



**IDNR
DIVISION OF FORESTRY
STRATEGIC PLAN
2008-2013**

THE INDIANA DEPARTMENT OF NATURAL RESOURCES

MISSION STATEMENT: Serve as stewards of natural, cultural, historic, and recreational resources for the benefit of present and future generations.

DNR Values

Stewardship

As stewards of Indiana's natural, cultural, historic, and recreational resources, the Department's responsibilities are fulfilled by our commitment to:

- Preserve;
- Protect;
- Restore;
- Regulate;
- Manage;
- Educate.

Customer Service

The Department pledges to conduct each customer interaction in a professional, respectful, and responsive manner.

Quality of Life/Quality of Environment

We shall conduct our programs in a manner that enhances our State's quality of life and the quality of the environment.

Business Practices

The Department recognizes sound management principles drive efficient and effective service. We shall focus on the implementation and refinement of improvements to department infrastructure and program processes.

Financial Sustainability/Fiscal Responsibility

The Department is committed to long-term financial sustainability for all programs within our mission and legislative directives. Effectiveness results from excellence in service, wise use of our physical assets, and human capital.

Employee Development

The foundation for our success rests with the opportunity for each employee to strive for personal excellence. We are committed to creating an environment where every employee can learn, develop, and be challenged to attain the highest level of achievement.

DNR Grand Goal

DNR Goal 1: To conserve an additional 100,000 acres by 2016

Objective/Target: Through public and private partnerships, protect critical natural, cultural, historic and recreational resources.

Outcome: Save areas of significance so they are not lost for future generations of Hoosiers

Action Steps or Sub Tasks	DNR Executive/Division(s)/Person(s)/ Work Unit(s) Involved	Timeframes/Performance Measures for each Task or Action Step
Resource inventory --Existing resources --Identify critical resources	All divisions, coordinated by Land Acquisition	complete by 12/31/2008
Customer/partner assessment	SCORP, TNC, others as available – Outdoor Recreation coordinates What are our partners’ plans, needs priorities?	complete by 06/30/2009
Gap analysis	IN Conservation Action Plan, other sources, coordinated by Outdoor Recreation	complete by 12/31/2009
Economic needs assessment and impact analysis	Budget team, Outdoor Recreation	complete by 6/30/2010
Communicating our vision-education, marketing, etc.	Communications, interpret staff in all divisions	begin 1/1/2009
Develop support for financial resources/funding strategy	Executive Office, Budget, all divisions	complete by 06/30/2010 for 2011-2013 biennial budget

STATE FOREST PROPERTIES SECTION

MISSION OF THE PROPERTY SECTION

The legislation that provides the foundation for the management of state forests (IC 14-23-4-1) states: *“It is the public policy of Indiana to protect and conserve the timber, water resources, wildlife, and topsoil in the forests owned and operated by the division of forestry for the equal enjoyment and guaranteed use of future generations. However, by the employment of good husbandry, timber that has a substantial commercial value may be removed in a manner that benefits the growth of saplings and other trees by thinnings, improvement cuttings, and harvest processes and at the same time provides a source of revenue to the state and counties and provides local markets with a further source of building material.”*

The mission of the Division of Forestry Properties Section is:

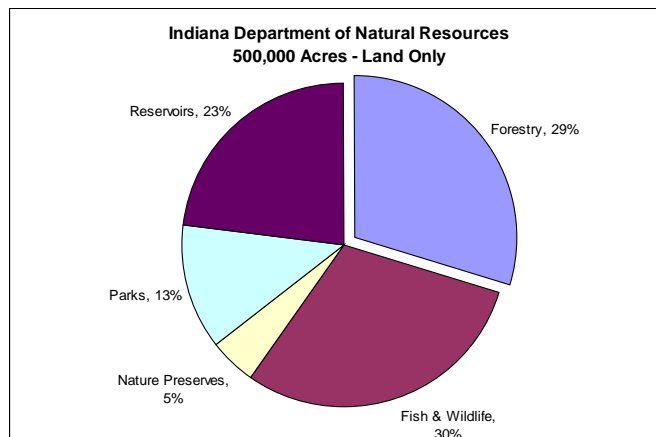
To manage, protect and conserve the timber, water, wildlife, soil and related forest resources for the use and enjoyment of present and future generations, and to demonstrate proper forest management to Indiana landowners.

VISION OF THE PROPERTY SECTION

We, the employees of the property section of the Division of Forestry, will demonstrate sound forest stewardship in our management of the Division's public forest lands. These lands will provide forest products, outdoor recreation, educational opportunities and other benefits, both tangible and intangible. We will conserve, protect, enhance and make available the varied forest resources of state forest properties for the present and future citizens of Indiana.

BACKGROUND

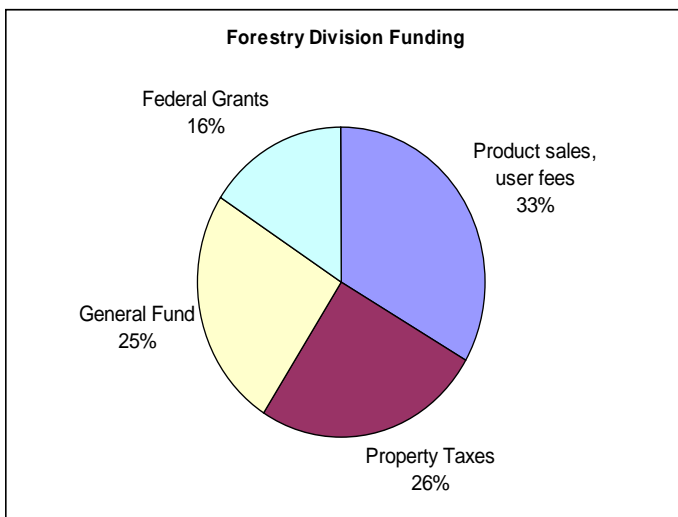
The Department of Natural Resources (DNR) manages a total of 500,000 acres for the benefit of Indiana citizens. Each Division has its unique mission which collectively serves the Department's mission. Division of Forestry lands represent 150,000 acres or 29% of the total DNR ownership. The Division of Fish and Wildlife manages 21 Fish and Wildlife Areas for a total of 152,000 acres. These lands are intensively managed for improved wildlife habitat



(both game and non-game) and for hunting and fishing opportunities. Funding for acquisition and management of these lands comes primarily from federal grants, revenues from hunting and fishing licenses, and general funds. The Division of Nature Preserves manages 176 nature preserves that total more than 23,000 acres to maintain viable examples of all of Indiana's natural communities. These lands are protected or managed using natural forces with minimal levels of manipulative management. The Division of State Parks and Reservoirs manages 24 state parks and 9 reservoirs totaling 180,000 acres of land for public recreation, fishing and hunting opportunities.

The Indiana state forest system consists of 13 properties containing 150,000 acres. This system was started in 1903 and was one of the first in the country. The state forests were initially created to restore eroded, worn-out land when small, subsistence farms began to be abandoned early in the century. Early state forest management focused on reforestation of eroded area, creating wildlife habitat, demonstrating good forest land management, providing public recreation, and conserving forest resources. The Division of Forestry is currently the only DNR Division that incorporates an active timber management program along with the management activities found within the other DNR landholding divisions.

This early philosophy is still a major part of our current management system. The state forests are managed for multiple uses and multiple benefits. The state forests provide outdoor recreation ranging from camping and hiking to hunting and caving. The state forests conserve and protect all the forest resources - water, wildlife, herbaceous plants, archaeological sites, historic features, geological features, soil, and forests. They serve as demonstrations of good forest stewardship for the public, and help train loggers and forest landowners in proper timber harvesting methods and other sound management practices



Forestry Division funding comes from a variety of sources. A majority comes from sources dedicated to the Division of Forestry, primarily sales of nursery and forest products, user fees and property taxes. Approximately 25% of funds come from the State's general fund. The federal grants are used for private landowner assistance and fire programs; no federal funds are used for acquisition or management of State Forest Properties.

Revenue from state forest timber sales and recreation receipts go into the state forestry fund. Fifteen percent (15%) of the net receipts from timber sales go to the general funds of the counties in which the timber sales occurred. Fifty percent of the county receipts are

available to local Volunteer Fire Departments that have cooperative fire agreements with DNR up to a maximum of \$1,000 per fire department. The remaining funds are allocated at the discretion of the county.

The Property Section will continue to follow this historic path of resource conservation, protection, and education in the future. The direction of this path will be built on the section's primary program directions in the form of goals, objectives, and action items. The following goals and objectives are presented in no priority order, but do represent the Property Section direction for the planning period.

GOALS and OBJECTIVES

GOAL I: Protect and sustain all forest resources, including archeologically, historically or ecologically significant resources.

- A. Manage the forest resource for sustained timber production and enhanced wildlife habitat.
 - 1. Maintain annual timber harvest to no more than 14 million board feet. The current average annual growth on state forests is estimated at 24,800,000 board feet, so this will represent an annual harvest of about 60% of annual growth.
 - 2. Establish a continuous forest inventory system that provides statistically significant resource data at the property level; measure 20% of field plots each year through the planning period (100% of plots visited by end year five.)
 - 3. Continue to use the uneven-aged system as the primary silvicultural system on the state forests. Modify use of the uneven-aged system to include more extensive individual tree selection to encourage continued growth of existing trees and increased number and size (10 acres) of group openings to develop more early successional forest habitat. Utilize even aged regeneration practices where appropriate to successfully regenerate oak-hickory forests and provide early successional conditions. This will correct imbalances created under past state forest management which resulted in a high percentage of stands moving toward mature, closed canopy conditions with little early successional habitat.
 - 4. Increased timber revenue over the 2005 base shall be used as follows. These are goals and spending per initiative will vary annually depending on internal processes and timing of revenue to expenses. The 5 year goal will be to spend as proportioned below.
 - o Reinvestment into properties for dispersed recreational facilities (including horse, biking, walking trail enhancement) and post harvest management activities (timber stand improvement work, control of exotic plants, tree planting and plantation management). (Funding level - 10 %).
 - o Establishment of a state cost-share assistance program to enhance best management practices of the logging community. The anticipated use

of this funding will be in the purchase of light on the land logging equipment. (Funding level - 15%)

- Continuation of the forestry research/demonstration area on Yellowwood/Morgan-Monroe State Forest, and potential establishment of a second area at Harrison-Crawford or Clark State Forest. The research will focus on the effects of forest management (silviculture) on oak regeneration, water quality, forest sustainability, forest wildlife interactions and endangered species issues (Funding level - 10%).
 - Acquisition of tracts of land that are in-holdings, improve access, adjacent to state forest boundaries or possess unique natural resource or recreational qualities (Funding level – 35%). Conservative estimates are that the Division of Forestry could purchase over 2000 acres of land annually from willing sellers if the financial resources were available. Consider partnerships to purchase large forest tracts.
 - Funding of a state cost-share assistance program to enhance the management of private forestlands (Funding level - 15%).
 - Payments to counties (Funding level – 15%).
5. Maintain State Forest certification with Sustainable Forestry Initiative (SFI) and Forest Stewardship Council (FSC). State forests management practices will be continually upgraded to meet evolving certification standards.
 6. Develop an aggressive program to locate and treat invasive exotic species on state forests utilizing mechanical or chemical methods. Eliminate kudzu from state forest properties; emphasize control of *Ailanthus*, bush honeysuckle, autumn olive and Japanese stiltgrass by retreating previously treated areas. Routinely evaluate and control as necessary exotic plants in areas to be harvested.
 7. Conduct an environmental assessment of the current and proposed levels of forest management according to the requirements of Indiana Environmental Policy Act.
- B. Locate, evaluate, preserve, and (where appropriate) interpret archeologically, historically or ecologically significant resources.
1. By December 2008, develop an improved process to identify and designate forest types and communities that have High Conservation Values, and begin to designate those areas.
 2. Work toward a long term balance in forest stand ages and structure with 10% of forest acreage in or developing older forest conditions (nature preserves and high conservation forests) as well as 10% in early successional forests (0-20 years old).
 3. Continue to review projects by the DoF Archaeologist to avoid significant impact on cultural and archaeological resources. Protect and where appropriate interpret those resources identified.
 4. Develop research to add significant data to the archaeological record. Projects could focus on rock shelters, woodland utilization or cemeteries.

5. Cooperate with adjacent landowners (especially other DNR divisions) to address landscape scale issues such as watershed protection, habitat connectivity, wildlife corridors and invasive species control.
6. Continue to review the heritage database before any forest management decision or timber harvests is conducted, and avoid impacts to ecologically significant resources.

GOAL II: Provide forest based recreational opportunities

- A. Upgrade the Division of Forestry’s state forests and recreation areas.
 1. At Starve Hollow, upgrade the Class B campsites along the lake to Class A (electric at each site), and upgrade the Class A sites to Class AA (water and sewer at each site). This will accommodate recent increases in use at Starve Hollow SRA. The fishing lake, campsites on the lake and beach are the reasons that people come to the property. Camping at Starve Hollow would be increased by upgrading the campsites.
 2. At Deam Lake SRA, convert a portion of the existing Class A campground to a horse campground. This campground is under-used and rarely full and is adjacent to the 80-mile horse trail system on Clark State Forest.
 3. Dredge excess sediment from Yellowwood Lake and Starve Hollow Lake, followed by Ferdinand Lake. All Division of Forestry lakes are man made, and most are over 60 years old. Over time, many of the lakes have become increasingly filled with sediment from adjacent agricultural fields, and are becoming increasingly filled with weeds and algae.
 4. Improving recreational opportunities on Clark and Morgan –Monroe State Forests will be the Divisions focus for this planning period. We will develop a master plan for these two properties that will focus on the addition of new lakes, primitive camping opportunities, additional trails and improved public facilities.

- B. Continue to provide primitive outdoor recreation opportunities, which include hunting, hiking, horseback riding, picnicking and primitive camping on State Forests. Clark State Forest provides a shooting range. An archery range is provided on Greene-Sullivan SF. Archery ranges are provided on other state forests where local archery groups volunteer to help construct and maintain the ranges. Archery ranges at Clark SF and Jackson-Washington SF have been abandoned by local archery groups.
 1. Efforts will continue to maintain these facilities at the highest quality possible.
 2. Locate and acquire at least one additional state forest in the northern or western part of the state from willing sellers as soon as possible within funding availability.
 3. Develop a system-wide recreation plan that provides an array of recreational opportunities and levels of development from basic to

modern, based in part on the results of user opinion surveys, and begin implementation.

Goal III: Provide information and educational opportunities to the public and develop an improved process to determine public attitudes, needs and desires.

- A. Focus information and education activities on the following
 1. Develop a system to inform users of the source of funding to pay for facilities.
 2. Increase awareness of exotic plant problems and methods to minimize spread.
 3. Employ a full-time naturalist to coordinate information and education efforts at Deam Lake and Starve Hollow State Recreation Areas and Morgan-Monroe State Forest.
 4. Share information and work cooperatively with neighboring landowners on resource issues that cross ownership lines, especially protection of water quality and exotic species control.
 5. Develop a history trail that would highlight the history of the State Forest System. Signs should interpret historic or archeological features such as a prehistoric extractive camp, historic homesite/farmstead, cottage industry, CCC camp, and perhaps a modern facility, possibly to demonstrate land use change.
 6. Develop a traveling display and/or property display to showcase material from the State Forests.
 7. Identify and develop means to record or preserve cultural resources that are endangered, such as protection of cultural sites from malicious destruction.

- B. Utilize existing and create additional methods to solicit meaningful input from Indiana landowners or residents, as follows:
 1. Provide access to state forest management procedures, management plans, harvest plans, and the results of monitoring activities to the public via internet, and update periodically.
 2. Conduct (or fund) a user survey at one property each year through 2013 to determine the number of users, nature of use, extent of visit, opinions about the quality of facilities, needs and expectations.
 3. Regionalize but continue open houses at properties, offering open houses at varied times (day, evening, weekends) and at locations more convenient to the public.
 4. Contact non-federally recognized Indian Tribes currently residing in Indiana, the Indiana Native American Council, and federally recognized Tribes in selected other states to invite their participation in planning processes for state forests, particularly planning related to identification and protection of Tribal resources, including cultural and archaeological sites.

5. Provide opportunities to the public to offer input on identifying, designating, and managing High Conservation Value Forests.

Goal IV: Conserve and manage state forest habitat for fish and wildlife

1. The DoF wildlife specialist will develop and distribute tract or stand level guidelines for cavity trees, down dead woody and other in-stand wildlife habitat elements, and train field personnel on inventory and management of these elements by July 2009.
2. Complete the Habitat Conservation Plan for the Indiana bat and begin implementation.
3. Develop a wildlife habitat management plan for each property which will include management of T&E species utilizing the Division of Forestry wildlife specialist.

Goal V: Evaluate and modify administrative procedures and organizational structure to improve management efficiency and effectiveness.

- A. Increase organizational efficiency by:
 1. Consolidate field administrative structure by reducing the number of Property Managers by placing Deam Lake SRA and Clark SF under one Property Manager and Starve Hollow SRA and Jackson-Washington SF under one Property Manager.
 2. Increase the number of DoF field foresters to insure that timber management activities remain at the highest quality possible by upgrade or reclassification of existing DoF positions.
 3. Implement the training plan for professional property section staff as necessary to assure that professional staff members meet the continuing education requirement of the Society of American Foresters Certified Forester standards by January 2009, and explore (and implement as available) financial or other incentives to encourage professional staff to become SAF Certified Foresters.
 4. Ensure that each Property Manager fully understand the Principles and Criteria of the Forest Stewardship Council Lake States and Central Hardwood Regional Standard.
 5. Encourage chain-of-custody procedures for state forest timber by sponsoring training to loggers and include DoF's FSC and SFI certification/registration numbers on timber sale documents.
- B. Explore new or innovative ways to maintain or increase funding
 1. Determine feasibility of recreation/hunter user fees and implement a fair user fee structure to recover a portion of the operating cost of recreational facilities.
 2. Continue timber harvesting program to provide revenue to the Division while limiting harvest to no more than 60% of net growth through the planning period.

3. Investigate opportunities to provide carbon credits to Indiana businesses.
4. Investigate opportunities to provide primitive cabin rental at select recreational and forest properties

Indiana's Private Forestlands

It is an important mission of the Division of Forestry to advance the long term sustainability of Indiana's privately owned forestland for the many benefits these forests provide. We do this through a set of programs designed to retain, restore and wisely manage private forestland.

Mission of the Cooperative Forest Management Section (CFM)

It is the mission of Indiana's Private Forestland Program to promote the stewardship of Indiana's privately owned forests by providing forest management information and professional services to forest owners and others to insure sustainable forest benefits, both tangible and intangible for present and future generations.

And, further to work cooperatively with private woodland owners and related citizens' groups, and governmental agencies to accomplish on-the-ground forest management practices for the benefit of the landowner, the forest resource and the citizens of Indiana.

Program Principles: (From CFM Procedures Manual)

Forest landowners, enthusiasts and forest stewardship are the purpose of our work. They are not interruptions of it. The same is true of our co-workers seeking assistance from us in serving our constituencies. We are part of the same team working for the same goals.

We take personal responsibility to ensure that all forest enthusiasts and co-workers receive a timely, efficient and courteous response to their needs.

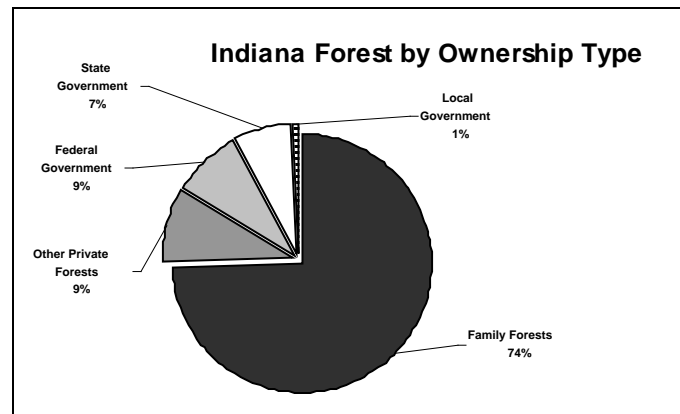
We take pride in our professionalism and our work, and we pledge to do what we believe is right and fix things that go wrong.

By virtue of this publicly funded position, the CFM Forester represents the State of Indiana, its government and its people. The CFM forester also represents the forest and works cooperatively with forest landowners, governmental agencies, conservation organizations and others to increase the stewardship of Indiana's privately held forest resources. The CFM forester is a professional forester by training, as described and

required by the Indiana Classified Forest Act, and professional in behavior as exhibited by day to day operations.

Indiana's Private Forests: Background

The Hoosier quality of life, and the health of the State depend upon the integrity, sustainability and productivity of the privately owned forests. These forests comprise 85% of the state's commercial forestlands and 25% of the Hoosier rural landscape. They are among the world's most productive forests and supply benefits available nowhere else. Including:



- Indiana's private forests provide economic vitality and produce the overwhelming majority of Indiana's wood to fuel Indiana's hardwoods economy- the largest economic sector of Indiana agriculture.
- Water is indisputably cleaner where forest cover protects watersheds and riparian corridors. There is no better protector of Indiana's watersheds than forests.
- Forests provide habitat required by the majority of Indiana's wildlife species which depend on forests for all or part of their life cycle.
- Healthy forests clean the air and store vast amounts of carbon to offset carbon emissions.
- Indiana's private forests are irreplaceable ecological havens, which also provide significant recreational opportunities, respites and community economic benefits.

Key Issues Affecting the Sustainability of Indiana's Private Forests

Indiana's forests face significant threats to their sustainability. Including the following key threats:

- With the majority of Indiana's forests owned by aging landowners, the turnover rate, and subdivision in land ownership is expected to accelerate significantly and threaten forest sustainability.
- The lack of management or inappropriate management of forest resources.
- Inappropriate development of forestland, and public policies that encourage or accelerate forest losses.
- Inadequate incentives to retain forests, restore forests, and manage forests for the goods and services needed.
- Inadequate public understanding of the economic potential and proper management of Indiana's forests.

- Invasive plant, pest and animal species, which threaten forest health and productivity.
- Inadequate coordination of public and private efforts to address the sustainability of Indiana’s forests.
- Short and long term access to reliable forest owner assistance programs, and resource management incentives and service providers. Including shortage of trained foresters.
- The high cost of owning and managing forests as a long term investment threatens forest sustainability.

The strategic directions of this plan focus on key issues facing Indiana’s private forests in the coming decade. Insuring their health and sustainability will require short and long term strategies which take into account the long planning horizons, and long term forest pressures often coupled with short term windows of opportunity.

Goals and Objectives

GOAL #1: Retain Working Forests at Current Levels

Indiana’s forests are at a turning point, with forest inventories give early indications that forest acres may be in decline. Aging owners, which control a large percentage of Indiana’s forests, are projected to liquidate ownerships at a rapidly accelerating pace. These forestlands will face clearing, subdividing and inappropriate land management practices- all threatening forest resource sustainability. New owners also bring new opportunities for land stewardship.

- A. ***Strengthen the Classified Forest & Wildlands Program*** by adding value for participating counties and landowners. The Classified Forest & Wildlands program provides property tax incentives to retain and manage forest lands. It is Indiana’s primary incentive program encouraging landowners to keep forests and undeveloped wildlands on the landscape to provide watershed protection, wildlife habitat, and wood products. Participating landowners receive a property tax reduction in return for following the programs land conservation requirements. To date only 15-20% of eligible lands participate in the program: approximately 600,000 acres on 12,300 ownerships. These well managed forests provide considerable public benefits.
1. Modify the Classified Forest & Wildlands program to add value for program participants and counties. For participants this may include accelerated write-off of forest management expenses, Indiana capital gains treatment of timber income, carbon credit payments, preferential access to cost share incentives for land management, tax credits and others.
 2. Enroll additional forest and natural resource lands at a target rate of 13,200 acres/year, compared to the 10 year average of 12,560 acres new enrollment. (5% increase in rate of enrollment).
 3. For CFW enrollment, target large tracts and forests identified as having high potential for forest stewardship (from 2006 Spatial Analysis Project).
- B. ***Design and institute improvements to CFW program administration.*** The program’s success has increased the administrative aspects of the program. Modernization of

the program's administrative aspects is needed to keep the program sustainable, certified and of high integrity. Modernization is also needed to reflect the changing land ownership patterns and taxing structures.

1. Update support and administrative aspects of the program through law, rule and policy changes to reduce the administrative burden on landowners, DNR managers, and county officials, while maintaining high program integrity.
2. Of particular concern are land splits, enrollment and withdrawal procedures, and the problem cases brought in by 2007 merger of the Classified Wildlife Habitat (CWH).
3. Accelerate the reinspection schedule for lands brought in by the CWH merger.
4. Merge multi-tract ownerships to reduce report requirements.
5. Provide additional staffing to handle administration and problem cases, thereby allowing field foresters to dedicate more time to forestry field work.
6. Broaden program support by county officials for increased program enrollment.
7. Reduced program administrative time by field foresters.

C. ***Long term conservation agreements*** with forest owners can provide needed options for long term retention and care of important forests. Many landowners are concerned about the future of Indiana forests. Some are concerned specifically about the transfer of family forests to their heirs and future owners. Others are concerned about forests in general and are willing and able to invest in long term conservation. The retention of environmentally important forests is a State wide concern, which will only heighten as aging owners accelerate the pace of land sales.

1. Develop long term land conservation options to retain critical Indiana forests- e.g. Indiana Forest Legacy Program. The program would allow and provide incentives (such as State income tax credits, or annual conservation payments) for participants to enter long term land protection and management agreements with Indiana or qualified conservation organizations. These agreements would prohibit development activity on the land, while maintaining rights of owners to undertake resource management activities.
2. Work with forest conservation constituencies to develop legislation enabling such incentives and long term protection.
3. Collaborate with the land trust community to conserve forestland, particularly regarding the use of working forest conservation agreements.
4. Work with Purdue Extension and other partners to bring estate planning programming and materials to forest owners.
5. Target 1,000 acres conserved within 2 years of enacted program.

D. ***Local planning and public policies*** significantly affect the retention and stewardship of Indiana's private forestlands. Conversely local policy can accelerate the break-up of forestland, conversion to non-forest uses, and threaten forest sustainability beyond

the immediate impact area. Healthy, working forests contribute greatly to healthy communities.

1. Encourage local planning and zoning officials to give due consideration to the full range of values provided by fully functional working forests.
2. Secure in-house planning expertise and provide technical and scientific assistance to local units of government to address forest resources within comprehensive plans and ordinances which encourage forest retention, management and restoration.
3. Work with appropriate groups to develop and present model forest conservation ordinances, definitions of important forests for planning purposes, mitigation programs, and other guidance that help conserve working forests.
4. Target: provisions in 10% of county plans giving due consideration and adequate encouragement to the importance of retaining working forests.

Goal #2: Accelerate the Restoration Indiana's Private Forests to Insure Long Term Forest Health

Provide landowners with incentives to accelerate management of working forests, especially on Classified Forest and Wildland tracts. (Adding Value for Conservation Landowners)

The health and productivity of Indiana's private forests impacts not only the current landowner- it also impacts future owners, neighboring owners, communities and the public at large. However, only a small percentage of Indiana landowners actively manage their forests for the resources they provide.

- A. *Insufficient financial and other incentives* to undertake long term forest management and restoration is often cited as a reason for inaction
1. Secure permanent and significant annual funding to the Indiana Woodland Restoration Program, and Forest Restoration Fund. Funds would provide cash incentives for: timber stand improvement, reforestation tree plantings, forest erosion control and BMPs, invasive plant and pest species control, and other forest restoration activities.
 2. Work to secure increased funding for forestry components of USDA conservation.
 3. Develop additional market incentives for ecosystem services provided by healthy managed forests, such as carbon trading and drinking water protection.
 4. Target: Increase in on-the-ground forest restoration work.
- B. *Accelerating the restoration of forests* on critical non-forested areas can help address water pollution concerns in water supply reservoirs, unhealthy streams and wetlands. Restoration can also enhance wildlife habitats and mitigate air quality concerns. The environmental benefit to society of restoring forests is immediate and long lasting. However, to the landowner restoration can be costly and the economic payoff not

seen in their lifetime. Additional incentives are needed to accelerate the rate of forest restoration on important lands and to restore forests where loss mitigation is required.

1. Establish incentives and enhance the Indiana Forest Restoration Fund with significant dedicated annual funding to accelerate the restoration of forests on targeted lands.
2. Expand the CREP programs to priority watersheds in Indiana where forest retention and restoration are critical strategies to improve water quality.
3. Recruit public and private funding needed for this expansion.
4. Establish a State forest mitigation bank to facilitate installation of required forest mitigation.
5. Target: 500 acres forest restoration plantings established. Two focused projects established.

Goal #3: Protecting Forest Resource Sustainability & Improving Forest Resource Awareness

A. Build incentives to boost implementation of forestry Best Management Practices (BMPs)

Timber in Indiana is a valuable commodity, and its harvesting significantly impacts the forest. While most logging in Indiana is conducted with adequate concern for the forest there are also plenty of cases to the contrary. A 'bad actors' law would mandate a base set of forestry best management practices to protect water quality. These standards would improve timber harvest practices and reduce detrimental soil erosion and water quality impacts of substandard harvesting practices.

1. Work with the forest community (e.g. industry, landowner and other groups) to develop a 'Bad Actors' system to address abusive timber harvesting practices. This could include a legislative action, with a required training component, timber sale notification and certification of loggers and professional foresters.
2. Investigate and undertake a "Call Before You Cut" program as used in other States to educate landowners about harvesting timber before their trees are sold or cut.
3. Target: Higher quality logging jobs, reduced stream sedimentation and soil erosion. Increase in the use of BMPs. Significant reduction in harvest operations that might be categorized as 'gross neglect' from a watershed and soil protection standpoint. Increase in post harvest forest restoration work due to increased knowledge of the landowner.

B. Improved access to forestry knowledge and technical information. Forest owners often cite access to forestry information as a limiting factor in their ability and willingness to undertake forest conservation projects on their land. Changing owner demographics and new technologies have changed the way information is accessed. Programs must recognize and adapt to these changes.

1. Develop and utilize an expanded series of 'demonstration forests' in cooperation with private landowners, conservation organizations, community forests and others to serve as examples of good forest management.

2. Assist in the development of a forest mentor program to utilize knowledgeable, enthused landowners and specialists to reach new forest owners.
3. Improve access and usability of web based information.
4. Continue publication of the Woodland Steward, expand its distribution and improve its web accessibility.
5. Improve materials related to the economics and investment aspects of forest ownership.
6. Work with US Forest Service, Purdue University Extension, American Tree Farm and other organizations to insure regular and adequate programming and research aimed at issues pertinent to Indiana's forest owners.

C. *Forestry Commerce web site – Improving access to the forest market place.*

Landowners, natural resource managers and the forest industry offer many goods and services. They also provide a market for forest products. However, difficulties finding and accessing these services and markets hampers forest conservation efforts, and limits the economic vitality of the forest products sector.

1. Develop a 'Forestry Commerce' web site in concert with other forestry partners to advertise timber available, consulting services, forest products material wanted, services needed, etc. This site would facilitate access to technical assistance and business networking that will enhance Indiana's forest related industries and services.
2. Target: An increase in contracted forestry business; increased number of businesses providing forestry services.

D. *Improve Landowner Access and Scope of Forestry Assistance.* The vast majority of Indiana's 100,000+ forest owners receive no professional forestry advice to guide the management of their land. Every year there is an estimated 10,000 new forest owners. State District Foresters currently assist approximately 2,300 landowners annually. The potential and need is much higher than now served. All programs need to recognize and adjust to the changing ownership demographics, the way owners interact with their forests, and willingness and ability to manage their lands. This problem is compounded by an aging forestry workforce and expected acceleration of highly experienced professionals leaving full time service.

1. Develop innovative approaches to reach more landowners, especially large landholdings and new landowners.
2. Investigate a "premium service" program for DNR assistance above the base services.
3. Increase the number of public and private foresters in the market place by 10%.
4. Establish forestry focus projects in each forestry district to accelerate contacts on critical forests, new landowners and large landowners.
5. Review the Division of Forestry structure and make improvements needed to effectively deliver and administer its programs.
6. Develop effective programs to recruit, retain and train professional foresters and natural resource managers.

7. Boost the integration of new technologies to improve program delivery. Make these new resources available to private sector forestry businesses and NGOs.
8. Target: 10% additional landowners assisted by trained professional foresters, and corresponding increase in forest management activity.

E. ***Invasive animals, plants and pests*** impact the health and sustainability of Indiana's forest resources.

1. Develop with conservation partners a statewide invasive species management strategy.
2. Provide landowners and land managers with the training, tools and technical assistance to assess forest health on their lands and region.
3. Provide landowners with useful and sound information on the identification, impact and treatment of invasive species of concern.
4. Work with Fish & Wildlife agencies to develop policies and tools to manage wildlife populations at a level to support forest sustainability (e.g. deer, turkey, feral hogs).

Special Programs Section

Mission of the Special Programs Section

The Special Programs Section improves the practice of forestry on Indiana's public and private lands. The Special Programs Section provides services in the following forestry specialties: Wildland Fire Management/Heavy Equipment Operations, Community and Urban Forestry, Forest Health/Invasive Species, Forest Resource Information, Conservation Education and Geographic Information Systems.

Wildland Fire Management

The Wildland Fire Program assists landowners by providing wildland fire training and equipment to rural fire departments. These fire departments provide initial attack on all of Indiana's privately owned forests. Prescribed Fire has become an accepted tool for habitat regeneration and maintenance on both public and private land. The Wildland Fire Program provides training in Prescribed Fire Management. This training allows public and private land managers to use fire effectively as a management tool. We also provide direct assistance to other divisions and agencies in conducting prescribed burns and in wildfire suppression.

Heavy Equipment Operations/Central Garage

Heavy Equipment Operations provide direct assistance to our State Forest System in resource management, recreation management and construction. The Central Garage serves as a clearing house for all Division of Forestry fleet management activities including purchasing, maintenance, repair and disposal of vehicles. The vast majority of the vehicle fleet is assigned to the properties section or the CFM section.

Community and Urban Forestry

Over 80% of all Hoosiers live in cities and towns. The Community and Urban Forestry Program assists these landowners through technical assistance, training, and monetary grants for management planning, street tree inventories, tree planting and other urban forestry projects.

Forest Health/Invasive Species

Forest health and invasive species are major threats to both the urban and rural forest. The Forest Health program provides assistance to Indiana's landowners through education and outreach to resource management professionals. We also provide diagnosis of forest health problems and survey for a wide variety of both exotic and native forest pests.

Forest Resource Information

The Forest Resource Information Program gathers information to support a wide variety of forestry programs. Data from the Forest Inventory and Analysis program are used to support forest certification efforts through the Forest Stewardship Council, the Sustainable Forestry Initiative and the American Tree Farm System. These data are also used by the forest products industry when deciding on opening or expanding a wood related business here in Indiana. FIA data are used to monitor the sustainability of Indiana's forests. The Forest Resource Information program also gathers data on sawmill outputs, prepares economic analysis and generates a variety of reports on the forest products sector of Indiana's economy. In addition, the Forest Resource Information Program provides technical assistance to the primary and secondary wood using industry.

The Forest Resource Information Program also administers the Licensed Timber Buyers Program, the Hardwood Ecosystem Research Project on State Forest properties, and the Indiana Forestry Best Management Practices Program.

The Geographic Information Systems (GIS) program provides support in data collection, analysis and display to the entire Division of Forestry.

Conservation Education

The Conservation Education Program works on several fronts to help Hoosiers make informed decisions about resource management. Project Learning Tree works with adult educators to train children in grades K-12 using trees and forestry. PLT uses the forest as a "window" on the world to increase student understanding of the environment; stimulate critical thinking and develop a student's ability to make informed decisions on environmental issues. Conservation Education also works directly with landowners through the Demonstration Forest Program. Through the Demonstration Forest Program

private landowners agree to host field days and one-on-one visits to demonstrate a wide variety of forest management activities to other landowners.

Major Issues Affecting the Section

Dependence on federal grant dollars- Most of the programs depend on federal grant dollars to cover some program costs. This is of particular concern in Wildland Fire, Community and Urban Forestry and Forest Health. The U.S. Forest Service will be redesigning how grant funds are distributed and managed. We will be competing with 19 other northeastern states for 60% of the funds we currently receive through a formula based funding process. We must find ways to reduce our dependence on federal dollars and make up the difference from other sources.

Lack of depth in staffing- The Special Programs Section operates with a small staff. Most of our work is leveraged through other people and groups rather than by having large numbers of employees. This creates efficiency but concentrates program knowledge and history in too few people. When people leave through retirement or a job change, most of the program history and knowledge leaves with them.

Aging workforce and succession planning- The Special Programs Section faces the same issues as the rest of the division and department in dealing with the large number of employees who will be eligible for retirement in the next five years. Eight of the current nineteen employees fall into this category. We need to broaden the pool of internal candidates in order to increase our opportunities to promote from within. Promoting from within will help us to maintain a high level of customer service

Wildland/Prescribed Fire

Issue

Prescribed Fire has been used successfully to manage warm season grasses. We are also seeing prescribed fire emerge as part of the management strategy in oak regeneration. In addition, Fire Headquarters personnel are being called to assist on large and/or complex wildfires. This increased demand in both fire suppression and prescribed fire indicates that we need to build more capacity in our fire operations.

Goals

- 1) Combine the Morgan-Monroe and Fire Headquarters office operations into one new facility. This will relieve overcrowding at Fire Headquarters and Morgan-Monroe and allow us to combine the use of printers, computers, phone systems and internet into one location. We will then turn the existing Morgan-Monroe office into an Education/Interpretive Center
- 2) Increase training and technical assistance in wildland fire suppression and prescribed fire to volunteer fire departments, state and federal agencies, land trusts and other interested parties.

- 3) Increase the amount of prescribed burning for the regeneration of oak/hickory.
- 4) Increase the amount of prescribed burning in warm season grasses.
- 5) Increase the support to State Forest properties in resource management and recreation management.

Heavy Equipment and Central Garage

Issue

The State Forest Properties section is aggressively pursuing resource management, recreation management, and the repair and remodeling of buildings and infrastructure. This is placing increased demands on the Heavy Equipment/Central Garage operation.

Goals

- 1) Separate the Wildland Fire/Central Garage operations to clarify the roles, goals and expectations of each program area.
- 2) Increase the resources focusing on equipment operations on State Forest properties.
- 3) Purchase additional equipment to support the maintenance and rehab of recreation areas and buildings in cooperation with the Department of Corrections.
- 4) Continue to modernize the vehicle fleet to reduce the costs associated with breakdowns and extensive maintenance.

Community and Urban Forestry

Issue

The Community and Urban Forestry Program services the 80% of the Hoosiers that live in cities and towns. The urban forest is critical to the livability of these communities. A healthy, sustainable urban forest improves property values, supports a thriving horticulture, arboriculture and urban forestry industry. The urban forest also helps to clean the air, cool summertime temperatures, and provide valuable habitat for wildlife. We currently rely on federal dollars to provide 75% of the funding for this program. The U.S. Forest Service redesign efforts will result in a funding loss that must be mitigated if we are to have a viable program.

Goals

- 1) Move the current Community and Urban Forestry Office to the Natural Resources Education Center at Ft. Harrison SP. The rent saving will be used to provide additional funding to cities and towns.
- 2) Shift current resources from federal dollars to state dollars.
- 3) Establish a state funded cost share program similar to Hometown Indiana.
- 4) Increase urban forestry training and technical transfer to cities, towns and other interested people and organizations.

Forest Health/Invasive Species

Issue

Forest health issues and invasive species have been identified as major threats to native ecosystems. Resource management professionals as well as public and private landowners need more technical assistance, training, and management expertise in dealing with these issues. We need to offer timely management advice and treatment options to control invasive species on private and public land.

Goals

- 1) Increase the invasive species control efforts on State Forest properties in order to establish successful procedures that can be used on private lands.
- 2) Publish the Forest Pest Informer at least twice a year and include a section on the management and control of invasive species.
- 3) Increase the number of workshops and technical transfer sessions to resource management professionals and private landowners.

Forest Resource Information Program

Issue

The demand for information about Indiana's forest resources continues to increase. Accurate information is required to meet Forest Stewardship Council, Sustainable Forestry Initiative, and American Tree Farm System Certification standards. In addition, the primary and secondary wood using industries require accurate information to help them make decisions on developing new businesses or expanding existing business. This information is also in demand in the international business arena as more foreign businesses require proof that forest products come from sustainable, legally harvested forests.

Goals

- 1) Establish a Continuous Forest Inventory System on State Forest System that will generate information with 95% CI +/- 10%. We will establish and re-measure the plots on a five year cycle. We will install 1 plot for every 100 acres of State Forest land.
- 2) Increase the assistance that we are able to provide to the primary and secondary wood using industry focusing on attracting and expanding business opportunities.
- 3) Develop a logger/forester training program and a notification rule through legislation that will assist us in monitoring the use of Best Management Practices for Forestry.
- 4) Increase our ability to do in house economic analysis on a wide variety of forestry activities.

- 5) Implement a cost share program to assist loggers in acquiring and using environmentally friendly logging equipment. This program will be funded at \$400,000 initially.

Conservation Education

Issue

Through our current education activities the division reaches only a small portion of Hoosiers. We estimate that 80% of the timber sold in Indiana is sold without the benefit of professional forestry assistance. Children also spend less time out of doors interacting with the natural environment. To counteract these situations, Indiana citizens of all ages need educational opportunities that will enable them to learn about the management of their natural resources. Decisions and opinions on natural resource management should be made based on factual information and scientific data rather than emotion. This educational effort needs to focus on children, private landowners, and visitors to our State Forest properties.

Goals

- 1) Develop a state of the art Forestry Education Center in the metro Indianapolis area.
- 2) Increase the number of educators actively using Project Learning Tree.
- 3) Increase the number of Demonstration Forests throughout the state.
- 4) Increase the educational and interpretive programming throughout the state.

Conclusion

The Special Programs Section supports forest management on both public and private lands. These programs must grow in order to keep pace with growth in the Properties Section and Cooperative Forest Management Section. This plan will allow us to keep pace with that growth and place the necessary resources on the ground to deal with the anticipated reduction in federal funding and to allow for an orderly transfer of program management to a new generation of employees.

Nursery Section

The nursery section consists of 2 programs: Nurseries and Tree Improvement. The nursery program distributes between 3-4.5 million seedlings annually to approximately 4,000 Indiana landowners. The tree improvement program manages seed orchards to provide improved seed of selected high value hardwood species, to provide seed which is difficult to collect and is responsible for the procuring of all commercial seed sources.

Our Mission

To grow and distribute to landowners, high quality plant materials for conservation plantings. Conservation plantings include plantings for timber, wildlife windbreaks, soil and water protection, reclamation, carbon sequestering and education.

Quality

We produce the highest quality stock that our knowledge and resources permit. We produce a diverse group of species from best seed sources available, which includes progeny tested seed orchards. We mix all of our seedlots to ensure that each customer receives the highest quality and most diverse stock available.

Issue

The declining sales market with the reduction of funded Government programs.

Goals

- 1) Hold production at 3-4 million seedlings annually or as demand warrants.
- 2) Increase production if Federal programs became more prominent.

Issue

Make available a wide variety of native species and a variety of packets to meet landowner needs.

Goals

- 1) Offer 40-50 species and age classes of high quality stock. Continue with current breakdown between Hardwoods, Conifers and Shrubs.
- 2) Offer a wider variety of specialty packets, with lower quantities of seedlings.

Issue

Preach the word of tree planting in order to inform people of our ability to grow quality plant stock.

Goals

- 1) Develop new marketing techniques to reach out to new groups.
- 2) Work with other DOF sections to spread the word of tree planting.

Issue

Declining sales and the increasing costs of all processing materials. Look at various techniques to recover nursery expenditures.

Goals

- 1) Set goal to reach 90%-100% recovery of Nursery costs through seedling sales.
- 2) Continue to grow Select line with possible introduction of American Chestnut. Look at marketing development of this line.
- 3) Test waters in alternative markets (various packets, grafts?, potted stock?)

Issue

Grow seedbuy program to obtain as much local seed source as possible. Look for ways to decrease the purchasing of seed from outside vendors.

Goals

- 1) Increase Seed Orchard acreage to 100+ Acres while obtaining as much seed needed for Nursery production as possible, potentially obtaining 25% - 100% of seed needs from these orchards of various species.
- 2) Grow the seedbuy program to collect as much local seed as possible for production through the use of D.O.C. crews and other DOF employees.
- 3) Establish Seed Orchards on State land to assist with Seed Orchard maintenance and seed collection through property personnel.

Issue

Consolidation of nursery program with entire production moved to Vallonia.

Goals

- 1) Keep production acreage at JP in shape to restart production as demand requires.
- 2) Maintain JP as a distribution point for N. Indiana seedlings and as a seed collection site for this area as well.
- 3) Develop new and maintain existing seed orchards located at JP.

Issue

Work to re-instate Out of State sales as a way to move excess stock.

Goals

- 1) Include price variance for out of state orders.
- 2) Only allow out of state sales after in state demand is met.
- 3) Allow for Select line to be sold out of state since these plants are not available anywhere else within the state.

Hardwood Economic Sub-Section

Vision

The Hardwood Economic Development program plays a significant role in fostering sustainable natural resource-based economic and industry development by (1) promoting and encouraging market opportunities among the appropriate stakeholders and customers, (2) offering assistance in providing unbiased scientific based technical knowledge, information, and training support (3) with technological innovations and business strategies to enhance the competitiveness of Indiana's Hardwood Industry.

Mission of the Sub-Section

To provide relevant promotional, technical and growth based assistance to augment the primary and secondary hardwood industry both domestically and globally.

Strategies

The Hardwood Economic Development program will implement the listed strategies to begin informing, promoting, educating, and augmenting Indiana's hardwood industry. Additionally, several of these strategies will be implemented to educate forestland owners and the general public to the value, sustainability and the economic importance hardwoods play in Indiana's agricultural community.

1. Marketing/Promotion & Education
2. Job retention
3. Competitive Business Strategies
4. Industry Recruitment

Goals, Objectives, and Action Steps

The Hardwoods Economic Development program will act as a support center for outreach on, business strategies, educational and training assistance, technology transfer, industry growth and promotional efforts for the primary and secondary hardwood industry. This program will support sustainable natural resource-based industry, communities and private forest land owners in Indiana.

Indiana Hardwoods: Strengths, Weaknesses, Threats and Opportunities

Competitive strengths:

4.3 million acres of sustainable high quality timber.
A central location within one-day drive of two-thirds of U.S. population
Diverse base of primary and secondary industry
Multi-generational family businesses
Collaboration and support among industry and state agencies
Qualified work force

Significant weaknesses

Negative image within the activist environmental community
Navigating change
Non relationship-centric
Cash flow/small profit margins
Fragmented - lacking general industry marketing expertise
Disjointed industry data base

Significant threats

Political changes – federal/state regulations
Global competition
Lack of skilled labor
Urbanization
Segmentation of private forest lands

Opportunities

Export markets
Economic (grants) incentives
Sustainable forests
Niche markets
Branding program
Log fumigation
State agencies support – DNR and ISDA

Identified Strategy: Marketing/Promotion & Education

Inform Indiana's primary and secondary industries of the Hardwoods Economic Development Program's principles. Educate and promote Indiana's high quality hardwoods, premium forest products, and manufactured products to customers domestically and internationally. Moreover, this program will continue its focus on advancing the public's perception and knowledge of the role/impact that forest products play in Indiana's economy. Additionally it will inform and encourage industry, forest landowners and the general public of the sustainability of Indiana's forestland and the importance of (BMP) "best management practices".

Goal #1 (outreach) Begin promotional campaign to inform current and potential Indiana forest based customers, domestically and globally, of the Hardwoods Economic Development (HED) program and premium Indiana forest products.

Objective #1: Research domestic trade show opportunities that support and could potentially increase the hardwood business in Indiana.

Action Steps:

1. Contact trade show representatives and request demographics.
2. Select shows that meet primary and secondary industry criteria.
3. Discuss potential with International Trade program manager.
4. Provide a proposal to Assistant Director of Economic Development.

5. Obtain trade show materials.
6. Attend show(s) marketing Indiana premium forest products.

Objective #2: Research international trade shows opportunities that support and could potentially increase the hardwood business in Indiana.

Action Steps:

1. Research countries and types of markets they support. (merging, growth, mature)
2. Select type of market(s) to meet industry qualifications.
3. Contact trade show specialists for demographics.
4. Communicate with Hardwood States Export Group and AHEC on possible shared expenses.
5. Discuss with International Trade program manager on possible synergies.
6. Provide a proposal to Assistant Director of Economic Development.
7. Develop trade show materials.
8. Attend show(s) marketing Indiana premium forest products.

Objective #3: Host international trade mission.

Action Steps:

1. Discuss strategy with Program Manager (ISDA) of International Trade.
2. Make contact with governmental officials while on overseas trade mission expressing interest in reverse opportunity.
3. Plan possible dates to visit.
4. Contact IEDC international specialists for possible support.
5. Contact Lt. Governor staff
6. Plan agenda to include possible industry visits.
7. Hotel, reception(s) and logistics.

Objective #4: Focused trade missions with priority on one industry segment to explore market opportunities.

Action Steps:

1. Research identified segment and possible business opportunities.
2. Work with International Trade program manager on logistics.
3. Provide a proposal to Asst. Director of Economic Development
4. Set up possible dates to meet international clientele.
5. List potential industry prospects to participate.
6. Invite industry prospects.
7. Provide specific appointments and details of trade mission.

Objective #5: Create a Hardwood Advisory Board to provide a sounding board to program manager.

Action Steps:

1. Establish an advisory board.

2. Board members will represent industry representatives, academia personnel and other appropriate members.
3. The advisory group will meet quarterly to review work activities and provide input to the program.

Objective #6: Provide outreach to advance the public perception and knowledge of the role that forest products industry plays in the Indiana economy. Inform general public and forest landowners of Indiana's sustainable forests and encourage best management practices (BMP).

Action Steps:

1. Develop power point presentation with input from Department of Natural Resources (DNR), Purdue and ISDA Communications personnel.
2. Compile a list of regional and county Department of Natural Resources specialists available to assist the public needs and concerns.
3. Industry press releases to the local media.
4. Speaking engagements to service organizations, clubs, industry meetings etc.
5. Working with Agriculture Economic Development Initiative counties that have a hardwood strategy.

Identified Strategy: Job Retention

The growing competition from wood product manufacturing both domestically and globally threatens the viability and potential of Indiana's hardwood industry. Indiana has lost over 3000 jobs from 2001 to 2006 including seven plant closings. Many companies view this situation as hopeless; it seems impossible to compete with overseas firms that pay cents on the dollar for labor along with fewer regulations. While direct competition in such an environment may prove extremely difficult to impossible, we must first begin to look at change. We need to invest in our people creating organizations that are able to learn and adapt to change rapidly. Increasingly knowledge is power, and the ability to have the brightest and best minds working on the company's issues is critical to resolving the complex problems associated with significant change. Offering federal, state and local incentives to fund these educational skills and technological advancements will keep the hardwood industry competitive with an educated and navigable to change work force.

Goal #2 Retain employment base – no net loss of jobs in hardwood manufacturing with priority in the secondary industry.

Objective #1: Inform industry of state and federal monies or grants that are available to fund technology improvements for expansion and/or new business ventures.

Action Steps:

1. Research and compile a listing of these state and federal grant opportunities.
2. Invite state agencies (IDWD, SBDC) universities to regional meetings to promote their programs.
3. Provide informational packet on Purdue's Technical Assistance Program (TAP).

4. Offer technical assistance from ISDA's grant program manager in the application process when required.

Objective #2: Occupational and career training to enhance employee skill levels with opportunities for advancement.

Action Steps:

1. Publish a listing of agencies that offer training opportunities to enhance employee production and the prospects of advancement.
2. Research possible federal, state and local grants available to fund training.
3. Invite established programs to regional and state functions to inform and promote their services.
4. Provide informational training materials to appropriate personnel on industry sales calls.
5. Offer outreach assistance and services when needed or requested.

Identified Strategy: Competitive Business Strategies

If Indiana's primary and secondary hardwood manufactures are to remain competitive in the world economy they will need to focus on the fundamentals that offer organizational leadership that is multidimensional, relationship-centric and bottom line focused.

Creating organizations that are quick to learn and adapt in this changing global economy adding value to products and/or services to increase their market share.

Business as usual domestically will only intensify, industry must begin and/or continue to aggressively promote and forge long-term business relationships within the emerging, growing and mature markets abroad, promoting their products and services. Value added products and services to a more diverse customer base will strengthen industries ability to participate in the world economy.

Goal #3: To inform and educate hardwood industry on competitive business strategies that produce added value products, bottom line focused, and spawns stronger customer (relationship-centric) interaction to focus on the customer's needs and profitability.

Objective #5: Develop a series of informational seminars to educate, communicate and expand the hardwood business opportunities to potential customers, forest products community, forest landowners and the general public

Action Steps:

1. Budget monies for marketing tools for the hardwood program.
2. Develop trade and program brochures, displays, newsletter and website.
3. Working with the communications and outreach program to develop and/or support each information piece.
4. Budget, purchase and develop displays for an ISDA trade booth for shows.

Objective #2: Research/develop possible new strategies or business models to allow companies to increase bottom line margins and/or domestic/global business opportunities.

Action Steps:

1. Research successful industries to build possible models.
2. Consult industry experts, universities and DNR to develop a program to address industry issues.
3. Set up regional/county seminars to disseminate this information to the primary and secondary industries.
4. Industry leader's i.e.... Kitchen cabinet manufactures to speak on successful companies and/or business models.
5. Market through regional and other industry meetings.

Identified Strategy: Industry Recruitment

Indiana currently ranks #1 in office furniture production and manufactured homes, #2 in hardwood veneer and plywood and 14th in the nation in total wood products exported. Having a diversified base of hardwood manufactures gives Indiana a much greater potential to attract complementing industries.

Environmental pressures, strict national polices, complex regulations and developing economies abroad have created an increased demand for our forest products. These developing countries will continue to amplify their needs; giving Indiana primary manufacturers the opportunity to expand sales and employment.

Goal #4 Encourage and support hardwood industry growth in sales, manufacturing facilities, products and/or employment by offering domestic and global business opportunities. Communicate all federal, state, and local service/grant programs (IDWD, SBDC) and training resources (TAP, TAG) to enhance industry competitiveness.

Objective #1: Hardwoods economic development program manager and/or export program manager to attend and to encourage industry participation in trade show opportunities globally and domestically.

Action Steps:

1. Contact trade show representatives domestically and export to request demographics.
2. Select shows that meet primary and secondary industry criteria.
3. Research global countries and the type of markets they support.
4. Communicate with export program manager on possible support and strategy.
5. Contact Hardwood States Export Group and American Hardwood Export Group on possible shared or supported expenses (trade booth, cost of booth etc.).
6. Contact Indiana Economic Development Corporation trade specialists for language translation (global).
7. Prepare marketing brochures and/or hand outs promoting Indiana premium forest products.

Objective #2 Identify prospective industries, possible alliances and/or merger opportunities to expand the forest products base.

Action Steps:

1. Attend industry and association meetings to network with potential interested parties.
2. Communicate with Hardwood States Export Council for possible synergies between out-of-state primary and secondary industries.
3. Identify Indiana manufacturing industries that are looking to expand their business opportunity

Objective #3: Inform industry of federal, state and local service programs along with training programs to better enhance their competitiveness through education, new mechanized technologies and/or manufacturing (lean) practices

Action Steps:

1. Communication with ISDA grants program manager to identify possible areas of federal, state and local financial incentives.
2. Contact Indiana Workforce Development on programs available to help industry to compete successfully in a global economy.
3. Contact Indiana Small Business Development Center on their available resources.
4. Make contact with Purdue Universities TAP program on resources.
5. Work with local economic development, chamber, industry associations and universities to plan seminars.
6. Organize regional meetings/seminars throughout the state for primary and secondary industries to communicate the benefits and programs available.

Objective #4: Initiate and/or conduct research that provides assistance and meets the needs of the manufacturing industry.

Action Steps:

1. Conduct a needs assessment. Once needs are identified, initiate and conduct research and/or training.
2. Work cooperatively with universities, funding organizations and related partners to secure funding for identified needs.
3. Conduct research in a timely and professional manner.
4. Provide customers with user-friendly information and findings on research projects.