

■ A SYSTEM FRAMEWORK FOR MINNESOTA'S FAMILY-OWNED FORESTS



Report and Recommendations by the PFM System Planning Team, a project subcommittee of the Minnesota Forest Stewardship Committee

Approved December 2015

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PFM System Framework

Executive Summary

The DNR's Division of Forestry, working together with the USDA Natural Resources Conservation Service (NRCS), the USDA Forest Service (USFS), the Board of Soil and Water Resources (BWSR), the Minnesota Forest Resources Council (MFRC), and the Minnesota Forest Stewardship Committee (MNFSC), is uniquely positioned to lead the system effort in support of family-owned forests, which represents the largest forest landowner group in Minnesota. These forests play an important contributing role in addressing the strategic drivers of climate change, renewable energy, declining outdoor recreation, water quality and landscape changes from growth and development.

At the June 2014 meeting of the Minnesota Forest Stewardship Committee, the DNR State Forester and NRCS State Conservationist charged a team of volunteers to develop a system framework to focus on sustainable forest management and diverse and healthy family-owned forests for future generations in Minnesota. They outlined a number of factors for the team to consider in a strategic review to better align and guide the Minnesota Forest Stewardship Committee's collective efforts to address current and future challenges and opportunities.

The proposed goal statement and strategic objectives contained within this document are the result of a facilitated process with a cross-sector team of 15 highly dedicated individuals. Should the work of this team be endorsed by the Minnesota Forest Stewardship Committee, the team recommends expanding opportunities for broader involvement in refining and implementing the strategic goal statement and objectives identified in this report. The purpose of the system framework is to provide the roadmap for detailed planning and implementation to help ensure that Minnesota's family-owned forests continue to provide substantial public benefits, improving Minnesotans' quality of life.

Key elements for moving forward with a systems approach to Minnesota's family-owned forests:

1. **VISION:** A clear vision and measures of success for Minnesota's family-owned forests
2. **LEADERSHIP & COLLABORATION:** A sustainable leadership and collaboration commitment among the original sponsoring organizations: DNR, NRCS, and USFS in combination with two additional key partners in the BWSR and the MFRC.
3. **SPONSORSHIP & SUPPORT:** Ongoing Minnesota Forest Stewardship Committee (MNFSC) sponsorship and support for a system approach to assure services for family forest landowners that encourage sustainable forest management and diverse and healthy forests for generations to come.
4. **ENGAGEMENT:** Full system engagement with involvement and representation of family forest owners, partners and stakeholders

Context: The State of Private Forest Land in Minnesota

Minnesota has a long and respected history of forestry excellence with an over 100-year track record of success in managing our state's beautiful, valuable, and diverse forests. Minnesota is also a leader in the federal landscape stewardship initiatives focused on proactive, strategic and collaborative approaches to private forest management.

As a key leader in effective forest health, management and protection, the DNR Division of Forestry plays a critical role integrating state support of a viable forest products industry with its responsibility for maintaining healthy, sustainable forests today and into the future. The Division of Forestry recognizes the importance that privately owned forests play in our state's overall quality of life. The division remains committed to providing system leadership working closely with the Minnesota Forest Stewardship Committee to develop strategies that support family-owned and other privately held forests such as those owned by corporations and other entities.

With increased demands on limited state resources, funding to support private forest lands continues to be a significant challenge. The PFM System Planning team believes a system plan that combines our collective talents and resources has the best opportunity to adapt and respond to the changes forests face in Minnesota.

The Importance of Family Forests

☐ Largest Forest Landowner Group in Minnesota

- 6.8 million acres
- 40 percent of forests in Minnesota are private and nonindustrial; referred to as family-owned forests in this report
- Approximately 194,000 landowners

☐ Land that significantly impacts

- Forest Products
- Wildlife Habitat
- Clean Air
- Clean Water
- Soil Conservation
- Landscape Aesthetics
- Outdoor Recreation
- Cultural, Historical and Educational Benefits



Photos courtesy of: John Wallin, Pequot Lakes, MN

Of Minnesota's 6.8 million acres of family owned forest lands...

- ▣ **An estimated 618,000 acres have current (10 years old or less) registered stewardship plans as of July 1, 2014 (including nonforested lands)***

 - ▣ These acres are covered by approximately 4,600 individual plans

** Note: We do not know how many additional acres are covered by plans not registered with DNR*

- ▣ **Approximately 400,000 of those acres are forested – which translates to only 6 percent of our family-owned forest lands with registered current stewardship plans**

- ▣ **Other important trends and facts:**

 - ▣ Minnesota’s family owned forest lands are concentrated in a band spanning from northwest to southeast
 - ▣ Since June 2012, most Woodland Stewardship plans are now being written by private consulting foresters
 - ▣ Currently, there is not a propertywide planning product for family forest landowners with less than 20 acres
 - ▣ Private timber harvests have greatly decreased since about 2007 despite being the largest forest landowner group



Funding and capacity challenges to the system impacting our family-owned forest lands include...

▣ DNR:

- 75 percent budget cut to Minnesota DNR Private Forest Management (PFM) in 2011
- Reduction in DNR PFM field foresters from 28 FTEs to 10 FTEs in a span of 15 years

▣ USFS State and Private Forestry Program:

- 15 percent reduction of previously dedicated State Core grant funding moved into federal competitive process starting in 2008

▣ NRCS:

- State Forester reduced to .5 FTE for forestry related work

▣ BWSR:

- Forester position vacant

▣ U of M:

- University of Minnesota Extension forestry positions left unfilled, impacting programming capacity

Photo courtesy of: John Wallin, Pequot Lakes, MN

State Forest Action Plans

Each state is required by the U.S. Forest Service to create a State Forest Action Plan to help guide the direction in which the state's stewardship program and assistance to family forest landowners is implemented. Key components developed within State Forest Action Plans include:

- ☐ **State-wide assessment of forest resources:** provides an analysis of forest conditions and trends in the state, threats to forest lands and resources, and delineates priority areas or regions of the state.
- ☐ **State-wide forest resource strategy:** provides long-term strategies for investing state, federal, and other resources to address threats to forest resources and manage priority landscapes identified in the state-wide assessment, focusing federal investment where it can most effectively stimulate or leverage desired action and engage multiple partners.

State Forest Action Plans should address the following national priorities and associated management objectives:

1. **Conserve Working Forest Lands:** Conserving and managing working forest landscapes for multiple values and uses.
 - Identify and conserve high priority forest ecosystems and landscapes.
 - Actively and sustainably manage forests.
2. **Protect Forests from Harm:** Protect forests from threats, including catastrophic storms, flooding, insect or disease outbreak, and invasive species.
 - Restore fire-adapted lands and reduce risk of wildfire impacts.
 - Identify, manage and reduce threats to forest and ecosystem health.
3. **Enhance Public Benefits from Trees and Forests:** Including air and water quality, soil conservation, biological diversity, carbon storage, and forest products, forestry related jobs, production of renewable energy and wildlife.
 - Assist communities in planning for and reducing wildfire risks.
 - Maintain and enhance the economic benefits and values of trees and forests.
 - Protect, conserve, and enhance wildlife and fish habitat.
 - Connect people to trees and forests, and engage them in environmental stewardship activities.
 - Manage and restore trees and forests to mitigate and adapt to global climate change.

The PFM System Framework contains strategies and implementation action steps that support these three national priorities and are designed to be incorporated into Minnesota's State Forest Action Plan.

Looking Toward the Future of Minnesota's Family-Owned Forests:

- ☐ We have an opportunity to positively impact over 6 million acres of important, private forested lands in Minnesota
- ☐ We need to secure and organize the resources allocated to serve these family forest acres and their landowners
- ☐ For the next several years, we may also have a unique opportunity to seek support for this work through state legacy funds generated by the Clean Water, Land and Legacy Amendment that was approved by Minnesota voters in 2008
- ☐ There is a strong, shared interest by the PFM System Planning Team to develop a collaborative system approach to help the Minnesota Forest Stewardship Committee increase our collective response and better serve Minnesota

As an agency... There is an urgent need for the Minnesota Department of Natural Resources (DNR) to develop cohesive and effective departmental strategies to address changing perceptions, demographics, climates, and landscapes. As part of the DNR 10-Year Strategic Plan, the DNR will develop new models for private lands conservation delivery through work with other local, state, and federal agencies and non-government organization (NGO) partners. These models will develop cooperative efforts to provide technical, planning and financial assistance to private landowners, with a focus on implementing Farm Bill conservation programs.

As a division... The DNR Division of Forestry faces both an increased competition for declining general fund dollars and a declining Forest Management Investment Account (FMIA). With the current two largest sources of division funding facing significant threats, Forestry must look for strategic and operational opportunities to stabilize and ideally enhance funding levels and sources. It is imperative that strategies be put in place to help the division determine 1) clear areas of work priorities, 2) how work effectiveness and efficiencies can best be accomplished, and 3) how integrated strategies and creative partnerships can leverage other funding sources.

As the Minnesota Forest Stewardship Committee... The Forest Stewardship Committee, with representation from a diverse group of stakeholders, will address statewide Forest Stewardship Program implementation issues, opportunities and concerns and support the overall program coordination per the national standards and guidelines established for the federal Forest Stewardship Program.

As we face the future together... The DNR Division of Forestry will continue to provide leadership within the greater community of forest interests to sustain funding and make each dollar work harder for conservation and economic prosperity. Together with our partners throughout the state and across the nation, we will build on successes related to integrated land management and collaboration. Together we will increase the impact of united interests for the benefit of Minnesota's public and privately owned forests.

PFM System Framework Overview

This document is the initial draft of a System Framework to provide guidance for the future of Minnesota's family-owned forests. Family-owned forests are a major component of what is referred to within the industry as Private Forest Management (PFM). The framework is designed to offer an overarching system goal as well as a series of high-level strategic objectives and strategies for consideration and further development by the Minnesota Forest Stewardship Committee. The system framework was developed by a team of 15 people from around the state representing the broad range of interests in the future of Minnesota's family-owned forests. The team was sponsored and convened by the Department of Natural Resources (DNR) Division of Forestry with team leadership provided by Gary Michael, DNR Cooperative Forest Management Supervisor. The DNR engaged Holly Johnson of Lanterna Consulting contracted through Minnesota Management and Budget (MMB) Management Analysis & Development (MAD), to guide and facilitate the PFM System Planning team through a series of seven meetings to develop this System Framework Report and Recommendations.

A progress check-in and feedback meeting with co-sponsors Forrest Boe, DNR State Forester, Don Baloun, NRCS State Conservationist and Carleen Yocum of the US Forest Service was conducted on December 16, 2014. The meeting was focused on gaining sponsor input on the PFM System Planning team's draft strategic goal statement and objectives to enrich the planning team's continued work. This System Framework incorporates their feedback and represents the complete initial draft.

It is the hope of the PFM Planning Team that this initial draft plan will serve as the framework for PFM practitioners, government agencies and other key partners who provide services to family forest landowners. This plan is designed to engage and organize the Minnesota Forest Stewardship Committee in a leadership role in assuring services for Minnesota's family forest landowners to encourage sustainable forest management and diverse and healthy forests for generations to come.

The draft System Framework includes the following components:

- **Goal Statement** – A concise statement of our leadership philosophy and goal for Minnesota's Family-Owned Forests
- **Strategic Objectives** – The nine primary areas of strategic focus that will move us toward achieving our goal statement
- **A Service Delivery Model (SDM)** - The creation of a service delivery model is one of the strategic objectives benefitting both service providers and family forest landowners. The service delivery model is a practical approach for providing a range of service offerings within three main types of services: self service options, land management planning and project planning.
- **Supporting Strategies and Implementation Action Steps** – Initial strategies were identified by the planning team to provide an "implementation starter kit" to support more detailed implementation planning. The implementation action steps also include proposed action owners and timelines.
- **Proposed System Framework Responsibilities** - A proposed series of responsibilities by major system members to promote clear roles, systemwide collaboration and successful implementation.

PFM System Planning Team

The PFM System Planning team was composed of 12 members of the Minnesota Forest Stewardship Committee along with three non-MNFSC members (two private forestry consultants and one DNR PFM lead forester) who volunteered to serve on the team as representatives of the broad and diverse range of system stakeholders in the future of Minnesota's family-owned forests. The team was developed as a project team subcommittee for the full Minnesota Forest Stewardship Committee and was created and sponsored by a joint request from DNR State Forester Forrest Boe and NRCS State Conservationist Don Baloun (now retired) in response to statewide needs identified at the June 2014 meeting.

Co-Sponsors: Forrest Boe, *Director & State Forester, DNR Division of Forestry and Don Baloun, State Conservationist, USDA Natural Resources Conservation Service (now retired)*

Project Subcommittee to: *Minnesota's Forest Stewardship Committee (MNFS)*

Team Members *(listed alphabetically):*

1. **Bernu, Jan** - *Private Forestry Consultant, Cloquet*
2. **Bundy, Peter** - *Private Forestry Consultant, Minneapolis*
3. **Ekola, Lindberg** - *Minnesota Forest Resources Council (MFRC), Melrose*
4. **Gatzlaff, Brad** —*Private Forestry Consultant, Northfield*
5. **Kopp, Ginger** - *USDA Natural Resources Conservation Service (NRCS), St Paul*
6. **Kroll, Tom** - *Forester, Saint John's Abbey and University, Collegeville*
7. **McDougall, Dennis** - *USFS State and Private Forestry, St. Paul*
8. **Miller, Tony** - *DNR Forestry Specialist, Mora*
9. **Provost, Jodie** - *DNR Fish and Wildlife, Forest Habitat Team, Aitkin*
10. **Sagor, Eli** - *University of Minnesota Extension, St. Paul*
11. **Steward, Dan** - *Board of Soil and Water Resources (BWSR), Brainerd*
12. **Thompson, Dennis** - *Aitkin County SWCD Forester, Minnesota Forestry Association representative (MFA)*
13. **Wallin, John** - *Nationally Recognized Family Forest Owner, Pequot Lakes*
14. **Zumbahlen, Bruce** — *Minnesota Logger Education Program (MLEP), Minnesota Forestry Association (MFA), Tree Farm Program, Cottage Grove*
15. **DNR Team Leader:** Gary Michael, *Cooperative Forest Management Supervisor, DNR Division of Forestry*
16. **Facilitator and Consultant:** Holly Johnson, *Lanterna Consulting Inc. contracted through Management Analysis and Development (MAD), Minnesota Management & Budget (MMB)*

Planning Team Goals

1. Create a systems approach to Private Forest Management (PFM) with a strong emphasis on family-owned lands
2. Build more trust among partners
3. Stabilize the DNR Forestry PFM Program to reduce volatile swings in the system
4. Increase the number of private landowners who are choosing to manage their forests in a sustainable manner

Planning Assumptions

- a. We believe using plain language that is easily understood and more intuitive to those outside of the professional forestry industry is beneficial to our goals; therefore we will use "family-owned forests" and "family forest landowners" for our public communications.
- b. This framework is designed to serve all private forests with the exception of forest industry-owned lands.
- c. Innovation and learning is encouraged. We understand that taking calculated risks will be a part of innovation and learning. We accept that taking some appropriate risk is part of the process.
- d. We will examine and seek to modify existing state and federal statutes where they critically limit the development of system strategies.
- e. We are open to opportunities throughout the entire system.
- f. This plan is designed to provide both near-term and long-term direction for system efforts related to family forests in Minnesota.
- g. Budget realities may impact the scope, sequencing and/or timing of detailed system plan implementation.
- h. The DNR Division of Forestry will continue to provide a systemwide leadership role for forestry in Minnesota.
- i. The Minnesota Forest Stewardship Committee will serve as the championing organization and owner of the PFM System Framework.
- j. This first phase of the PFM System Planning effort is focused on development of a high-level system framework for Minnesota's family-owned forests. Detailed implementation plans are out of scope for this initial phase.
- k. Next steps will be determined upon review and approval of the System Framework Report and Recommendations by the DNR State Forester, the NRCS State Conservationist and the USFS Field Representative in consultation with the Minnesota Forest Stewardship Committee membership.

Schedule



- **JUN 2014:** PFM System Planning Team Established
- **JUL 2014:** Project Structure Developed
- **AUG 27, 2014:** Kickoff Meeting - Current World and Visioning Session
- **OCT 28, 2014:** Team Meeting - Develop Goal Statement and Review Draft Service Delivery Concept
- **NOV 13, 2014:** Team Meeting - Continue Work on Service Delivery Model and Discuss Information and Technology
- **DEC 4, 2014:** Team Meeting - Continue Work on Service Delivery Model and Discuss Outreach and Education
- **DEC 16, 2014:** Sponsors' Check-In Meeting - Receive Feedback and "Green Light" on Initial Draft Work Direction and Content
- **FEB 10, 2015:** Team Meeting - Review and Incorporate Sponsors' Feedback, Discuss Project Implementation and Effective Monitoring & Evaluation
- **MAR-JUN 2015:** Draft System Framework Report and Recommendations
- **JUL 2015:** PFM System Planning Team Review and Input on Draft System Framework Report & Recommendations
- **AUG 2015:** Finalize the System Framework Report & Recommendations
- **SEPT-DEC 2015:** Presentation of System Framework to Co-Sponsors DNR State Forester, NRCS State Conservationist and USFS Field Representative
- **FEB 2016:** System Framework Presentation to Forest Stewardship Committee
- **2016:** Initiate Detailed Design for System Framework Components
- **ONGOING:** Manage Implementation

The Goal for Minnesota's Family-Owned Forests

The first charge of the PFM System Planning Team was to develop a goal statement to guide the planning effort.

The Goal Statement is a concise, plain language statement, with an eye to the future, that inspires our work to new levels for the benefit of Minnesota's quality of life.

Minnesota's family-owned forests provide substantial public benefits, improving Minnesotans' quality of life. These forests play a critical role in protecting soil resources and water quality and quantity. They provide extensive wildlife habitat, significant forest products, and diverse recreational experiences.

The Minnesota Forest Stewardship Committee's role is to assure services for family forest landowners that encourage sustainable forest management and diverse and healthy forests for generations to come.

A System Plan for Minnesota's Family-Owned Forests



OUR GOAL FOR MINNESOTA'S FAMILY-OWNED FORESTS

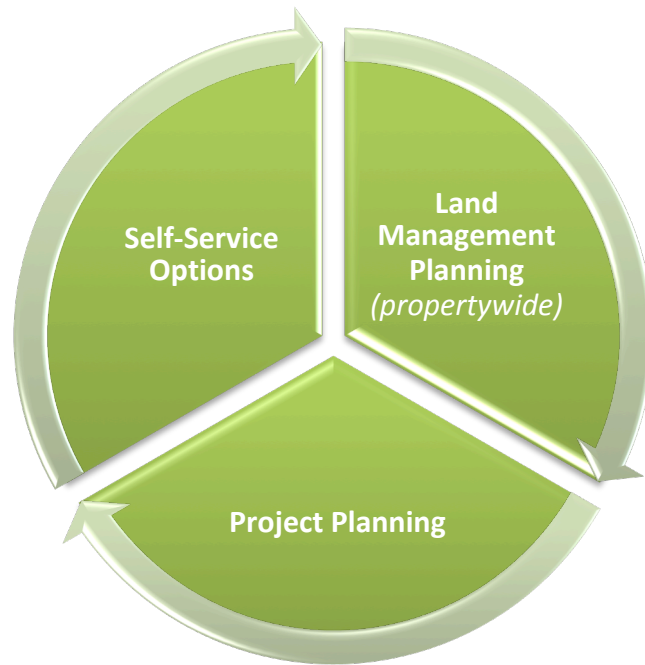
Minnesota's family-owned forests provide substantial public benefits, improving Minnesotans' quality of life. These forests play a critical role in protecting soil resources and water quality and quantity. They provide extensive wildlife habitat, significant forest products, and diverse recreational experiences.

The Minnesota Forest Stewardship Committee's role is to assure services for family forest landowners that encourage sustainable forest management and diverse and healthy

The following strategic objectives were developed by the PFM System Planning Team to support effective system planning and implementation:

- ◆ **STRATEGIC OBJECTIVES:** In support of Minnesota's family-owned forests, the Minnesota Forest Stewardship Committee will focus their talents and resources in the following strategic areas:
 1. **A CLEAR GOAL** Create a clear statement of Minnesota's Private Forest Management (PFM) Goal (*see draft Goal above*)
 2. **LEADERSHIP** Provide effective leadership to design and implement the PFM System Framework and Implementation Plan
 3. **SERVICE DELIVERY** Develop a coordinated plan for service delivery to private landowners (*see draft Service Delivery Model*)
 4. **PROJECT IMPLEMENTATION** Improve consistency and quality of family forest project implementation
 5. **SYSTEM CAPACITY** Ensure adequate system capacity to deliver the services outlined within the system framework
 6. **OUTREACH & EDUCATION** Increase outreach and education for family forest landowners and service providers
 7. **INFORMATION & TECHNOLOGY** Build greater information and technology capabilities to support effective services
 8. **RESOURCES** Secure stable funding and other resources necessary for ongoing support of the PFM Program in Minnesota
 9. **PERFORMANCE EVALUATION & IMPROVEMENT** Define and monitor key system measures for Minnesota

The Service Delivery Model



The Service Delivery Model will be developed to promote and provide services to family forest landowners focused on three main types of services:

1. **Self-Service Options** to provide a variety of access points and methods for people to get good information about forests
2. **Land Management Planning** including three different levels of plans to provide services for landowners with any size acreage and a wide range of needs
3. **Project Planning** for specific implementation efforts

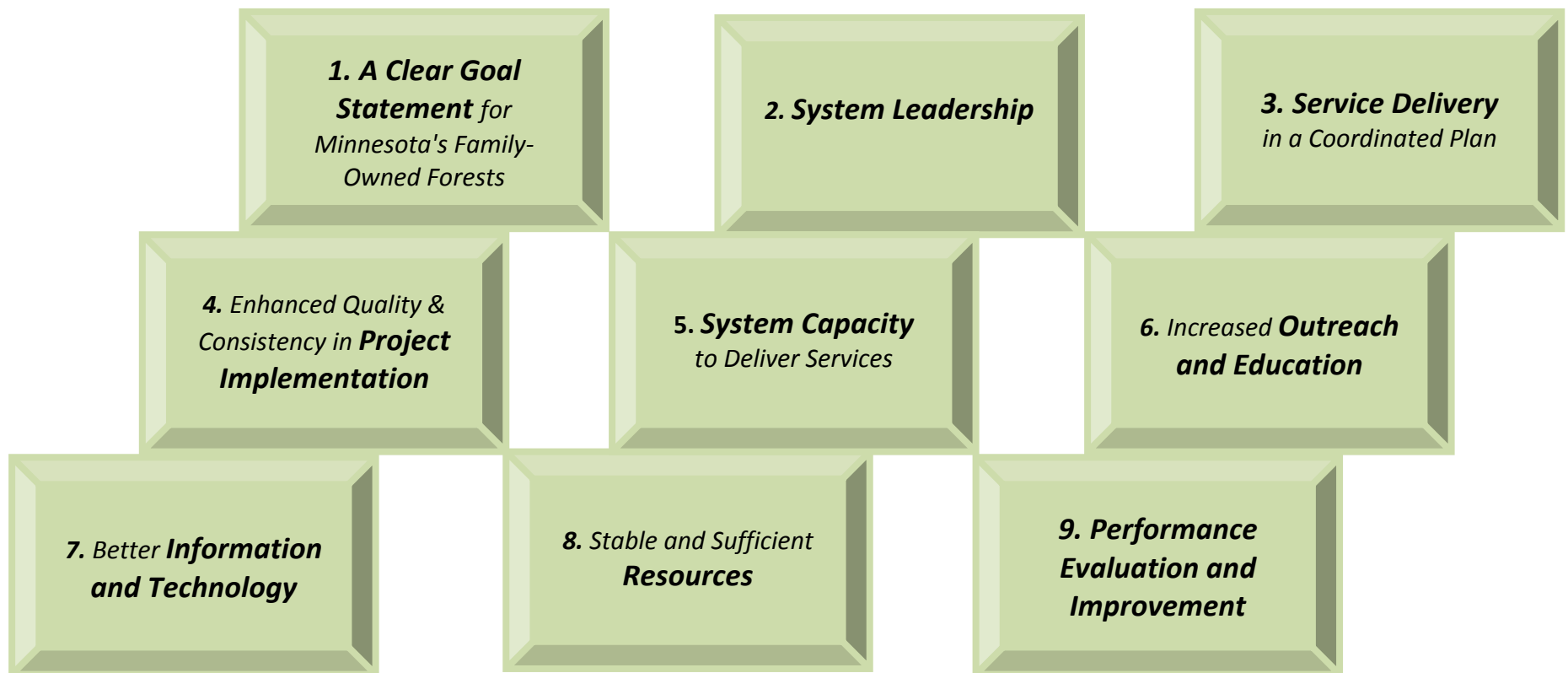
NOTE: See the table on the next page for more information on associated service products, target customers, delivery methods, service status and investment levels for the proposed service delivery model.

A Service Delivery Model to develop, promote and deliver services to family forest landowners:

Service Focus	Products	Target Customers	Delivery Method	Service Status	System Investment	Landowner Investment
Self-Service Options	<ul style="list-style-type: none"> Landowner handbooks Brochures Pamphlets Web tool to request and print area information MN SFI Landowner Manual General I&E products Workshops/Webinars 	<ul style="list-style-type: none"> New and/or existing landowners who want access to good information to learn more about their forests 	<ul style="list-style-type: none"> Online Mail Local events e.g., county fairs DNR office brochure rack Other brochure rack Workshops 	<ul style="list-style-type: none"> Many available now Ongoing development of new products Web tool development needed 	<ul style="list-style-type: none"> Medium for new Landowner Handbook Series (DNR) Medium for webtool (Tbd) 	<ul style="list-style-type: none"> Low - products free to land-owners
Land Management Planning (propertywide)	Streamlined Plan (~4-6 pages)	<ul style="list-style-type: none"> Anyone Targeted for < 20 acres 	On-ground site visit	<ul style="list-style-type: none"> Development needed; propose MNFSC Technical Subcommittee 	<ul style="list-style-type: none"> Low - electronic tool 	<ul style="list-style-type: none"> Low - small fee for plan
	Standard Plan aka Woodland Stewardship Plan	<ul style="list-style-type: none"> Requires minimum of 20 acres of eligible land 	On-ground site visit	<ul style="list-style-type: none"> Available today Review standards 	<ul style="list-style-type: none"> Low - ongoing 	<ul style="list-style-type: none"> Medium - moderate plan fee
	Enhanced Custom Plan	<ul style="list-style-type: none"> Available to any interested landowner with deeper level of interest/need 	<ul style="list-style-type: none"> On-ground site visit Other services e.g., research, additional issue consultation, certification, etc. 	<ul style="list-style-type: none"> Offered today 	<ul style="list-style-type: none"> Low to Medium - variable based on services 	<ul style="list-style-type: none"> Medium to High - fee based on custom services
Project Planning	Site-Specific Implementation Plans	<ul style="list-style-type: none"> Landowners with specific project needs Landowners seeking to meet cost-share requirements 	On-ground site visit	<ul style="list-style-type: none"> Offered today MNFSC Technical Subcommittee to develop template standards / series 	<ul style="list-style-type: none"> Medium - time and resources into PFMM 	<ul style="list-style-type: none"> Low - fee based on project plan services

Nine Strategic Objectives Supporting a PFM System Plan

The PFM Planning Team proposed objectives and strategies in these nine focus areas to support Minnesota's family-owned forests. Preliminary input on each of the strategic objectives is outlined on the pages that follow.



PFM System Framework Strategic Objective 1: A Clear Goal Statement

OBJECTIVE

Create a clear and concise statement of the goal of Private Forest Management (PFM) in Minnesota and the role of the Minnesota Forest Stewardship Committee (MNFSC) in fulfilling the goal statement

PROPOSED DRAFT

Proposed Goal Statement:

Minnesota's family-owned forests provide substantial public benefits, improving Minnesotans' quality of life. These forests play a critical role in protecting soil resources and water quality and quantity. They provide extensive wildlife habitat, significant forest products, and diverse recreational experiences.

The Minnesota Forest Stewardship Committee's role is to assure services for family forest landowners that encourage sustainable forest management and diverse and healthy forests for generations to come.

Strategic Objective 1: Clear Goal Statement

Implementation Action Steps	Accountable Entity	Timeline
1. Promote our Goal Statement to key partners including: <ul style="list-style-type: none"> a. practitioners of private land assistance programs b. policy makers c. family forest landowners 	Minnesota Forest Stewardship Committee (MNFSC) members	Ongoing with targeted launch over the next year
2. Promote Systems Plan along with Goal Statement as opportunities arise.	MNFSC members	Proactive introductions during first year and then ongoing
3. Incorporate the Goal Statement into program materials as appropriate and helpful.	MNFSC members	Ongoing

PFM System Framework Strategic Objective 2: System Leadership

OBJECTIVE

Establish an effective and ongoing leadership commitment to guide and deliver the PFM System Plan.

STRATEGIES

Collaboration Agreement:

Per our proposed Goal Statement, the Minnesota Forest Stewardship Committee's role is to assure services for family forest landowners that encourage sustainable forest management and diverse and healthy forests for generations to come.

We propose development of a Memorandum of Understanding (MOU) to establish a commitment of collaboration toward our Goal Statement among the following five public partners:

- Minnesota's Department of Natural Resources (DNR)
- Natural Resources Conservation Services (NRCS)
- United States Forest Service (USFS)
- Board of Water and Soil Resources (BWSR)
- Minnesota Forest Resources Council (MFRC)

Strategic Objective 2: System Leadership

Implementation Action Steps	Accountable Entity	Timeline
<p>1. Develop and formalize an MOU(s) between the five public agencies supporting the system plan: DNR, NRCS, USFS, BWSR & MFRC. As part of that MOU include an ongoing review and renewal process of the agreement to keep the MOU relevant and actively supported.</p>	<p>Minnesota Forest Resources Council (MFRC)</p>	<p>Target MOU(s) signatures by Spring, 2016</p>
<p>2. Prepare the Minnesota Forest Stewardship Committee members to strategically present system plan components to appropriate audiences and events (e.g., presentations, talking points, handouts)</p>	<p>MNFSC Subcommittee</p>	<p>Materials available for sharing Spring, 2015</p>
<p>3. Develop a plan to introduce and disseminate the Service Delivery Model to practitioners.</p>	<p>MNFSC Subcommittee</p>	<p>Develop a plan during Winter, 2016 Begin introductory launch meetings ~ Spring/Summer, 2016</p>
<p>4. Actively launch and promote the Systems Plan including key elements such as the Goal Statement and Service Delivery Model.</p>	<p>DNR working with other practitioners' organizations including Minnesota Association of Consulting Foresters (MACF), Minnesota Association of Soil and Water Conservation Districts (MASWCD), Minnesota Logger Education Program (MLEP), Natural Resources Conservation Services (NRCS), Minnesota Forest Resources Council (MFRC) and Minnesota Forest Industries (MFI)</p>	<p>Ongoing with targeted effort for the next year</p>

PFM System Framework Strategic Objective 3: Service Delivery

OBJECTIVE

Develop a service model that provides forest practitioners with a full range of services and products to support family forests throughout the state.

STRATEGIES

1. We propose development of a Service Delivery Model (SDM) that provides a wide range of services and products to family forest landowners (*see page 13-14*).
2. Our Goal Statement and the Service Delivery Model will drive our other system strategies.
3. Work together as a unified private land assistance group to promote sound and sustainable land management practices.
4. Develop more standardized and streamlined planning products that meet all critical program requirements while reducing unnecessary burdens on both plan writers and family forest landowners.
5. Create new products to enhance the existing service offering and provide additional options for landowners with any size acreage.

Strategic Objective 3: Service Delivery

Implementation Action Steps*	Accountable Entity	Timeline
1. Self-Service Options: Update MyMinnesotaWoods.edu to create a more interactive and effective Web tool for landowners. Managed and hosted by U of MN Extension.	University of Minnesota Extension	Enhancements complete December 2016
2. Self Service Options: Creation of Landowner Handbook series	DNR	In progress; complete first three by March 1, 2016
3. Self Service Options: Review and update existing materials to reflect full range of service offerings and products	MNFSC	Annually revisited
4. Land Management Planning Tools: Alignment of Woodland Stewardship Plan, Tree Farm Plan and Conservation Activity Plan/Forest Management Plan (CAP/FMP) elements into a standardized template.	DNR, MN State Tree Farm Committee and NRCS	Begin work in Winter 2016
5. Land Management Planning Tools: Develop a new streamlined plan product.	MNFSC Technical Subcommittee	August, 2016
6. Land Management Planning Tools: Development of example "enhanced plan" elements.	MNFSC Technical Subcommittee	Summer, 2017
7. Project Planning Tools: Standardization of site specific implementation project plans, including templates.	MNFSC Technical Subcommittee	Begin March 2016
8. All Options: Utilize the NRCS staff person to assist with the DNR's Ecological Classification System (ECS) development of ecological site descriptions within Service Delivery model products e.g. land management planning products.	NRCS, DNR & MFRC	Ongoing

* Note: Assumes that upon final approval of the PFM Systems Framework, the MNFSC Technical Subcommittee members will be selected. More than one MNFSC Subcommittee may be needed depending on the nature, amount and timing of implementation work approved.

PFM System Framework Strategic Objective 4: Project Implementation

OBJECTIVE

Improve the consistency and quality of family forest project implementation.

STRATEGIES

1. Encourage partner involvement at MFRC Landscape Committee meetings to identify and prioritize local project needs. Examples: Tullibee Lakes and Healthy Forests for Healthy Water.
2. Activate key partners within the MFRC Landscape committees to secure resources for shared priority projects.
3. Streamline NRCS Technical Service Providers (TSP) process and training.
4. Secure and expand longer-term cost-share program dollars for sound forestry practices to encourage project implementation.
5. Identify opportunities to improve existing and create new incentive programs that support effective implementation (e.g., "Harvest for Habitat" concept).

Strategic Objective 4: Project Implementation

Implementation Action Steps	Accountable Entity	Timeline
<p>1. Conduct a full review of the current EQIP program in Minnesota to identify the biggest improvement opportunities to optimize services for landowners and technical service providers (TSP).</p> <ul style="list-style-type: none"> a. Develop recommendations for simplifying the application process for Landowners. b. Develop recommendations to improve the training and payment processes for Technical Service Providers (TSP). 	<p>MNFSC, DNR, NRCS</p>	<p>NRCS and DNR Initial meetings to establish approach in Q4 2015</p>
<p>2. Develop new funding mechanisms for smaller size projects that help landowners get resources with minimal administration and hassle.</p> <ul style="list-style-type: none"> a. Example: Secure grant funds for family-owned forest cost share projects. 	<p>MNFSC Technical Subcommittee and DNR</p>	<p>DNR to submit proposal to NRCS next cycle / June 2016.</p>
<p>3. Develop Woodland Stewardship Plan (WSP) writer training that addresses incentive options and incorporates a change in timber harvest ideology which includes wildlife benefits as a key selling point to the private forest landowner.</p>	<p>DNR</p>	<p>2016 Cooperative Forest Management (CFM) Annual Meeting, projected to be in March of 2016. Target annually thereafter.</p>

PFM System Framework Strategic Objective 5: System Capacity

OBJECTIVE

To ensure adequate system capacity for service delivery to family forest landowners through a coordinated statewide effort lead by DNR Cooperative Forest Management (CFM) Program.

STRATEGIES

1. The MNFSC will serve as the official forestry subcommittee to the NRCS State Technical Committee (MNSTC).
2. Stabilize a baseline DNR CFM staffing model to lead, support and coordinate consistent statewide service delivery.
3. Increase communication among DNR foresters and NRCS district conservationists statewide.
4. Initiate a statewide marketing effort to inform family forest landowners of the service offerings and their local service providers.
5. Ensure local service networks statewide have enough capacity to meet landowner service needs and demands through collaboration among DNR, SWCDs, consulting foresters and industry foresters.
6. Explore development of an informal network of family forest landowners who can raise awareness and serve as community resources (e.g., Minnesota Woodland Ambassadors concept).

Strategic Objective 5: System Capacity

Implementation Action Steps	Accountable Entity	Timeline
1. Leverage DNR and USFS GIS services to collect and analyze landowner demographics at the highest accuracy available from the USFS. Determine the level of service provider availability at the county level.	DNR & USFS	Winter 2017
2. Develop and analyze county parcel data on non-industrial private forest lands to better understand the potential private forest land service acres and location throughout the state.	DNR	Target 2020
3. Develop a Service Provider map connecting landowners to potential resources including county, private, nonprofit, state and federal services.	U of MN Extension	TBD, by Summer 2016
4. Revamp the U of MN's Woodland Advisors Program into the Master Woodland Owners Program.	U of MN Extension	Grant request to revamp the program applied for in Fall, 2015
5. Develop a plan to leverage the U of MN's Master Woodland Owners as the based for a proposed network of "Minnesota Woodland Ambassadors", coordinated by Minnesota Forestry Association, who could be activated to represent the interests of family forest landowners throughout Minnesota.	DNR, U of MN, MFA	Contingent on Action Item #4
6. Identify and prioritize the service provider gaps to match service capacity to service demands.	MNFSC	After Summer 2016, ongoing
7. Minnesota Association of Consulting Foresters (MACF) works with DNR and MACF membership to fill the service demand gaps.	MACF	Ongoing

Implementation Action Steps	Accountable Entity	Timeline
8. DNR maintains inventory of active plans and contacts service providers regarding expiring plans.	DNR	Ongoing
9. NRCS will provide training on EQIP practices and the application process for NRCS Technical Service Providers (TSPs).	NRCS	Ongoing
10. Work with educational institutions to encourage graduates with interests and skills in private forest management, especially as private consultants	U of MN	Ongoing

PFM System Framework Strategic Objective 6: Outreach and Education

OBJECTIVE

Increase private forest management outreach and education for family forest landowners and service providers.

STRATEGIES

Provide grant opportunities for public partners to support outreach and education efforts

Organize efforts to provide outreach and education to both landowners and service providers:

1. For Family Forest Landowners:

- a. Develop and launch the DNR landowner handbook series
- b. Enhanced MyMinnesotaWoods.umn.edu website
- c. Increased use of TELE training and tools (Tools for Engaging Landowners Effectively)
- d. Encourage MFA membership for ongoing information

2. For Service Providers:

- a. Reintroduce the Plan Writer Review workshops to increase quality of plans written
- b. Reintroduce the DNR-hosted CFM conference on an annual basis to share best practices
- c. Consolidate qualifications for DNR and NRCS plan writers
- d. Streamline plan writer certification process

Strategic Objective 6: Outreach and Education

Implementation Action Steps	Accountable Entity	Timeline
1. Develop a marketing plan to raise awareness and educate family forest landowners on available services and service providers in their local area	MNFSC	Fall 2016 annual meeting
2. Create an integrated landowner education tracking system through U of MN Extension service.	See Information and Technology section	See Information and Technology section
3. Ensure outreach and education materials are available to landowners across the state	MFA and U of MN Extension propose annual recommendations for consideration by the MNFSC	Ongoing
4. Create materials and services for existing and emerging needs and interests (e.g., Emerald Ash Borer (EAB), forest tent caterpillars)	MFA and U of MN Extension propose annual recommendations for consideration by the MNFSC	Ongoing
5. Encourage Minnesota Forestry Association (MFA) membership to family forest landowners for access to science-based information <ul style="list-style-type: none"> a. Explore incentives to recruit new MFA members 	MFA	Ongoing
6. As part of the MyMinnesotaWoods.umn.edu project: <ul style="list-style-type: none"> a. Create one-stop landowner education Internet listing on MyMinnesotaWoods.umn.edu that includes a calendar of education opportunities. b. Conduct improvements to the DNR and MyMinnesotaWoods.umn.edu websites to make them more interactive for the landowner. 	See Information and Technology section U of MN/DNR	See Information and Technology section Summer 2016

Implementation Action Steps	Accountable Entity	Timeline
7. Reintroduce annual DNR Outreach & Education grants for public partners	DNR/MFA	June, 2016
8. Reintroduce Plan Writer Review workshops on an annual basis	DNR/Sustainable Forests Education Cooperative (SFEC)	Summer, 2016
9. Reintroduce the annual CFM conference	DNR	2016
10. Streamline plan writer certification process and update the online orientation manual for plan writers	DNR	2017
11. Encourage SAF certification (Society of American Foresters, Certified Forester) for ongoing education requirements	MNFSC/U of MN	Ongoing
12. Encourage MLEP to incorporate training curriculum as part of the first year and ongoing annual training requirements to assist loggers in better serving family forest landowners.	MNFSC/MLEP	Ongoing
13. Consolidate qualifications for DNR and NRCS plan writers.	DNR PFM Coordinator and NRCS State Forester	Winter, 2016
14. Complete and distribute the series of DNR Landowner Handbooks	DNR	3 books completed by March 2016; ten book series
15. For currently registered landowners: service providers will provide updates/reminders on expiring plans, new programs, etc.	All Service Providers	Ongoing
16. Provide and maintain current information via the MyMinnesotaWoods.umn.edu regarding services offered	All Service Providers	Ongoing

PFM System Framework Strategic Objective 7: Information and Technology

OBJECTIVE

Build greater information and technology capabilities to support family forest landowners and service providers in Minnesota

STRATEGIES

Increase the effective use of information and technology:

1. Leverage and enhance the University of Minnesota's MyMinnesotaWoods.umn.edu website to provide interactive Internet resources for family forest landowners and service providers as the primary source for information
2. DNR develops and funds a Family Forest Landowner education database maintained by the University of Minnesota
 - a. to track landowner education participation and trends
 - b. to provide a public listing of education opportunities available statewide
3. Leverage and enhance the PFM Module as the primary DNR source to create plans, store registered plans, and track landowner assistance.

Strategic Objective 7: Information and Technology

Implementation Action Steps	Accountable Entity	Timeline
1. Create a standing item on the MNFSC meeting agenda to discuss information and technology topics (e.g. what's new on the technology front, status on active projects)	MNFSC	Ongoing
2. Meeting with Matthew Russell, Assistant Professor/Extension Specialist, Department of Forest Resources, University of Minnesota to discuss a MyMinnesotaWoods.umn.edu project to enhance and maintain the website and resources for family forest landowners	U of MN Staff	Ongoing
3. Meeting with Matthew Russell, Department of Forest Resources, Assistant Professor/Extension Specialist, University of Minnesota to discuss the development of a new Family Forest Landowners Education Database to track landowner education and trends as well as to provide a public listing of education opportunities available statewide	DNR/U of MN	Summer 2016
4. Prioritize, fund and execute the DNR's PFM Data Management Plan including enhancements to the PFM Module	DNR	Ongoing
5. Utilize DNR Outreach & Education grants to support development, use and or expansion of technology and information for projects such as: <ul style="list-style-type: none"> a. Better incorporation of Ecological Classification System (ECS) and Native Plant Communities (NPC) into products e.g., land management planning tools b. Advancement of technology tools in the field setting such as tablets, on-site printing, etc. 	MNFSC	Ongoing

PFM System Framework Strategic Objective 8: Resources

OBJECTIVE

Secure stable and sufficient funding and other resources to support effective private forest management in Minnesota

STRATEGIES

1. Clarify the DNR's system leadership role with support and collaboration among key partners including NRCS, USFS, BWSR, MFRC, SWCDs, and private forest individuals and associations, e.g., MACF, Minnesota Tree Farm Committee
2. Fully leverage both state and federal funding
3. Maintain General Fund support for CFM in Minnesota including funding that indirectly supports service delivery (e.g. SFIA payments to landowners that subsidize management plan writing by consultants)
4. Secure and maintain DNR funding levels to support the CFM statewide coordination staffing model
5. Increase recognition and public support for the importance of family forests in Minnesota
6. Inform funders of the benefits of well-managed private forest lands (e.g., legislators, LCCMR, federal grantors)
7. Develop a network of family forest landowners who are both supportive and actively advocating on behalf of PFM in Minnesota
8. Explore shared positions and/or co-location opportunities
9. Leverage the MFRC landscape committees as a convening entity of multiple partners for the system
10. Develop a more unified approach through targeted landscape stewardship efforts that integrate forest management, water quality, recreation and/or wildlife habitat projects to go after more diverse funding sources for greater impact

Strategic Objective 8: Resources

Implementation Action Steps	Accountable Entity	Timeline
1. Develop a network of family forest landowners to keep them informed of legislation and proposed legislation that affects private landowners and PFM so they can actively advocate for PFM in Minnesota	MFA	Ongoing
2. Utilize MFRC landscape committees as a forum to gather perspectives to identify potential targeted private landowner efforts and to then help align those efforts with funding opportunities to tackle projects that address the local needs (e.g., Tullibee Lakes Project)	MNFSC and MFRC	Ongoing
3. Create and maintain a consolidated grant schedule to include funding source, projects funded, timelines, contacts, etc.	MNFSC	Summer 2016; ongoing thereafter
4. Develop a standard accomplishments reporting format for the purpose of tracking and aggregating PFM efforts regardless of the funding sources	MFRC	2016

PFM System Framework

Strategic Objective 9: Performance Evaluation and Improvement

OBJECTIVE

Define and monitor key system measures for evaluation and improvement for Private Forest Management in Minnesota

STRATEGIES

1. Create a clear set of PFM measures and targets
2. The MNFSC has responsibility for monitoring and evaluation of the full System Plan including annual and longterm PFM goals for Minnesota
3. Incorporate both short- and long-term targets for Private Forest Management into the ongoing Minnesota Forest Stewardship Committee planning and review process
 - a. Schedule two formal meetings a year to plan, review and update the system plan work
 - b. Schedule other meetings as appropriate based on needs, opportunities and timing

Strategic Objective 9: Performance Evaluation and Improvement

Implementation Action Steps	Accountable Entity	Timeline
1. Schedule Winter 2016 MNFSC Meeting to review the PFM System Framework and establish next steps including a MNFSC Subcommittee to develop draft annual and long term goals for review and refinement by the full MNFSC in October 2016	MNFSC	Winter, 2016
2. Formally schedule two MNFSC meetings a year. Recommended as the following: <ul style="list-style-type: none"> a. Two face to face meetings annually <ul style="list-style-type: none"> i. Spring Meeting (~9am to 3pm): <ul style="list-style-type: none"> ▪ Annual PFM System Plan evaluation to review and update the action steps and timelines ▪ Annual PFM Accomplishment Goals review of past year's and establishment of next year's goals ii. Fall Meeting (~9am to 3pm): <ul style="list-style-type: none"> ▪ Annual work accomplishments and trends review of PFM in Minnesota (e.g., # of stewardship plans, # of plan acres for the year) b. Additional meetings as needed; may be via conference calls/webinars 	MNFSC	Winter, 2016
3. Establish annual and longterm accomplishment goals, targets and timelines for PFM in Minnesota; includes for all system partners (beyond DNR) (i.e., acres planted, acres harvested, acres of stewardship plans, streamline plans, etc.)	MNFSC	Proposed Annual Spring 2016 MNFSC meeting; annually thereafter
Implementation Action Steps	Accountable	Timeline

Entity		
<p>4. Establish reporting process for annual and longterm accomplishment goals, targets and timelines for PFM in Minnesota</p>	<p>DNR lead; assistance and participation from System Partners including DNR, MACF, NRCS, SWCDs, Industry Foresters, etc.</p>	
<p>5. Draft annual and longterm goals, targets and timelines for the PFM System Framework. For example:</p> <ul style="list-style-type: none"> ■ Create a series of nine landowner handbooks ■ Enhance “MyMinnesotaWoods.umn.edu” as the primary landowners' website ■ Develop a Landowner Education Tracking system ■ Develop a streamlined plan for Land Management Planning ■ NRCS/DNR <ul style="list-style-type: none"> □ Review and consolidate the CAP 106 and Stewardship Plan standards □ Standardized project planning 	<p>MNFSC</p>	<p>In progress</p>

Summary of the PFM System Framework Strategic Objectives and Key Components:

PFM System Strategic Objectives	Key Implementation Elements
1. A Clear Goal for Minnesota's Family-Owned Forests	<ul style="list-style-type: none"> ◆ Written Goal Statement
2. System Leadership	<ul style="list-style-type: none"> ◆ Collaboration Agreement among DNR, NRCS, USFS, BWSR & MFRC ◆ Minnesota Forest Stewardship Committee as PFM System Framework Owner
3. Service Delivery	<ul style="list-style-type: none"> ◆ Service Delivery Model including Self-Service Options, Land Management Planning and Project Planning ◆ Enhanced products and services to meet family forest landowner needs
4. Project Implementation	<ul style="list-style-type: none"> ◆ Streamlined Plan Requirements, Templates and Processes
5. System Capacity	<ul style="list-style-type: none"> ◆ DNR Statewide Coordination of network connecting Service Providers to Service Demands for Family Forest Landowners across Minnesota
6. Outreach and Education	<ul style="list-style-type: none"> ◆ Focused on both Landowners and Service Providers
7. Information and Technology	<ul style="list-style-type: none"> ◆ Accessible, Accurate, and Useful for System Partners and Landowners
8. Resources	<ul style="list-style-type: none"> ◆ Optimize State and Federal Funding Resources ◆ Focus on Local and Regional Targeted Outcome Priorities ◆ Combine Conservation Initiatives for Diversified Funding Options
9. Performance Evaluation and Improvement	<ul style="list-style-type: none"> ◆ Establish Short- and Long-Term PFM Goals for Minnesota ◆ Build Planning, Tracking and Evaluation into MNFSC Meeting Process ◆ Monitoring for Impact, Learning, and Continuous Improvement

What's Next: Proposed System Framework Responsibilities

The PFM Planning Team proposes that all members of the system supporting Minnesota's family-owned forests participate in some way to support the implementation of the System Framework. The following recommendations were developed by the PFM Planning Team as proposed key responsibilities for the following PFM system partners listed here in alphabetical order:

- Minnesota Association of Consulting Foresters (MACF)
- Minnesota DNR Division of Forestry (DNR)
- Minnesota Forest Resources Council (MFRC)
- Minnesota Forestry Association (MFA)
- Minnesota Forest Stewardship Committee (MNFSC)
- USDA Forest Service (USFS)
- USDA Natural Resources Conservation Service (NRCS)
- University of Minnesota Extension (U of MN)

Please note: *The proposed system framework responsibilities were developed to provide an initial draft for system members and is not intended to be the complete nor final set of framework responsibilities. It is merely provided as input to the Minnesota Forest Stewardship Committee in establishing their own approach pending approval for adoption and implementation of the System Framework.*

Minnesota Forest Stewardship Committee (MNFSC)

- ✓ We believe the Minnesota Forest Stewardship Committee is the natural and best entity to adopt and lead the implementation of the approved PFM System Framework for Minnesota.
- ✓ We recommend that the MNFSC reestablish a Technical Subcommittee and other subcommittees as needed to develop the draft short- and long-term goals, targets and timelines for presentation to the full membership during a fall 2016 meeting. The DNR Cooperative Forest Management Supervisor will work closely with the MNFSC Technical Subcommittee to advise and support the committee's implementation work in alignment with the PFM System Planning Team spirit and intentions.
- ✓ We recommend actively engaging the Minnesota Forest Stewardship Committee in strategy refinement and implementation (e.g., regional meetings with key stakeholders to review the draft strategies and begin gathering local implementation ideas).
- ✓ Once the MNFSC approves short- and long-term goals, targets and timelines for PFM in Minnesota, we recommend that the MNFSC formally review the status and progress on the system framework and implementation plans as part of their agenda at least twice a year.

Proposed Responsibilities for the System Leaders' Collaboration (MOU Entities):**Minnesota DNR Division of Forestry (DNR)**

- ✓ DNR will provide primary leadership in the implementation of the System Framework.
- ✓ The DNR Division of Forestry will serve as the primary point of coordination for DNR private land staff and programs involved in forestry to support effective and efficient forestry management assistance.
- ✓ As chair of the Minnesota Forest Stewardship Committee, the DNR Cooperative Forest Management Supervisor will work closely with the MNFSC membership to lead the committee's implementation efforts of the PFM System Framework.
- ✓ To support effective coordination of system resources across the state, the DNR Private Forest Management Coordinator will develop and provide direction for DNR forestry staff who serve as statewide points of contact to connect family forest landowners with available system products and services as outlined as part of the Service Delivery Model.
- ✓ DNR will work with NRCS to consolidate requirements for a standard land management planning tool.

USDA Natural Resources Conservation Services (NRCS)

- ✓ NRCS will work with the DNR and American Tree Farm System to develop a standardized plan template that meets the requirements and criteria for Forest Stewardship Plans, Conservation Activity Plans for Forestry (CAP106) and American Tree Farm System plans, including approved site-specific project or practice plans in lieu of an NRCS job sheet.
- ✓ NRCS will work with the DNR to provide training for NRCS employees and TSPs on the standardized plan criteria mentioned above.
- ✓ NRCS will work with the DNR to provide training for becoming a TSP and recertification of TSPs on an annual basis.
- ✓ NRCS will work with the MNFSC to increase family-forest landowners' presence and effectiveness at Local Working Groups.
- ✓ NRCS will work with the DNR and the MNFSC to identify opportunities to improve existing, and create new, incentive forestry programs that support effective implementation of forestry practices.

US Forest Service (USFS)

- ✓ USFS will continue to provide standards and guidelines for the Stewardship Program.
- ✓ USFS will bring perspectives and examples of both best practices and potential pitfalls based on experiences with other states that conduct stewardship activities to help inform the FSC implementation efforts.

Board of Soil and Water Resources (BWSR)

- ✓ BWSR will become more involved in forestry issues with the recognition of the impact forests have on the water regime.
- ✓ BWSR will help connect the PFM system efforts with the local Soil and Water Conservation Districts (SWCDs) and Watershed Districts across Minnesota to further spread the word on the connection between forests and clean water.
- ✓ BWSR will assist with identification and pursuit of integrated multi-purpose conservation initiatives and funding.

Minnesota Forest Resources Council (MFRC)

- ✓ MFRC will take the lead on development of the System Framework's Collaborative Agreement (MOU) among the public partner entities of DNR, NRCS, USFS, BWSR and MFRC.
- ✓ MFRC will introduce their membership to the Service Delivery Model and the DNR's statewide staffing points of contact for coordination of local implementation.
- ✓ MFRC will facilitate local landscape planning efforts in alignment with the System Framework's goal statement - including coordination and activation through their network of landscape committees (MFRC Landscape Program).

Proposed Responsibilities for Other System Partners*:

Minnesota Association of Consulting Foresters (MACF)

- ✓ MACF will promote the system approach and encourage their members to report their family forest service accomplishments for the benefit of performance reporting and funding support levels.
- ✓ MACF will introduce their membership to the Service Delivery Model and the DNR's statewide staffing points of contact for coordination of local implementation.

Minnesota Forestry Association (MFA)

- ✓ MFA will promote the system approach and encourage their members to incorporate practices consistent with the System Framework in their education and advocacy work with Minnesota landowners.

Minnesota Logger Education Program (MLEP)

- ✓ The MNFSC will work with MLEP to discuss and develop training curriculum as part of the first year and ongoing annual training requirements to assist loggers in better serving family forest landowners.

Minnesota State Tree Farm Committee (TF)

- ✓ TF will promote the system approach with forest industry and consultant representatives and their respective organizations.

University of Minnesota Extension (U of MN)

- ✓ U of MN will support the PFM System through the hosting and management of MyMinnesotaWoods.umn.edu as the primary website resource for family forest landowners.
- ✓ U of MN will develop and manage a new Family Forest Landowners Education Database to track landowner education and trends as well as to provide a public listing of education opportunities available statewide.

* **Note:** *All Minnesota Forest Stewardship Committee members have the opportunity to help shape family-owned forests policy, as well as overall private forest management program policy, through active participation on the Minnesota Forest Stewardship Committee.*

For Future Generations: A System Approach for Minnesota's Family-Owned Forests

A recap of the system goal and strategic objectives developed by the PFM System Planning Team

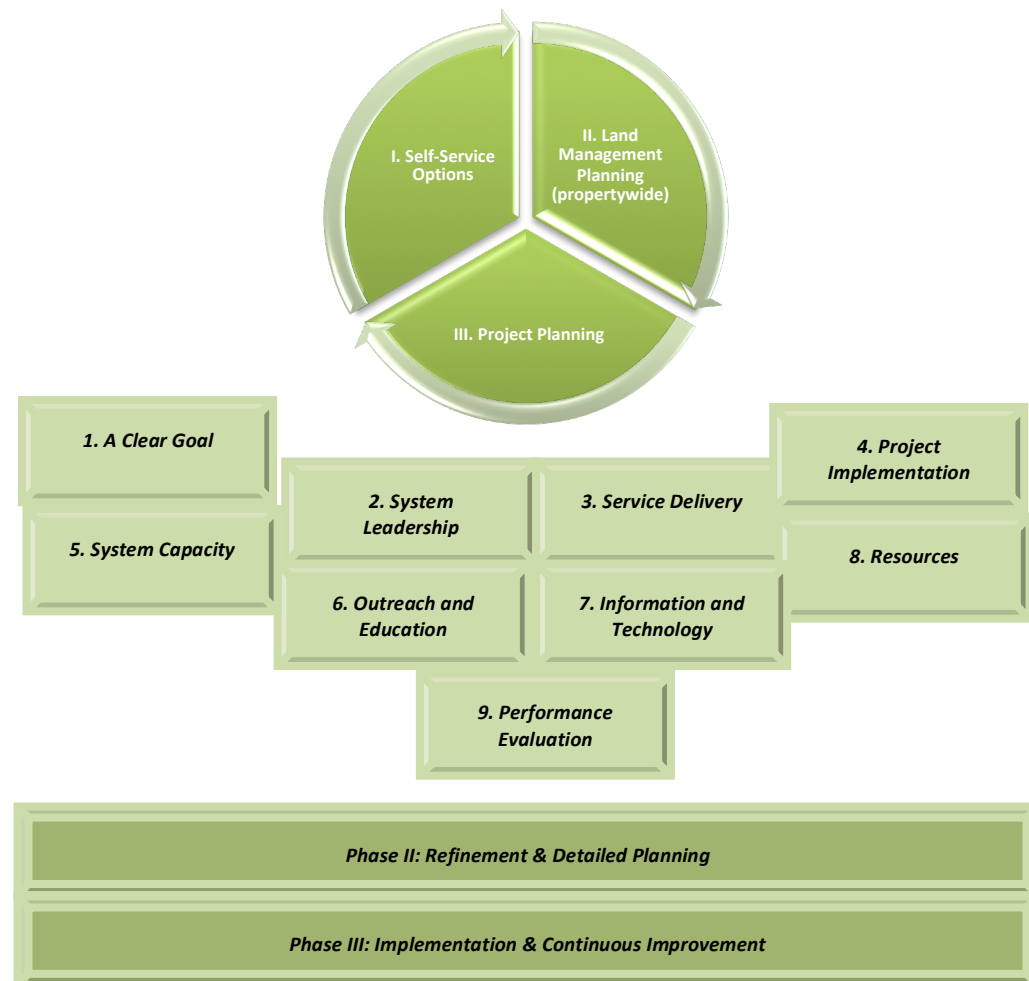
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I. The Why:
Minnesota's family-owned forests provide substantial public benefits, improving Minnesotans' quality of life. These forests play a critical role in protecting soil resources and water quality and quantity. They provide extensive wildlife habitat, significant forest products, and diverse recreational experiences.

II. The How:
Combining system forces to leverage a Service Delivery Model that strategically targets our efforts and resources for the desired outcomes.

III. The Who, What & When:
Working with system partners and stakeholders to develop actionable short- and long-term implementation plans. Executing on those plans for success in alignment with our goal statement for the benefit of present and future generations.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★



PFM System Planning Team Endorsement

Through our signatures, we signify our collective contributions and commitment to this system framework in support of Minnesota's family-owned forests. We believe that working together, with the leadership of the Minnesota Forest Stewardship Committee, this PFM System Framework provides the basis for a deeper and more effective collaboration and partnership to protect and promote the shared interest we all hold in the value, beauty and importance of forested lands to Minnesota's quality of life for years to come.

In alphabetical order:

1. **Jan Bernu** - Private Forestry Consultant, Cloquet _____
2. **Peter Bundy** - Private Forestry Consultant, Minneapolis _____
3. **Lindberg Ekola** - Minnesota Forest Resources Council, Melrose _____
4. **Brad Gatzlaff** — Private Forestry Consultant, Northfield _____
5. **Ginger Kopp** - USDA Natural Resources Conservation Service, St. Paul _____
6. **Tom Kroll** - Forester, Saint John's Abbey and University, Collegeville _____
7. **Dennis McDougall** - USFS State and Private Forestry, St. Paul _____
8. **Gary Michael** - Cooperative Forest Management Supervisor, DNR Division of Forestry _____
9. **Tony Miller** - DNR Forestry Specialist, Mora _____
10. **Jodie Provost** - DNR Fish and Wildlife, Forest Habitat Team, Aitkin _____
11. **Eli Sagor** - University of Minnesota Extension, St. Paul _____
12. **Dan Steward** - Board of Soil and Water Resources, Brainerd _____
13. **Dennis Thompson** - Aitkin County SWCD Forester, Minnesota Forestry Association _____
14. **John Wallin** - Nationally Recognized Family Forest Owner, Pequot Lakes _____
15. **Bruce Zumbahlen** — Minnesota Logger Education Program, Tree Farm Program, Cottage Grove _____

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