keeping us on track and providing forums and materials to discuss and track our progress. This was constructive fun and productive. Steve's commentary provided necessary information to put our proposals into perspective. Time for each exercise and duration of workshop was very appropriate. I hope FHP communicates its final plan and progress to this group. Thank you for requesting our input.

Overall a good meeting. In the final goal formation exercise, the person who suggested the goal should be the one to define and defend it - they would have the most knowledge, passion and reason for the goal. Good to include stakeholders in the process. Interested to see how it plays out...outcomes as this becomes an expensive exercise. Follow thru will be needed by everyone who attended and more stakeholders will have to be included to realize tangible results.

The format was organized and led in a way that kept it productive. No wasted time. I am interested in seeing if the final plan can survive the chronic turnover in leadership at the national and regional levels. If it is such a strong product that they can keep it moving it will be 2 days well spent. Steve did a good job of getting diverse engaged people in the room. Everyone contributed.

Good social networking. Exercises effective. I would not want the challenge of trying to distill and synthesize all the notes. Good Luck. Seems like a solid group of people.

Not sure the action plans created in this portion of the process are of much greater value than the original goals prepared internally by the FHP group last March. Some of the internal problems are simply not changeable at the local and regional levels.

We did well. It's useful to connect with partners to find mission overlap and common themes to work together on. This work is critical in order to service our publics together in a collective efficient manner. In order to move forward the focus will help. I think your ability to facilitate us towards this end will pave our future. I look forward to implementing. We have much work to do over the next 60 days.

Great job. Well organized and moved along at an efficient and productive pace. Bad coffee. Best part was the fire hose story.

Good directed filtering process. Enjoyed the switching of partners/teams/tables for the exercises. Good casual approach to a very complex problem. Made the work much easier and at times even enjoyable.

Thank you for assisting us with this process. Strong points well organized, logical flow of tasks, good facilitation in terms of keeping things on task. Could improve on: The group and facilitator felt low energy to me: could have facilitated more enthusiasm. Info retention and idea generation goes dramatically down when work periods are not broken up into segments: more breaks, activities to keep people engaged, focused, awake, refreshed and productive. It is possible to achieve strategic planning goals and have people leave the room charged up, invested in a common dream, vision, and goal and excited about what comes next. We lacked that energy, not completely but there could have been more. Again thanks for your efforts and spending the time with us and on us.

Most beneficial was the people who attended. That caliber of people in one room was great. Also critical thinkers can raise more questions. Ultimately able to narrow down to aspect that will help us in the long run.

Original FHP planning went well and provided good information. Second meeting narrowed the focus slightly. However I am not sure the stakeholders time was used to maximize benefits to the stakeholders. The use of their time was beneficial to FHP and hopefully they will benefit from FHP in the long run due to the implementation of this strategic plan.

Session was “strategic” and focused. Did not know what to expect and am walking away with more ammunition and professional contacts than I had before. I have a better understanding of how I relate to FHP goals. Key points was cooperation with partners: key to working together.

Good representation, excellent choices in the staff that was present and other agencies. Break times need to be specified and stuck to. Groups stayed focused: helped to write the goals and objectives. Planning ahead is a progressive move. Glad to hear FHP is just focused on restoration, history. Good effort by all participants.

Facilitator well organized, well prepared, and treated the audience well. I am intrigued at the potential for strategic planning as a tool and look forward to seeing how it can be used to address the serious problems raised by the group. Will be the acid test. I learned a lot from interacting with stakeholders in the room: good conduit for further collaboration.

Good process focused on core objectives. At time blurred the lines between what State and Private does and what FHP does. Perhaps a discussion at early part of meeting would have helped. The core objectives that can be effectively worked on are the survey and monitoring program for weeds, disease and invasive plants and public outreach.

I think the concept of FHP was a bit lost in the idea of strategic planning. Confusion with the terms R10, FHP,SPF, occurred to the point that comments seemed more directed to SPF not specifically to FHP. I am still unsure how partners can/will come to the table to help us achieve our plan. I am not even sure the plan is tangible to all entities especially partners. I don't think we made best use of the partners in general. Some felt shut off by the rigid process. Many came and went from the meeting indicating they were not as engaged as we hoped. What about all the things that FHP already does? This would have been an opportunity to enhance those current programs: cedar decline, hazard trees, bark beetle, and aerial survey.

As a partner it was good to learn more about FHP and give input from my perspective. But not being part of FHP it is hard to see if this will be productive. I think the last exercise would best be done by those who are familiar with staff resources and commitments. It was a big commitment of time and energy on the part of partners who may or may not benefit and have no control over outcomes so it leaves you without a feeling of closure or accomplishment. Hopefully it was useful enough that the entire forestry community will see benefits. I think we would like progress reports and often. I have participated in similar exercises and never heard a word of what resulted. I did enjoy meeting people from around the State and adding to our partners list and learning about potential resources. I think due to individual program priorities and commitments it is not likely that most partners will be able to participate in the next steps.

The process seems to be effective and we did get a long ways. However I think the first stages where we read the survey results and collated them on the board was rushed and drove everything down the line. I did not even have time to read all the comments. To make best use of our cooperators time we should have allowed more open ended discussion at the start just to hear what they want from us and what we are not delivering. The diagramming exercise was fun but perhaps not the best use of our cooperators time. Good facilitation – not an easy task.

Generally the exercises were well done. Early on the discussion got cut off/constrained a little too early. We may have missed some good point. Drawing exercise seemed a waste of time. Participants were heavily skewed to government agencies. Would have benefited from native, industry and environmental group participation.

Good interactive format and good group to work with. Two days right amount of time. Facilitator kept us on track and moving along. Timed tasks worked well. Room too hot on second day: wanted to fall asleep. I hope a copy of the outcomes is written up and passed out to the community. Were some innovative:out of the box” ideas that I hope are implemented. New motto should be “the only constant is change” FHP and needs flexibility.

First thanks for the chance to take part. The facilitation was outstanding. I have been thru a few of these over the years and this was the best. The FHP is in good hands and I

believe will make good strides in reaching the goals that came out of this session. The group was outstanding too – very articulate and thoughtful.

What went well: good collegial interaction. High level of transparency and communication. Facilitator kept the group on point and kept to the schedule. All participants were engaged, seemed committed to helping achieve a successful outcome...  
What did not go well: Not structured to be strategic. Began with the status quo mission and did not identify the desired future condition or the outcomes by which to measure success. By not defining Forest Health up front – not recognizing that a variety of definitions exist among participants – people often talked past one another. A common definition or concept would have been a very important starting point and foundation for building on.

Stimulating discussion with very bright cooperators about the future of FHP programs. Good attendance by cooperators who devoted time in their schedules demonstrates commitment and interest in forest health. We did not burrow deeply enough into each program to identify priority work areas for the future. I am not sure the picture drawing concept was all that needed to describe our program but the above process did help illustrate an ecosystem spinning to a new point that reinforced the theme that became central the following day.

A good experience in meeting and making friends with a lot of cooperators and got a much better feeling for the work FHP does. I would have liked the outcomes to be neater and more discrete from one another. There is still a fair amount of overlap: nearly all objectives and goals have some element of communication with the public, yet communication was also a goal on its own.

Good to work with collaborators. Fun to determine the breadth and experience of stakeholders and the commonality of visions. Did not wear out too much and the meeting was collegial and positive. Our two day exercise very similar in result to the goals designed by FHP in the spring. Need more expert sort term help in Anchorage to develop more timelines and establish connections. Maybe a fellowship or postbox in management would fill that need. Pass the strategy up the chain of command to get maximum benefit. Would like to see the final goals flushed out before the coordination meeting. We must assign and implement.

<b>APPENDIX F</b> <b>ACRONYMS</b>
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<b>AACD</b>	Alaska Association of Conservation Districts
<b>ADF&amp;G</b>	Alaska Department of Fish and Game
<b>AKNHP</b>	Alaska Natural Heritage Program
<b>AKEPIC</b>	Alaska Exotic Plant Information Clearinghouse
<b>APHIS</b>	Animal and Plant Health Inspection Service
<b>ArcGIS</b>	GIS software licensed by Environmental Systems Research Institute
<b>ARS</b>	USDA Agriculture Research Service
<b>BLM</b>	Bureau of Land Management
<b>CES</b>	University of Alaska, Cooperative Extension Service
<b>CNIPM</b>	Committee for Noxious and Invasive Plants Management
<b>CNF</b>	Chugach National Forest
<b>DNR</b>	Alaska Department of Natural Resources
<b>DOA</b>	State of Alaska, Department of Natural Resources, Division of Agriculture
<b>DOF</b>	State of Alaska, Department of Natural Resources, Division of Forestry
<b>DOT</b>	State of Alaska, Department of Transportation
<b>EDRR</b>	Early Detection and Rapid Response
<b>FHP</b>	Forest Health Protection
<b>FHTET</b>	Forest Health Technology Enterprise Team
<b>FIA</b>	Forest Inventory and Analysis, FS Research
<b>FS</b>	Forest Service
<b>FWS</b>	United States Fish and Wildlife Service
<b>GIS</b>	Geographic Information System
<b>IT</b>	Information Technology
<b>NOAA</b>	National Oceanic Atmospheric Administration
<b>NPS</b>	United States National Park Service
<b>NRCS</b>	Natural Resources Conservation Service
<b>OSU</b>	Oregon State University
<b>PAO</b>	Public Affairs Officer
<b>PTIPS</b>	Pest Trend Impact Plot System, FS
<b>RD</b>	Ranger District, FS
<b>RO</b>	Alaska Regional Forester's Office, FS
<b>R10</b>	FS Region 10, Alaska
<b>SWCD</b>	Soil and Water Conservation District
<b>TNC</b>	The Nature Conservancy
<b>TNF</b>	Tongass National Forest
<b>UA</b>	University of Alaska system
<b>UAF</b>	University of Alaska Fairbanks
<b>UAF-GINA</b>	The Geographic Information Network of Alaska
<b>UAF-SNRAS</b>	School of Natural Resources and Agricultural Sciences
<b>UAF-WERC</b>	Water and Environmental Research Center
<b>USDA</b>	United States Department of Agriculture

**USFS** United States Forest Service  
**WIFDWC** Western International Forest Disease Work Conference  
**WIFIWC** Western International Forest Insect Work Conference  
**WRBBG** Western Research Bark Beetle Group