

# Department & Division of Forestry

## Alignment Proposals

February 2016





# Alignment Goals

1. Mission, Vision, Values, and One DNR approach.
2. Increase alignment.
3. Improved workload management.
4. Increase efficiency.
5. Improve consistency.
6. Increase integration and collaboration.
7. Increase accountability.
8. Increase financial flexibility and sharing of resources.
9. Maximize outcomes we can produce.



# Department Alignment Rationale

- In the past the Department has tried to adapt to changing conditions but they have amounted to nibbling around the edges.
- We have the talent and vision to chart our own destiny.
- Additional hard choices need to be made and we are well positioned to make them with feedback from you and those we serve.



# The Division of Forestry

The Alignment work is an opportunity to fully realize our Strategic Direction and fine tune it based on changing conditions and circumstances.



# Alignment Process

July 2015

Launch  
Alignment  
Effort

July - August 2015

Implement Interim  
Structure Changes

August - December 2015

Conduct Core Work  
Analysis (CWA)

February 2016 & Beyond

Solicit Feedback

March – May 2016

Finalize Core Priorities  
and Develop Detailed  
Organizational  
Structure

By June 30, 2016

Finalize Alignment  
Decisions



# CWA Results: Agency Priorities

1. Leverage Staff Expertise to Accomplish Core Work.
2. Focus on DNR's Niche.
3. Strategic Investments in Information Technology.
4. Improve Service Delivery.
5. Enhance Integration.
6. Streamline Permitting.
7. Streamline Policy Development.



# Leverage Staff Expertise to Accomplish Core Work

- **Create a Cohesive Approach to Non-game and Rare Species Management.**
- Create Specialization in Property Management and Habitat Management.



# Focus on DNR's Niche

- Consolidate Recreational Vehicle and Trailer Registration Processing
- Consolidate Septage Management
- **Genetics Work Associated With the Tree Improvement Program**
- Transfer Management of Properties that are not in Alignment with DNR's Mission
- Evaluate Printed Communications and Involvement in Promotional Events





# Strategic Investments in IT

- **Innovative Technology**
  - Increase targeted investments to improve service delivery, efficiency and quality
- **Business Portal**



# Improve Service Delivery

- **Changes to Managed Forest Tax Law and Private Forest Lands Assistance**
- **Good Neighbor Authority**
- **Decommission Fire Lookout Towers**
- Explore Alternatives for Efficient and Effective State Parks Program Service Delivery



# Service Delivery (cont.)

- Prioritization of Land Management Services
- Recreation Property Law Enforcement Service Delivery
- Coordinated Hunter, Trapper, and Angler Recruitment
- Modification of Grant Timelines



# Enhance Integration

- Inspection Coordination
- **Endangered Resources Reviews**
- **Prescribed Burning Coordination**
- Law Enforcement Coordination



# Streamline Permitting

- Permit Development Improvements
- Permitting Efficiencies



# Streamline Policy Development

- **Rulemaking Process Improvements**
- Flexibilities within Safe Drinking Water Loan Program and the Clean Water Fund



# **DIVISION OF FORESTRY PROPOSALS**



# The Division's High Level Focus

- Protect lives, property and natural resources from wildfire
- Manage and influence public and private forest land sustainability
- Fill niches that others are not able to effectively fill





# Proposed Changes in Resource Investment

- Increase resources dedicated to private lands (non-MFL)
- Reduce resources dedicated to MFL and modify approach to administration of the tax law programs
- Invest resources to liaison and administer GNA
- Increase resources focused specifically on NHI (state forest, county forest, MFL)
- Create Division Ombudsperson to serve as liaison with external partners



# Proposed Changes in Resource Investment – Con't

- Increase resources focused on managing department-wide prescribed fire needs
- Decommission fire lookout towers and eliminate associated workload
- Reduce genetics work associated with the Tree Improvement Program
- Increase resources dedicated to IT/GIS contractor management



# Now on to some details...

*With one caveat.....*

Keep in mind that these are **ideas and recommendations.**

They have not been finalized or operationalized yet.

We are still in the design phase.



# Decrease staff time in MFL


- Decrease in MFL administration by 20% in order to achieve intent of Strategic Direction.
- Our proposal is to rework how MFL is administrated.
- With our proposed savings, we'll increase our investment in non-MFL private forestry, GNA, prescribed burn coordination and align resources to these prioritized elements.



# MFL Administration

- Focus on stand data verification prior to practices being scheduled
- Create MFL Forestry Specialists
- Shift all administrative workload to Private Forestry Team—which will require increasing the number of staff on that team.

Integrated Field Foresters	MFL Forestry Specialists	Private Forestry Team
Initial contact with landowners		
	Review/audit MFL applications & plans	Process MFL applications & fees
Verify mandatory practices & confirm NHI hits		Send out practice due letters
Assist with cutting notice preparation		
Assist with mandatory practice set-up		
	Review/audit cutting notices	
	Follow-up on cutting reports & volumes	
Conduct recon following mandatory practices		
		Process transfers, withdrawals, and corrections
		Lead enforcement actions with assistance from other staff



## Increase staff time on private lands (non-MFL)

- We are proposing to increase our investment in service of **non** MFL landowners by over 50%
- We need to define what role(s) need to be played to reach landowners and assist them along the path to practicing sustainable forestry



## Increase investment in GNA administration

- Increase our investment in the administration of GNA and integrate other public lands management issues by creating positions to conduct this work.





# Increase resources focused on NHI (state forest, county forest, MFL)

- Increase our investment in NHI specific to forest management on state, county, and private lands.
- The focus of this work will be to provide guidance on policy, and create consistency in information provided across programs and to partners.



## Reduce investment in genetics

- Continue to rely on contract with UW Madison for tree improvement assistance as well as existing staff within the Reforestation Program to accomplish tree improvement needs.



# Fire Towers

- As already announced, we are removing all DNR fire towers from service. It is cost prohibitive to replace them.
- Fire reporting has changed over time with much more being done by citizens and aerial detection.
- Increase flight time and potential aerial routes to enhance fire detection.



# Invest in Department-wide Prescribed Fire coordination

- A more effectively coordinated department effort is needed in implementing a department prescribed fire program.
- Move away from the ad hoc approach currently used to create more consistency and accountability across the Forestry and Fish, Wildlife & Parks Divisions.



# Increase resources dedicated to IT/GIS administration

- When we added more resources to IT/GIS during Strategic Direction, the span of control issues on the Tech Services Team were overlooked and have resulted in a serious workload imbalance.
- Additional resources are need to manage the division's IT/GIS staff, including contractors.



# Add Division Ombudsperson as liaison with external partners

- Create an ombudsperson in the Division to serve as an ambassador between the forestry community—particularly those we regulate-- and the Division.
- The ombudsperson would be from the forestry community, not government, in order to garner the trust and credibility needed to function successfully in the role.



# Department Function Teams

- The DLT has established a number of cross-division teams
- The teams are charged with developing recommendations for improving how the department functions
- Results of the teams work will inform DLT decisions about resource investment, structure, and systems



# Function Teams – Forestry

- NHI Access
- Internal Facilities Management
- Grants Administration/Financial Assistance
- Land and Property Management
- Master Planning Administration
- Prescribed Burning Program
- Recreation
- Law Enforcement Administration



A decorative header image showing a stylized forest landscape with green trees, blue mountains, and a light blue sky.

# Function Teams – Forestry

- Karner Blue Butterfly HCP
- Department Radio Communications
- Research
- Agency effectiveness
- Business services
- Supervisor ratios



# Next Steps

- **Outreach to External Stakeholders for Feedback and Input**  
**February – March**
- **Department will Refine Recommendations:**  
**March-May**
  - Cross-Division Function Teams
  - Program-Specific Recommendations
- **Finalize Organization Structure:**  
**May-June**
  - Final determinations will be based on feedback and the recommendations of the Alignment Teams.