

NEVADA DIVISION of FORESTRY

2016 STRATEGIC PLAN



NEVADA DIVISION OF FORESTRY VISION STATEMENT

The **Nevada Division of Forestry** will be successful in achieving its mission when Nevada:

- Restores and sustains healthy forests, rangelands, watersheds and habitat throughout Nevada using the tenets of the National Cohesive Strategy in a collaborative stakeholder process.
- Provides professional, science based technical support, “can-do” ground forces, and leadership in Natural Resource Management and Wildland Fire Services.
- Public and private landowners are willing to make investments to create healthy forests, rangelands, watersheds, habitats and fire-adapted communities.
- Adopts a culture shift where wildland fire is part of our natural ecosystem and people learn to live with fire.
- Sustains a professional employee pool that provides exemplary services.

MISSION STATEMENT

“Nevada Division of Forestry is the premier resource/wildland fire agency that the people of Nevada look to for advice, support and leadership in Natural Resource Management and Wildland Fire Services.”

Preamble

This Strategic Plan was comprised from input of external/internal stakeholders and based upon the core tenets of the National Wildland Cohesive Strategy. These specific Action Steps are for new initiatives to propel NDF forward, which are in addition to the day-to-day action/duties that NDF does to complete its mission.

A. CREATE HEALTHY, SUSTAINABLE FORESTS, RANGELANDS, WATERSHEDS AND HABITAT.

1. Work with all stakeholders to identify and implement actions to enhance and sustain the health of forests (wildland and urban), rangelands, watersheds and wildlife habitat.
 - a. Adopt the tenets of the National Cohesive Strategy and adapt it to Nevada – (June 2016 - State Forester directed that tenets will be written in every element of our Programs. Need to determine how this will be measured. Revised due date 10/2016)
 - b. Create an oversight advisory body to ensure the success of the Nevada Cohesive Strategy “blueprint” – (NV Fire Board, Done)
 - c. Explore process and merits to execute provisions of the “Good Neighbor Authority (GNA)” for Nevada – (Resource Program Manager, 6/2016. Reassigned to State Forester – 1st draft due 7/2016)
 - d. Sponsor at least one stakeholder workshop annually at different locations statewide focused on identifying natural resource issues – (Stewardship Program Coordinator, 7/2016)
 - e. Form new joint advisory body for Urban & Community Forests, Stewardship and Community Protection programs – (Resource Program Manager, 3/2016 – revised to 6/2016. In progress, State Forester will make some calls to expedite responses where possible. Revised due date 10/2016)
 - f. Develop new request for proposal process for LSR/WUI/RCP/PP/Joint Chiefs and other competitive grants for 2017 grant cycle – (Community Protection Coordinator, 10/2016)
 - g. Update the Forest Action Plan and include the Nevada Cohesive Strategy tenets – (Resource Program Manager, 3/2016 – revised to 6/2016. In progress, BPA III is working on this; revised due date 10/2016)
 - h. Build web portal that provides public access to land management agency data/layers showing past, current and future projects and baseline data – (Stewardship Program Coordinator, 7/2017)
 - i. Assign leads and participate in the development of locally-led, multi-stakeholder conservation effort with Nevada Conservation Commission, SETT and LAWGs - (SETT representative, 7/2017)
 - j. Identify new outside grant funding sources such as FEMA, USDA-NRCS, Joint Chiefs, etc. and apply – (Resource Program Manager, 7/2016)
 - k. Create a template or guide to help Camp Supervisors prioritize conservation camp projects to enhance and sustain the health of forests, rangeland, watersheds and habitat – (Camp Program Manager, 4/2016 – final due 6/2016 Done)
 - l. Create a plan for maximizing acres under Stewardship plans and renew plans upon expiration – (Stewardship Program Coordinator, 5/2016 - due date revised to 6/2016. New Stewardship Program Coordinator is working with explicit directions now; revised due date 10/2016)



2. Explore options to achieve operationally and financially positive results for the nursery and seedbank programs.
 - a. Create and implement business/marketing plans for the enterprise function of the Nurseries and Seedbank – (Resource Program Manager, 4/2016 – White Paper due 6/2016. At UNR, still pending – revised due date 10/2016)
 - b. Create operational reports and pro-forma fiscal forecasts for the nursery and seedbank programs to provide measurements of the level of success – (ASO III, 4/2016 – White Paper due 6/2016. Revised due date 12/2016)
 - c. Identify opportunities for the seed bank to help meet National Seed Strategy for Rehabilitation and Restoration – (Seedbank Coordinator, 4/2016 – White Paper due 6/2016. In progress, revised due date 10/2016)
 - d. Develop the annual implementation of the NDF native seed collection strategy – (Seedbank Coordinator, 4/2016 – White Paper due 6/2016. In progress, revised due date 10/2016)
 - e. Create a plan for native grass and forb seed production planting to produce native and adapted seed for wildland restoration and fire rehabilitation – (Nursery Managers, 6/2016 – in progress, this is a component of the Nursery Business Plan. Revised due date 10/2016)
 - f. Increase NDF utilization of locally collected seed and cuttings in Nursery and Seedbank and on projects. (Nursery Managers, 1/2017)
3. Enforce and implement NRS 527 (flora protection and preservation) and NRS 528 (forestry practices) through science based natural resource projects and public education.
 - a. Create desk guides for Christmas tree/Cactus-Yucca harvesting and shipping permit processes – (Southern Region RMO, 7/2017)
 - b. Create desk guide for State Protected Flora management, permitting processes, and options - (Southern Region RMO, 7/2017)
4. Enhance, promote and support landscape rehabilitation programs.
 - a. Establish/update MOUs or other agreements to protect and enhance sagebrush ecosystem resiliency and diversity, watershed stabilization and enhancement, and restoration – (Resource Program Manager, 1/2017)
 - b. Document and monitor success of all seedings and plantings for 3 years beginning 1/2016 – (Regional RMOs, 12/2016)
 - c. Create electronic project-based public information sheet and internal project journal for each project – (Stewardship Program Coordinator, 4/2016 – new due date by 6/2016, pending hire of position. Deferred to 10/2016)
 - d. Provide direction to incorporate media development costs into grant proposals. (Resource Program Manager, 4/2016 – revise due date to 6/2016. Done)
5. Provide services to support Nevada’s natural resources that are currently unavailable through commercial avenues.
 - a. Produce a series of fact sheets that provide educational information regarding resource management practices for use with cooperators – (Stewardship



- Program, 6/2016 - In progress, need list to identify gaps. Revised due date 10/2016)
- b. Assemble a landowner and contractor support package that provides links and references to all forms of technical, financial and scientific support - (Northern Region RMO, 4/2016 – new due date, depending on Web Portal implementation, which is expected to provide this. As of June, expected to be on BOE agenda by 8/2016. Review again 10/2016)
 - c. Create three new regional Forester II positions to support regional Resource programs – (Resource Program Manager, 4/2016 – White Paper due 7/2016 with proposal) This item is on hold for this budget.
6. Create options to combat the effects of Climate Change.
 - a. Develop a water conservation education program in Urban Landscape design and management – (U&C Forestry Program Coordinator, fall 2017)
 - b. Collect tree/shrub seed from latitudes and elevations that will promote adaptation to drier and warmer climates – (Seedbank Coordinator, 7/2018)
 - c. Incorporate appropriate plant material specifications in seeding and planting recommendations that are better adapted to predicted future climates – (Regional Resource Management Officers, 2/2016 – revised date to 6/2016. Will be included in Forest Action Update – revised due date 10/2016)
 - d. Develop strategic plan for Forest Utilization program – (Forest Products Program Coordinator, 12/2016)
 7. Evaluate merits of establishing an aerial seeding program utilizing NDF Air Ops Type II helicopters.
 - a. Evaluate the merits of aerial seeding – (Forest Health Specialist, 9/2016)
 - b. Conduct cost benefit analysis of aerial seeding benefits – (Aviation Services Officer, 12/2016)
 8. Build an in-depth prescribed fire training and operational program.
 - a. Create and implement a plan for getting RXB2 qualifications for staff – (Training Program Manager, 4/2016 – revised due date 6/2016, revised due date 10/2016)
 - b. Create a prescribed fire program lead responsibility – (Forest Health Specialist, 3/2016 – revised due date 6/2016. Forest Health Specialist assigned as Lead, need to add to his Job Performance Standards. Still need written Policy Guide – revised due date 10/2016)
 - c. Assist in the development and participate in the Nevada Prescribed Fire Alliance – (Community Protection Coordinator, 10/2016)

B. CREATE FIRE-ADAPTED COMMUNITIES.

1. Foster statewide implementation of fire adapted community programs.
 - a. Reformat previous Nevada Fire Safe Council into a viable entity to act as a grant clearing house in conjunction with the Nevada Living with Fire/Learning Network – (State Forester, 6/2016 – revised due date 10/2016, Deputy Administrator Ops will draft a White Paper, work with State Forester and USFS State Liaison, to develop a Fire Safe Council type implementation plan)



- b. Train regional employees in Community Risk Assessments (CWPPs) and hazardous fuels management - (Regional FMOs, 12/2016)
 - c. Designate a dedicated prevention individual at each NDF regional location that focuses on educating the public. (Regional Lead, 7/2016)
 - d. Create a network to implement cell phone and other communication methods of emergency broadcast for wildfires occurring in specific vicinities – (Camp Public Relations, 6/2016 - will investigate status of FirstNet Program, which is expected to cover this. Update due 10/2016)
 - e. Register NDF in the “Fire Adapted Communities Learning Network” – (Camp Public Relations, 4/2016 – in process, new due date 6/2016 Done)
2. Market best practices for building/wildland fire codes, planning/zoning practices within the WUI.
 - a. Create, collect and market suggested guidelines/templates – (Camp Public Relations, 6/2016 – due to short time in position, due date revised to 12/2016)
 3. Create a model defensible space template for consideration.
 - a. Synthesize existing defensible space guidelines/survey forms to produce NDF templates for common Nevada vegetation types – (Regional Fire Protection Officers, 12/ 2016)
 - b. Mail defensible space guidelines to all areas located within high wildfire risk designations. – (Regional FPOs, 2/2017)
 - c. Create a partnership with the State’s insurance industry to establish fire adapted communities through education/incentives – (State Forester, 3/2016 – update due 6/2016 – reassigned to Deputy Administrator Ops with revised due date 10/2016)
 4. Raise the awareness of the wildland fire problem and how the public can become part of the solution.
 - a. Hire additional FPOs to apply for additional grant funds and to deliver on the ground wildfire hazard reduction projects/education (SFY 2017-18 - Resource Program Manager, 4/2016 – White Paper due 6/2016)
 - b. Create and offer public education training/materials to local contractors that implement defensible space projects – (Community Protection Coordinator, 3/2017)
 - c. Develop and request support funding for “Living with Fire” to create a network of community activist groups (i.e. Fire Adapted Communities) that inspires individual landowners to implement fire safe actions on their property and in their community – (Resource Program Manager, 4/2016 – Briefing Paper for Program Managers due 6/2016 – revised due date 7/2016, State Forester will work with Community Protection Coordinator)
 - d. Create a program that tracks costs of wildland fire fighting in the WUI, public areas, etc. in order to demonstrate the cost of NOT being fire-adapted – (ASO III, 12/2016)
 - e. Create a “fire adaptation” rating map for the State and include a prioritized list of actions to improve the rating – (GIS, 1/2017)



- f. Create and maintain a NDF repository of all CWPPs in Nevada, tied to the web portal, and make them available to the public – (GIS, 9/2017)
- g. Review all CWPPs and rate them as to progress since inception; draft formal recommendations for each CWPP for goal achievement – (Regional FPOs, 6/2017)

C. CREATE A ROBUST STATEWIDE WILDLAND FIRE/ EMERGENCY RESPONSE SYSTEM.

1. Build, enhance and sustain FD/VFDs and RFPAs capacity.
 - a. Create three regional training officer positions to assist the fire program instructing basic firefighter training and refresher training to local cooperators, rural VFDs and RFPAs – (Training Program Manager, 4/2016 – White Paper due 6/2016)
 - b. Market and create RFPAs in each Region during 2016 as a beta test function – (RFPA Program Coordinator, 6/2016)
 - c. Explore creating a State fire engine assignment program (State Forester, 3/2016 – Fire Program Manager serve as lead in drafting White Paper due May 2016. In progress with three in budget; long term plan due October 2016)
2. Identify and build key NDF specialty services that bolster fire response without duplication of efforts between federal, state and local FDs.
 - a. Enhance ability to provide Incident Management Support on type 3 incidents by creating NDF ICS training plan – (Deputy Administer Operations, 6/2016)
 - b. Re-evaluate Dozer program and identify enhancements – (Fire Program Manager, 4/2016 – White Paper due 6/2016)
 - c. Obtain Medical Direction. (Helitack Equipment Manager, 4/2016 – White Paper due 6/2016. White Paper Done 6/2016)
 - d. Obtain a hoist for each operable helicopter. (Helitack Equipment Manager, 4/2016 – White Paper due 6/2016. White Paper Done 6/2016)
 - e. Create a plan to replace NDF's aging military surplus helicopters. (Aviation Services Officer, 12/2016. White Paper Done 6/2016)
 - f. Obtain one new full-time aircraft mechanic position. (Aviation Services Officer, 12/2016)
 - g. Obtain two nine month seasonal Helicopter Manager Positions to work staggered months throughout the year. (Helitack Supervisor, 4/2016 – White Paper due 6/2016. White Paper Done 6/2016)
 - h. Obtain two six month seasonal fuel truck driver positions. (Aviation Services Officer, 1/2016 – White Paper due 6/2016 White Paper done 6/2016)
 - i. Increase staffing by 8 seasonal crewmembers/firefighters. (Aviation Services Officer, 1/2016 – White Paper due 6/2016)
 - j. Implement Hover Step Operations. (Helitack Supervisor, 4/2016 – Done, SOP written and training has begun.)
 - k. Create a training plan and coordinate training that will enhance all NDF support staff qualifications to utilize their job skills on incidents. (Training Program Manager, 6/2016)
 - l. Create training plan for Food Unit Leader for Crew Supervisors assigned to Sonoma Kitchens; and Receiving and Distribution Manager for Crew Supervisors involved with warehouses. (Camp Training Officer, 6/2016)



3. Participate in the development, maintenance, and implementation of a statewide fire response plan.
 - a. Conduct a statewide study with federal partners to evaluate overall joint operations and develop a “wildland standards of cover” for Nevada – (Fire Program Manager, 6/2016)
 - b. Create NDF wildland firefighter, engine operator and dozer academies. (Training Program Manager, 5/2017)

4. Optimize communications and dispatch methods (equipment and locations).
 - a. Create statewide video conference capability between all NDF facilities (IT, 12/2016)
 - b. Create and publish Statewide NDF radio propagation study with a needs assessment/recommendations – (Communications Manager, 12/2016)
 - c. Evaluate the feasibility of creating dispatch hubs or centralize operations – (Fire Program Manager, 12/2016)
 - d. Restructure current dispatch center MOUs to better reflect the transition of the prior all-hazard NDF mission to the current wildland mission – (ASO III, 6/2016 – due date revised to 9/2016 with Fire Program Manager working with ASOIII)
 - e. Identify opportunities to acquire surplus communications equipment, such as command post vehicles, satellite/Wi-Fi hot spots trailers – (Communications Manager, 6/2016)
 - f. Budget for a temporary (four months) seasonal or Manpower position to help ensure timely preventative maintenance of mountain top repeater sites by assisting with site visits and tower work during the summer – (Support Services Manager, 4/2016 – White Paper due 6/2016)
 - g. Create an IT data map plan that identifies agency data/RMS needs for future IT purchases – (IT Manager, March 2016 1st Draft, June 2016 2nd Draft)

5. Continue to evaluate the WFPP and make recommendations for improvements.
 - a. Study and make recommendations to the WFPP Agreement so the fee schedule is transparent and the value is marketable – (State Forester, 3/2016 – revised to Deputy Administrator Operations – White Paper due 6/2016)

6. Ensure that response resources are highly trained, safe, efficient and mission focused.
 - a. Create and approve a NDF Career Development program that entails an ICS/IMT plan – (State Forester, 2/2016 – White Paper due 6/2016, working with Fire Program Manager and Safety/Training Program Manager Revised due date 12/2016, meeting set up for July to start process)
 - b. Create a tracking process to record all non-NDF employees trained by NDF. (Training Program Manager, 6/2016)

7. Explore how to build NDF internal capacity and the concept of creating “Forestry Centers” at strategic Conservation Camp locations.
 - a. Create a concept paper – (Camp Program Manager, 3/2016 – done, given to NDOC for next steps)



- b. Discuss concept with Dept. of Corrections – (Camp Program Manager, 3/2016 – given to NDOC, waiting for next steps)
 - c. Develop a plan to outfit engines (including staff and equipment) at all conservation camps to assist in the implementation of a successful WFPP – (Fire Program Manager, 4/2016 revised to 11/2016 for a long term engine strategy)
 - d. Create Resource Staff annual training so staff can be called upon as Resource Advisors – (Community Protection Coordinator, 10/2016)
8. Foster positive working relationships between federal, state and local public, private & NGO entities.
- a. Identify and create a training program that lists NRS 527 and 528 requirements – (Resource Program Manager, 7/2016)
 - b. Create shared datasets and mapping software where possible to create functional real-time fire response coordination – (GIS, 8/2016)
9. Develop a Fleet replacement plan for Fire Apparatus and command vehicles
- a. Create a fleet replacement plan - (Fleet Manager, 4/2016 – revised due date to 12/2016)
 - b. Obtain two new Crew Carriers / Helibase Trucks. (Helitack Equipment Manager, 4/2016 - no funding, will check possibility lend/lease, revised due date 12/16)
 - c. Obtain two new Aviation Maintenance Trucks. (Helitack Equipment Manager, 4/2016 - specs done and White Paper submitted, revised due date 12/16)
 - d. Build a budget for replacement/updating of shop equipment and maintenance manuals. (Fleet Manager, 4/2016 – will use gap in one-shots, revised due date 6/2016)
 - e. Build a budget for replacement of tires and major components not covered under warranty. (Support Services Manager, 4/2016 – will use gap in one-shots, revised due date 6/2016)

D. ENHANCE THE VALUE/LEADERSHIP/ ADMINISTRATIVE CAPABILITY OF NDF.

1. Create processes that enhance recruitment and retention of valued employees.
 - a. Develop internship and volunteer opportunities through UNR or other educational bodies at NDF for students – (Training Program Manager, 10/2016)
 - b. Develop a schedule of job fair events that NDF participates in to actively market employment and career opportunities – (Camp Public Relations, 8/2016)
 - c. Evaluate the merits of a “Fire/Ice” program for seasonal employees in partnership with NDOT to retain valuable employees year-round – (Helitack Supervisor, 12/2016. White Paper Done 6/2016)
 - d. Identify and implement comprehensive cross training topics in all NDF program functions – (Training Program Manager, 12/2016)
 - e. Explore creating a generic class specification so Camps, Firefighters and Resources and Support Services staff can expand cross transfer/promotion opportunities – (Personnel Analyst, 12/2016)
 - f. Create funding for outreach recruitment activities – (Resource Program Manager, Camp Admin., Personnel Analyst, 4/2016 - Camp Admin. Will draft concept paper for recruitment strategy - new due date 9/2016)
 - g. Create a wildland firefighter academy with TMCC – (Training Program Manager, 10/2016)



- h. Evaluate potential for a full-time fire/fuels crew. (Community Protection Coordinator, 10/2016)
 - i. Obtain seven new full-time Equipment Mechanic III positions. (Support Services Manager, 4/2016 Expected to be done by 5/15/16)
 - j. Offer training to NDF staff in each Region for SHPO. (Training Program Manager, 4/2016 – Done, will be set up as recurring)
2. Ensure that all program areas and employees are represented at NDF leadership level.
 - a. Evaluate the frequency of holding Program Manager’s staff meetings on a rotating basis at the Regional offices – (State Forester, 4/2016 - Done)
 3. Create processes where strategic direction is monitored and evaluated for results.
 - a. Create a semi-annual Strategic Plan review process to monitor progress and update – (State Forester, 6/2016)
 4. Develop a robust records management system for readily accessible data and reports aligned with strategic goals.
 - a. Create a plan to fully integrate all NDF data management systems – (GIS, 12/2016)
 - b. Design and create a dynamic fire mapping system that captures all State incidents and provides near real time display – (GIS, 12/2016)
 - c. Enhance automated data management and reporting capabilities of the CRU by examining data used and seeking mechanized solutions for creating a data set of all information. Use data set to support fire initiatives, cost analysis under various scenarios, and as predictive modeling. (ASO III, 2/2016 – White Paper due 6/2016)
 5. Effectively market NDF and its services.
 - a. Develop recommendations/options to increase NDF’s visibility with the general public - (Camp Public Relations, 6/2016)
 - b. Establish responsibility for maintenance of NDF’s website and ensure all information posted is current, professional and organized – (Camp Public Relations, 4/2016 – due date revised to 5/2016 - Done)
 - c. Reestablish and support an Honor Guard of NDF employees from all programs. (E Sierra Camp Supervisor, 12/2016)
 6. Create NDF capability to act as the “GO-TO” function for Nevada’s emergency response/management needs.
 - a. Create and maintain a year round and fully qualified NDF Type III incident management team – (Training Program Manager, 7/2016)
 - b. Create NDF “Battle Station” plan – (Training Program Manager, 5/2016 - due date revised to 6/2016)
 7. Identify and recommend fiscal and administrative practices that enhance management practices, employee development and organizational efficiency.
 - a. Align accounting structure with functional operations – (ASO III, 2/2018)



- b. Create career ladders that allow staff to grow and promote within the organization – (Training Program Manager, 10/2016)
 - c. Review and update NDF’s “Continuity of Business” plan – (Support Services Manager, 12/2019)
 - d. Formulate an organization-wide plan to report and address emergency and non-emergency facility issues – (Support Services Manager, 12/2016)
 - e. Create a Capital Improvement Plan (CIP) that addresses deferred maintenance and new structures – (Support Services Manager, 4/2016 – Done, on-going budget process)
 - f. Partner with State Parks to develop a joint facility maintenance service program (Deputy Administrator Fiscal, 4/2016 – Done, on-going budget process)
 - g. Build an aviation facility to house Helitack staff and parking space for one Type II helicopter in Elko – (Aviation Services Officer, 4/2016 – revised due date to 6/2016 for White Paper)
 - h. Build a new hangar or expand existing hangar. (Aviation Services Officer, 4/2016 – revised due date to 6/2016 for White Paper. White Paper Done 6/2016)
 - i. Replace NDF’s aging Fleet Maintenance facility in Elko. (Support Services Program Manager 4/2016 - Done, CIP in 2018/19 budget)
 - j. Build Fleet Maintenance facilities at all NDF/DOC Conservation Camps - (Support Services Program Manager, 4/2016 - Done, CIP in 2018/19 budget)
8. Encourage and support employee development, constructive communications and innovation.
- a. Develop list of training materials and provide training to staff to assist with successful completion of Resource Task Book – (Resource Program Manager, 6/2016)
 - b. Identify and create a plan for key employees to attend NWCG “L-series” (Done for budget) & “CIMC” leadership courses – (Training Manager, 4/2016 - revised due date May 2016 for budget) Overall ongoing plan due 12/2016
 - c. Identify and enroll NDF employees in State leadership/management training – (Training Manager, 4/2016 – revised due date 12/2016 for overall ongoing plan)
9. Review and update agency regulations, policies, procedures, processes and operational plans.
- a. Develop program operating manuals/desk guides (Stewardship, U&CF, Community Protection, Forest Health, Seedbank, Forest Protection <NRS>, Tahoe EIP, SETT) to increase continuity among employees – (Resource Program Manager, 12/2016)
 - b. Review NRS 528 to determine if revisions are necessary - (Tahoe EIP Forester, 12/2016)
10. Diversify/protect existing funding sources while seeking new/enhanced funding sources and alternate fiscal savings.
- a. Develop a grant writer position to focus on funding opportunities from cooperators and outside competitive sources – (Personnel Analyst 4/2016 - revised to 12/2016 and assigned to Resource Program Manager and Deputy Administrator Operations)



11. Explore opportunities to create partnerships with public, private and NGO entities
 - a. Partner with DEM to enhance statewide mutual aid capability – (State Forester, 4/2016 – meeting scheduled May 23, 2016 regarding agreement with DEM. Meeting was cancelled, waiting for reschedule – Revised due date 10/2016)
 - b. Work with Division of Emergency Management (DEM) and local Departments to diversify the missions Helitack are capable of performing. (Helitack Equipment Manager, 2/2016 – White Paper due 6/2016. White Paper Done 6/2016)

