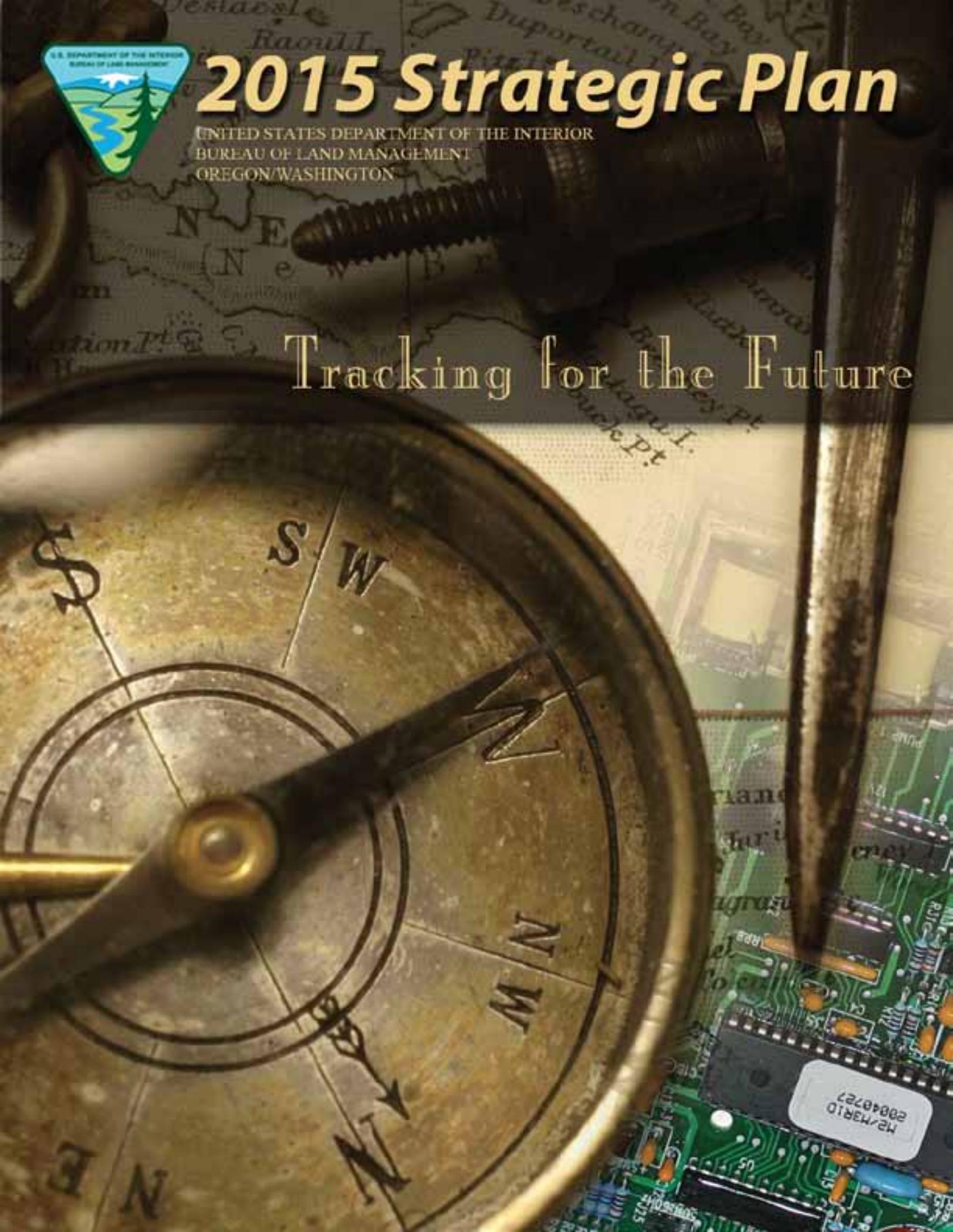




# 2015 Strategic Plan

UNITED STATES DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT  
OREGON/WASHINGTON

Tracking for the Future





### **BLM Vision:**

To enhance the quality of life for all citizens through the balanced stewardship of America's public lands and resources.

### **BLM Mission:**

To sustain the health, diversity, and productivity of the public lands for the use and enjoyment of present and future generations.

### **BLM Values:**

To serve with honesty, integrity, accountability, respect, courage, and commitment to make a difference.

### **BLM Priorities:**

To improve the health and productivity of the land to support the BLM multiple-use mission.

To cultivate community-based conservation, citizen-centered stewardship, and partnership through consultation, cooperation, and communication.

To respect, value, and support our employees, giving them resources and opportunities to succeed.

To pursue excellence in business practices, improve accountability to our stakeholders, and deliver better service to our customers.





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# State Director Perspective

We have a history of working with our neighbors as stewards of a productive and inspiring landscape. Our multiple-use mandate requires that we balance use of the lands and resources with protection and restoration of this public lands legacy.

One of the best avenues of reaching those goals is to take a strategic approach to accomplishing this work in a measurable amount of time. Careful planning is required if we are to be successful in that endeavor. The accomplishments of those who came before and the aspirations of coming generations require that we frame our mission in a way that is both achievable and measurable. Every goal that we set for ourselves must have strategies that align with the goals of the Department of the Interior and with the Bureau-wide goals.



This 2015 Strategic Plan will provide overall direction toward our vision. It lays out the blueprint for major issues we expect to see in natural resources management and how the many disciplines and support functions will respond to meet our mission by integrating and complementing all the work we do. It is a document that provides managers and employees a focus for their program of work over the next five years while affording the flexibility to adapt to changes we are likely to see in the workforce, in the budget, and in the political, scientific and technical environment we will face. This Strategic Plan is the result of collaborative efforts across every work discipline in the region.

Some of the work we do and the services we provide can be contentious. The upside is that people care about what we do. Our challenge is to accomplish our mission in a way that demonstrates value and stewardship for our many stakeholders. We value the dedicated efforts of our employees in accomplishing this important work.

These treasured landscapes intersect with the lives of people in the region and beyond. Our legacy to future generations is best served by integrating the environmental, social, and economic issues and values throughout our program of core and support work. This Strategic Plan does more than establish goals for OR/WA BLM; it also guides the management decisions that can ensure accountability for results. We will need your support to retain the promise and possibilities of the National System of Public Lands in Oregon and Washington.

A handwritten signature in black ink, appearing to read 'Edward W. Shepard'. The signature is fluid and cursive, written over a light-colored background.

Edward W. Shepard  
State Director  
Oregon and Washington



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## Purpose and Need

The BLM plays a pivotal role in creating a new energy frontier, tackling climate impacts, protecting America’s treasured landscapes, managing water resources and riparian environments, and creating a 21st Century Youth Conservation Corps. The Oregon/Washington BLM manages a multitude of resources through various programs – such as rangeland resources; soil, air, and water; minerals; forestry; recreation; etc.

Our people and the resources we manage are a major contributor to the economy and social fabric of our communities. It is imperative that we position the BLM in Oregon and Washington to meet the challenges of the future and meet the Secretary’s priorities that cut across all resource programs as well as support programs. Given this as a backdrop, it has never been more important to address the fundamental questions of:

- Where are we now?
- Where do we want to be?
- How will we get there?
- What can we realistically achieve in a changing budget environment?

The purpose of this Strategic Plan is to complement and integrate these programs, funding, and staffing.

## BLM Oregon/Washington Vision

This 2015 plan integrates and complements the efforts of our employees and dedicated partners for purposes of:

- Conserving water for a healthy environment
- Performing landscape-scale species conservation
- Enhancing the sustainability of rural communities
- Working to mitigate climate change impacts
- Providing opportunities for the American public of all ages – especially children – to connect to the outdoors; and
- Protecting the Pacific Northwest’s special places

We provide a great place to work – our employees feel valued and are contributing to important work. Our work environment is respectful and safe; we attract diverse and talented people; we coach, mentor, and develop our employees. We are an employer of choice.

## Strategies to Achieve the Oregon/Washington Vision

- Ensure resilient landscapes by incorporating climate change considerations in decision-making.
- Work collaboratively with other agencies, partners, and employees.
- Contribute to national independence by being proactive and responsive in processing energy development proposals while maintaining and restoring healthy landscapes and protecting and enhancing water, wildlife, and other natural resources.
- Develop and implement landscape-level approaches to managing sagebrush, aquatic, and forest habitats for conservation of associated species.
- Manage the use and protection of the unique resources of our treasured landscapes.
- Use efficient and effective business processes that support mission work.

## Connecting to the Department of the Interior

The Oregon/Washington (OR/WA) 2015 Strategic Plan is well aligned with the proposed Department of the Interior 2010-2015 Strategic Planning Framework. By connecting the OR/WA Strategic Theme areas with the proposed mission areas of the DOI Framework, we are well positioned to proactively address future resource issues. We can continue to be a leader in landscape solutions as our other program areas (recreation, grazing, fire, lands and minerals, etc.) are enhanced or shaped through these concepts. Director Robert Abbey believes the BLM can become the premier natural resource agency in all of government, and the OR/WA 2015 Strategic Plan advances those national BLM core values, principles and concepts

## Our Future

Strategic planning is iterative, a work-in-progress, which will put us “ahead of the curve.” It is similar to an “adaptive management” approach that many of us are familiar with in our day-to-day work. The answers cannot be clearly defined until we identify the questions and work through them to a conclusion. We don’t control all of the factors that affect our mission and programs, but we **do** control the way we react to all those influences. The most important thing we control about our future is how we respond to the changes that come our way. By addressing potential shifts in our work of the future, strategic planning will help position the agency to make informed choices, while retaining some flexibility as things change.

This strategic plan introduces 10 broad strategic themes that focus the direction for the Oregon-Washington BLM over the next five years. These 10 strategic themes complement and integrate the work employees do to accomplish the mission of OR/WA BLM. Every employee plays a critical role in making this plan successful and, thus, each employee should have a direct or indirect connection to the work they do and one or more of the strategies that follow.

# Strategic Theme Area 1: Climate Change

## Desired Outcome

By 2015, OR/WA BLM will have the tools, partnerships, and policies that will help to inform actions taken by specialists and managers. Decisions will better adapt to or mitigate the impacts of climate change on our resources. This vision will assure that management actions will be viewed with climate change in mind, and tactical decisions can be made to reduce impacts and contribute to ecosystem resiliency.

## Why it is Important

Current predictions indicate that the effects of climate change may have significant impacts to the OR/WA environment on water quantity and quality, vegetation, fish, and wildlife. Resource managers will be challenged to integrate adaptation strategies (actions that help ecosystems accommodate changes adaptively) and mitigation strategies (actions to reduce our greenhouse gas emissions/carbon footprint) into overall plans.

## Main Strategies

- Adopt management actions and decisions that maintain or enhance ecosystem resiliency.
- Adopt management actions and decisions in consideration of the BLM's greenhouse gas contributions.
- Partner with other agencies and organizations to leverage and capitalize on climate change research, science, and shared policy issues.
- Inform and educate employees and the public about climate change effects on resource management activities and our strategy to build capacity for adaptive management.

## **Key Tactics**

- Continue implementing the federally mandated Environmental Management System – a defined process to help reduce an agency’s carbon footprint by analyzing activities and policies.
- Develop policies and products that will help solidify the BLM’s legal standing regarding National Environmental Policy Act (NEPA) and climate change.
- Continue the cooperative, interagency downscaling modeling efforts already underway and initiate new ones that would translate global-scale information to an appropriate geographic scale to answer management questions, such as greenhouse gas modeling on the east side of the State and the tan oak pilot project. Future efforts may include modeling vegetation and hydrology.
- Continue participation and collaboration in interagency and other organizational partnerships such as Climate Change Collaborative (C3), the Landscape Conservation Cooperatives (LCCs), and USGS Science Centers for Climate Change. Collectively, agencies will provide a critical review of climate change predictions and indicators to help guide our management decisions in the future.
- Identify key resources and habitats on BLM lands that may be affected by climate change and develop management options and tools to maintain or enhance their resiliency.

## **What is New or Different?**

The complexity and scope of climate change impels us to blur jurisdictional boundaries when considering climate change adaptation and reduction actions. We are working with partners to identify and use our best resources and expertise to collectively ensure resiliency of our public lands. The OR/WA BLM will conduct data gathering to easily aggregate with data from other agencies’ on-going data gathering, research, and monitoring.

## Strategic Theme Area 2: Healthy Land – Aquatic and Riparian

### Desired Outcome

Through BLM’s active management, aquatic and riparian habitats are resilient, listed species and their habitats are conserved, and water quality and availability are maintained for beneficial uses.

### Why it is Important

The OR/WA BLM has significant needs to protect/maintain and restore aquatic and riparian resources including water and habitat quality and availability. We expect that the effects of climate change and population growth will amplify existing aquatic and riparian resource issues including water quality, water availability, and water demand. We can significantly expand our capacity by working with partners in prioritized watersheds, thereby achieving greater benefits for aquatic and riparian resources.

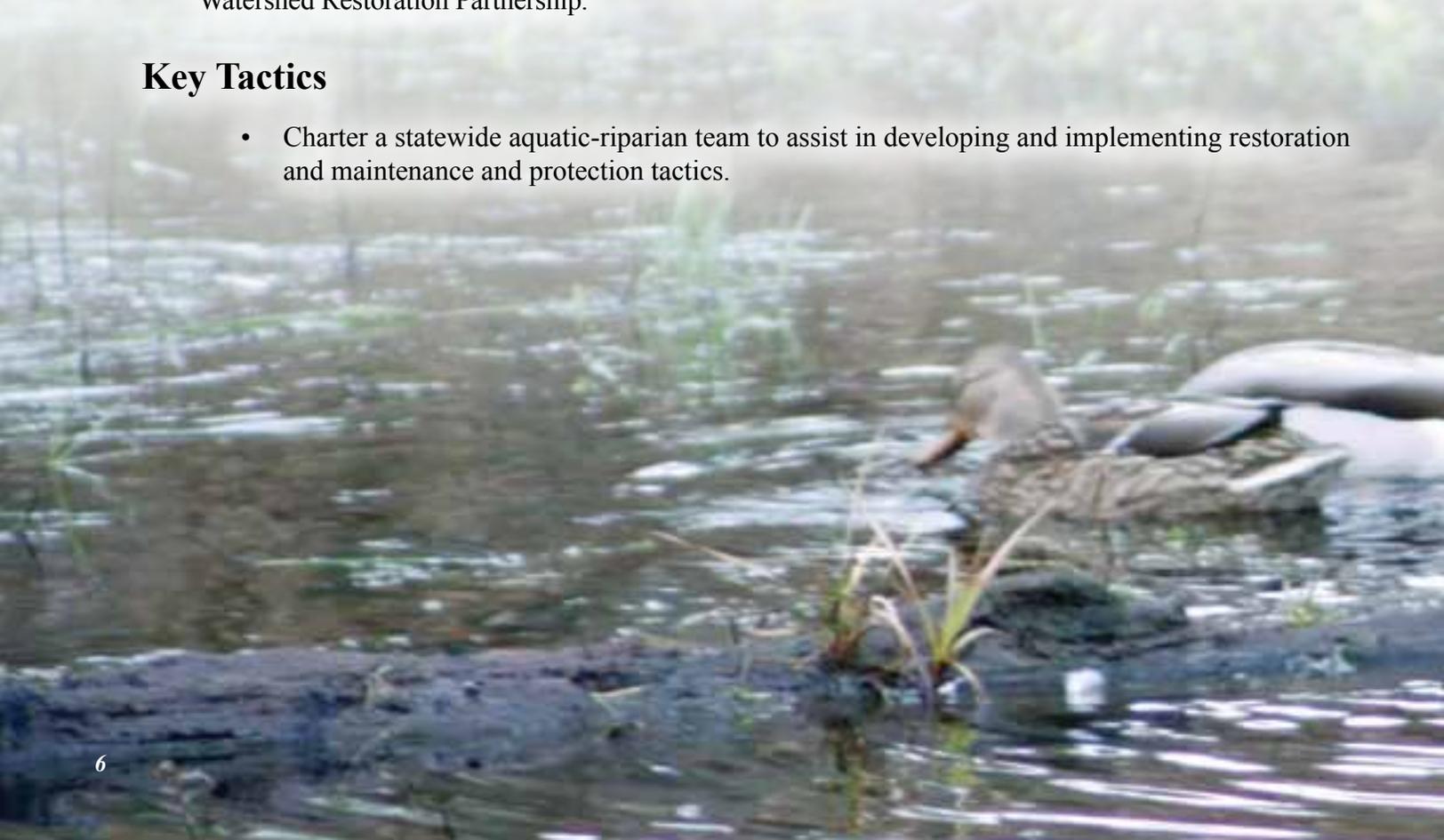
### Main Strategies

- In cooperation with key partners\*, prioritize sub-basins for restoration of aquatic and riparian habitat, water quality and water availability.
- Consolidate and refine operational direction and procedures to maintain and protect aquatic and riparian habitat based on current science and science synthesis documents.

\*Key partners could include other Federal agencies, State agencies (including Oregon Watershed Enhancement Board), tribal interests, watershed councils, and other interested parties such as the Whole Watershed Restoration Partnership.

### Key Tactics

- Charter a statewide aquatic-riparian team to assist in developing and implementing restoration and maintenance and protection tactics.



## Restoration Tactics

- Work with key partners to determine the most appropriate criteria for prioritizing subbasins for restoration in OR/WA and apply that criterion.
- Engage internal units and partners to concentrate substantial portions of available restoration investment in subbasins of mutual high priority.
- Focus restoration activities in priority subbasins before moving to restoration activities on other subbasins.
- Actively pursue funding through multiple sources.
- Continually share information across OR/WA on identifying, successfully competing for and leveraging additional restoration funding sources.

## Maintenance and Protection Tactics

- Working with key partners, synthesize existing aquatic/riparian conservation strategies, plans, and science.
- Using this information, develop and apply operational direction and procedures to conserve aquatic and riparian resources across OR/WA. Review, recommend, and implement monitoring protocols and data management. (ARIMS).
- Determine the scope, priority, reporting, and claim needs for BLM water rights and secure those rights necessary to protect aquatic/riparian resource values.

## What is New or Different?

This approach increases coordination across districts. It develops a statewide rather than local approach for restoration needs along with protecting and developing BLM water availability. It maximizes and leverages resources for restoration in the most important areas. It develops a consistent statewide aquatic/riparian conservation framework for ongoing management and new planning.



## Strategic Theme Area 3: Healthy Land – Forests

### Desired Outcome

Through BLM's active management, forest landscapes in Oregon and Washington are resilient, and terrestrial and aquatic species are conserved. In addition, these landscapes support sustainable communities and provide for their health and safety.

### Why it is Important

Forests in poor ecological health are susceptible to insects and disease, catastrophic wildfire, and are less adaptable to the potential impacts of climate change. Terrestrial and aquatic systems, water quality, and the public who depend upon goods and services from the forest can all be negatively impacted by significant insect, disease, and wildfire events. In addition, some forests need active management in order to maintain their resiliency, and others must be managed to provide economic benefits based upon legal mandates.

### Main Strategies

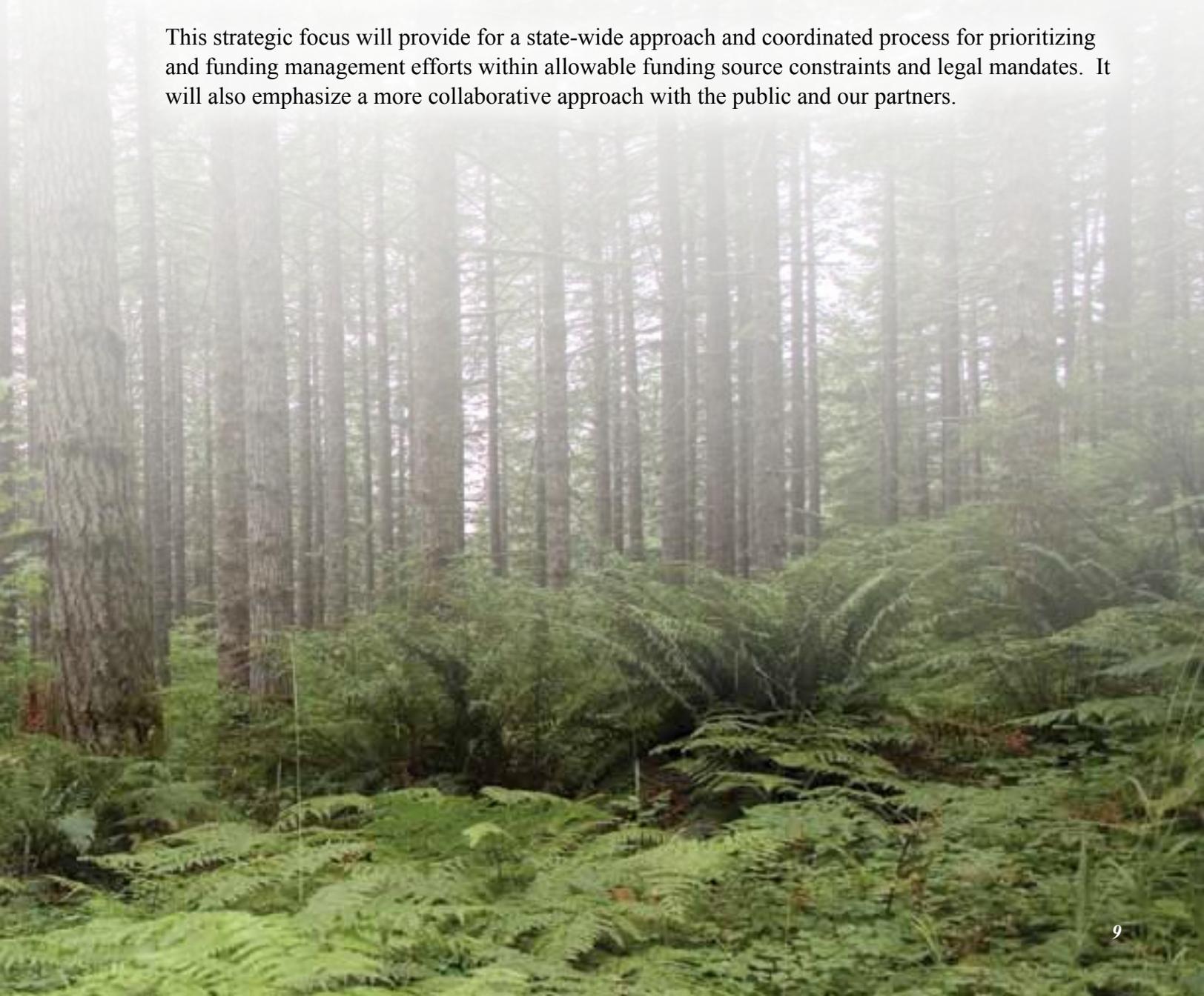
- Align resources on a statewide basis to implement management actions on priority areas.
- Engage the public through a variety of collaborative means to share information, to improve and broaden public support, and to pursue partnership opportunities.
- Improve internal business processes and knowledge transfer to support implementation of a well coordinated and integrated forest management program.
- Support the sustainability and maintenance of infrastructure of communities dependent upon forest landscapes for income, livelihood, and identity.

## **Key Tactics**

- Where forest health is an issue, use ecological health information to identify priority landscapes and to support land use planning and decision-making.
- Design treatments to minimize impacts to sensitive species and/or support Threatened & Endangered species recovery.
- Supply forest products to local communities on a sustained-yield basis.
- Improve public collaboration and information sharing through use of new technologies, stakeholder meetings, and forest education workshops.
- Implement improved internal knowledge transfer and communication processes.
- Evaluate business processes in order to be more effective, efficient, and integrated.

## **What is New or Different?**

This strategic focus will provide for a state-wide approach and coordinated process for prioritizing and funding management efforts within allowable funding source constraints and legal mandates. It will also emphasize a more collaborative approach with the public and our partners.



## Strategic Theme Area 4: Healthy Land – Sagebrush

### Desired Outcome

Oregon and Washington is a leader in sagebrush ecosystem conservation and dependent wildlife and aquatic species. The sagebrush biotic community is healthy and resilient to climate changes. Issues and goals associated with healthy, functioning sagebrush ecosystems are integrated across BLM programs within Oregon and Washington and neighboring states within the Sagebrush Biome. These landscapes support sustainable communities and provide for their health and safety.

### Why it is Important

The OR/WA BLM manages the largest, contiguous and most intact sagebrush habitat left in the western United States. We have the opportunity to ensure that this habitat is not negatively impacted by authorized developments or other management actions, and to focus our restoration efforts on those areas where the greatest improvement can be achieved. We believe that we are best positioned to maintain ecosystem resiliency and respond to the effects of climate change than any other area with this ecotype. A consistent, focused, and well articulated strategy positions us well to compete for funding to preserve this important ecosystem. Coordination across Oregon and Washington and neighboring state BLM districts ensures that regional issues and strategies work to protect and enhance sagebrush ecosystems at an appropriate scale.

### Main Strategies

- Maximize organizational effectiveness at the landscape level to facilitate maintenance of the highest quality habitat, ecosystem resiliency, and restoration of sagebrush ecosystems across district boundaries.
- Develop strategic partnerships to implement collaborative sagebrush management strategies at a landscape scale.
- Contribute to stability for local communities dependent upon sagebrush landscapes for income, livelihood, and identity.



## **Key Tactics**

- Develop common strategy on eastside districts to manage workload and workforce to address focal areas.
- Develop integrated budgets for planning and implementation.
- Develop an accurate spatial data set to help identify problems and define focal areas.
- Plan and implement landscape-level internal units and partners to concentrate substantial portions of available restoration investment in high priority focal areas.

## **What is New or Different?**

The traditional approach has been to provide funding to the field without a statewide strategy to allocate our financial and human capital on identified focal areas. Most of the issues related to sagebrush ecosystem conservation and restoration are regional in scale. However, the BLM often has addressed these issues on a project-by-project scale within individual Resource Areas. Moving toward a landscape approach within the sagebrush ecosystem will help to provide a common strategy, prioritized management actions, increased partnerships to leverage BLM, and partner funding to achieve the desired goals. This approach also allows the BLM to design and implement strategic conservation and restoration activities within sagebrush ecosystems that address issues across BLM Field Office, District, and State boundaries.



## **Strategic Theme Area 5: Treasured Landscapes – NLCS**

### **Desired Outcome**

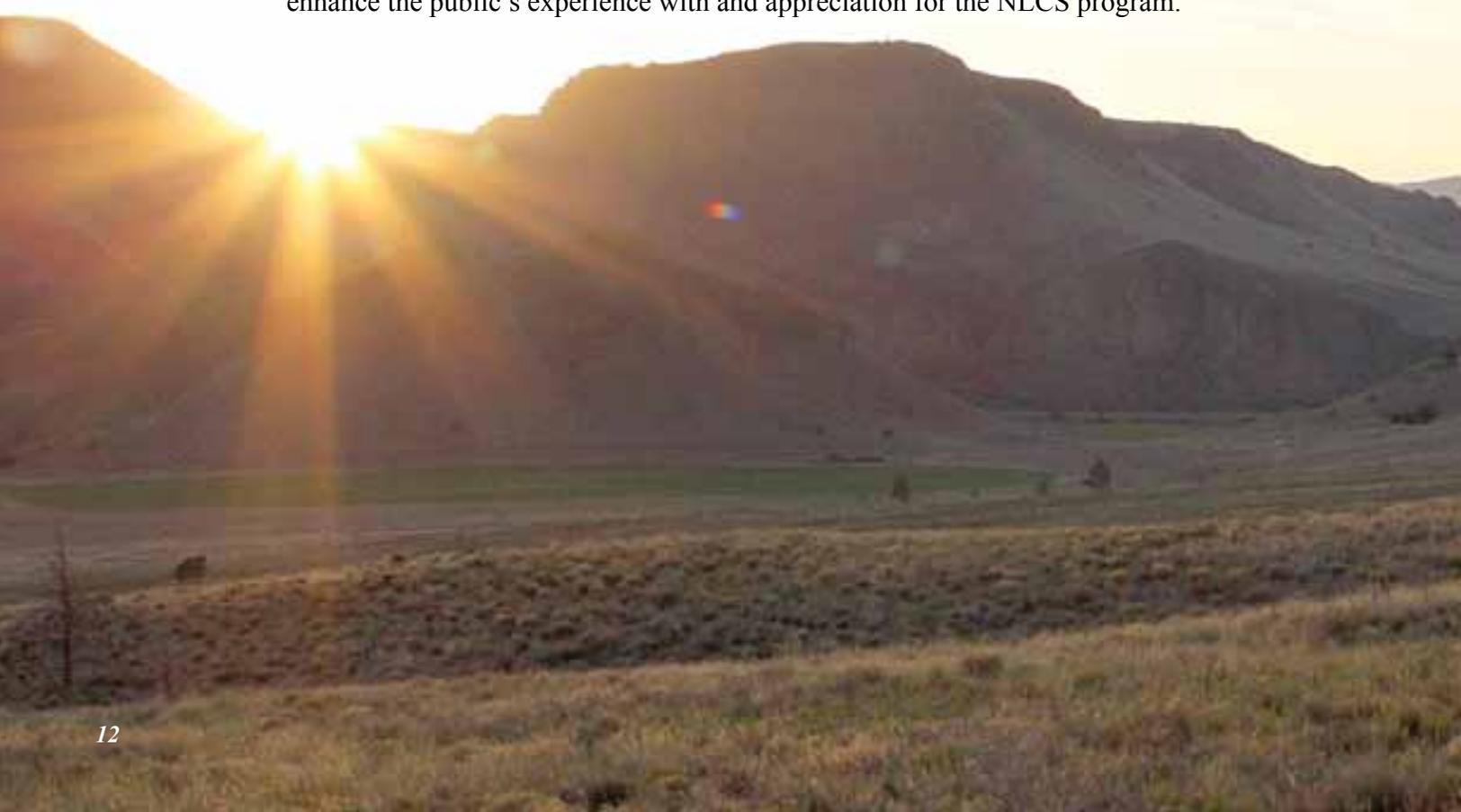
Each National Landscape Conservation System (NLCS) unit in Oregon and Washington is managed to conserve and enhance the values for which it was designated. The public is aware of and understands the purpose of each NLCS unit. Oregon and Washington has a unified approach to prioritizing the various needs of the NLCS units.

### **Why it is Important**

Not all NLCS units were designated for the same reasons. Each has unique values and needs. It is imperative that we adopt an Oregon and Washington strategy to ensure that our funds are invested effectively.

### **Main Strategies:**

- Conserve, protect, and restore the values for which each NLCS unit was designated. The NLCS unit types include: National Monuments, Legislated Outstanding Natural Areas, Cooperative Management and Protection Areas (Steens), Wilderness, and Wilderness Study Areas, Wild and Scenic Rivers, and National Historic/Scenic Trails.
- Increase public awareness and understanding of the NLCS mission through the use of partnerships, outreach, and science to achieve the values for which each NLCS unit was designated.
- Provide quality education, interpretation, visitor services, and recreation as appropriate to enhance the public's experience with and appreciation for the NLCS program.



## **Key Tactics:**

- Develop OR/WA-wide working group for enhanced communication among – and coordinated implementation of – the NLCS programs. Group will develop an outreach plan, establish criteria for implementation of management activities, and make recommendations to the State Leadership Team on priorities for available funds to achieve desired outcomes.
- Complete new Management Plans and update existing Plans for the NLCS units. Determine interim needs until plans can be completed.
- Engage volunteers, partners, communities, youth, and cooperating agencies in planning, implementing and monitoring management activities, projects or services.

## **What is New or Different?**

The Secretary of the Interior and the BLM Director are placing more emphasis on the management of our Treasured Landscapes and the NLCS. The traditional approach has been to provide funding to the field without an OR/WA-wide agreement as to where the highest priority management needs are. This strategic focus will provide for an OR/WA-wide approach and a coordinated process for prioritizing management efforts and expenditure of funds on the NLCS units with the greatest needs and best opportunities to achieve our desired outcome.



## **Strategic Theme Area 6: Treasured Landscapes – Wild Horse & Burro**

### **Desired Outcome**

The wild horse and burro (WHB) herds in Oregon and Washington are healthy and sustainable. The rangeland in the herd management areas is healthy and herd management is integrated with other resources. Oregon and Washington herds are highly desirable for adoptions.

### **Why it is Important**

It is important to protect the animals and the rangelands they depend on for their overall health. The Secretary has identified this as a key strategic initiative for the BLM, and it carries intense emotion with some members of the public. Wild horse and burro management currently receives national media attention, and it is important for us to be a part of conveying a proactive message and telling our story.

### **Main Strategies**

- Oregon and Washington herd management areas are kept within appropriate management levels (AML) to protect the natural resources they depend on.
- Oregon and Washington horses and burros are treated humanely throughout their lifetime on and off the range.



- Oregon and Washington has a public education program coordinated with the National Office program that defines the purpose of BLM's WHB program and mission. The BLM employees understand the program and their role in it.
- Oregon and Washington has the appropriate level of staff that is highly trained and capable of implementing the WHB program.

## **Key Tactics**

- Implement Standard Operating Procedures for gathers, planning, and herd management.
- Utilize new social media outlets (Twitter, Facebook, YouTube, etc.) for public education, outreach, and marketing for adoptions to promote the wild horse and burro program.
- Develop a mentoring program to develop unique skills.
- Maintain AML for all Oregon/Washington herd management areas (HMAs). Evaluate HMAs and AMLs.
- Provide pre- and post-adoption assistance.
- Integrate the WHB Program with other key resource objectives, including participation in Interdisciplinary Teams.
- Implement or develop Standard Operating Procedures for evaluating HMAs. Include current and historic photographic records as a communication tool.
- Implement or develop Standard Operating Procedures for humane treatment of horses both on and off the range.

## **What is New or Different?**

This strategy will provide continued emphasis on the health of the rangelands and horses and burros. It will increase the importance of workforce development and education in this program area. A strategic succession planning effort is underway to recruit and provide employees with needed scarce skills.





## **Strategic Theme Area 7: Energy**

### **Desired Outcome**

Proactively address the increased demand, expectations and development opportunities for renewable and traditional energy and associated energy transmission needs in a collaborative and comprehensive manner to reduce conflicts with other resource values on the public lands.

### **Why it is Important**

The Secretary of the Interior has made energy one of his main priorities. It is incumbent on the BLM to help speed the delivery of energy to help meet the demand of the United States and strengthen local and national economies. To do this, we must effectively integrate energy policy with other management policies and reduce conflicts to meet the expectations for existing and potential applications from energy companies.

## Main Strategies

- We have evaluated locations for the various types of traditional and renewable energy production and transmission on public lands and provided for development consistent with multiple-use goals balancing the ecological, economic, and social values.
- Renewable and traditional energy production and transmission programs are well integrated with other national and OR/WA initiatives, strategic goals, policies, and actions.
- The general public, stakeholders, partners, and BLM staff are educated and engaged with the implementation of the OR/WA renewable energy and traditional energy production and transmission programs.
- The BLM's workforce has the needed skill sets, given the demand and expectations for renewable energy and traditional energy production and transmission workload.

## Key Tactics

- Compile, review, and identify pertinent policies and Memorandum of Understanding (MOU) to determine conflicts; revise existing and develop new MOUs, policy, standards, and stipulations to resolve inconsistencies and address energy related issues.
- Conduct an OR/WA landscape-scale Geographic Information System assessment of resource management priorities and production and transmission needs, capability, opportunity, and conflicts (integrating existing assessments from other strategies and supplement as needed) resulting in development of appropriate policies, applicable National Environmental Protection Act (NEPA) and/or Land Use Plan (LUP) amendments involving collaborative dialogue with stakeholders to seek creative ways that meet the different interests.
- Provide for timely leadership and coordination through an interdisciplinary communication mechanism which addresses new issues and ensures integration and input from all energy related teams and programs (such as the OR/WA Energy Team) with other programs (such as the Sage-Grouse Working Group).
- Develop a collaborative, interim strategy and process to respond to the existing requests for energy development and transmission.
- Utilize the Energy Team to provide operational support to high priority energy projects.
- Work with companies and other interested parties to get their agreement to defer development in areas of resource conflicts until appropriate assessments, policies, NEPA and/or LUP amendments are completed.

## What is New or Different?

The strategy is proactive and collaborative. It provides a comprehensive and integrated approach as opposed to project-by-project or program specific effort. There is more focus on renewable and clean energy (low or no CO<sub>2</sub> emissions), job creation, and energy independence. It emphasizes coordination and collaboration within and outside the organization to meet goals across multiple resources and priorities.



## **Strategic Theme Area 8: Employee Development**

### **Desired Outcome**

The BLM employees have the interpersonal skills necessary to successfully work in a team environment, supervisors are capable and contribute to high morale in the workplace, and non-supervisory employees are prepared to assume a variety of program leadership responsibilities. Employees have the ability to effectively partner with both internal and external audiences in carrying out our many diverse programs.

### **Why it is Important**

One of the goals of the State Leadership Team (SLT) is to provide a work environment that is respectful; employees feel valued and are contributing to important work. The results of past employee surveys, recommendations from the Human Resources Development Committee, and findings from the mid-career and employee focus group meetings all highlight the need to improve the interpersonal skills of employees, improve supervisor and manager effectiveness and to enhance leadership abilities of employees. In response to this, the SLT is continuing with its commitment to employee development. This focus is not intended to address the technical skills of employees that are most effectively addressed at the specific program level.

## Main Strategies

- Develop interpersonal skills so that employees can work successfully in a team environment and have effective relationships with their peers and supervisors.
- Ensure employees who serve in temporary supervisor roles (acting assignments and/or details) are successful by having sufficient knowledge and understanding of basic supervisory responsibilities.
- Develop leadership skills throughout all levels of the organization so that complex issues and programs can be managed effectively.
- Develop supervisor skills so that supervisors are viewed as effective leaders and contribute to high morale in the workplace.

## Key Tactics

- Deliver interpersonal skills training on a state-wide basis.
- Provide a “nuts & bolts” pre-supervision training course accessible to all employees.
- Prioritize key leadership competencies for OR/WA BLM; identify training and other developmental opportunities in order to foster these competencies.
- Identify a priority off-the-shelf training curriculum to develop advanced supervisory skills and monitor continuing education efforts.

## What is new or different?

- Training for employee development will be more structured and coordinated on a statewide basis with increased accountability. In addition, new emphasis will be placed on interpersonal communication, working with partners and collaboration.





## **Strategic Theme Area 9: Youth**

### **Desired Outcome**

Oregon/Washington BLM develops and maintains a comprehensive and coordinated portfolio of youth programs targeting employment, education, and outreach, engaging youth from all backgrounds and all walks of life. We provide opportunities for children and families to spend more time outdoors on public land, which promotes healthy lifestyles, stewardship of public lands, and youth employment/career opportunities.

## **Why it is Important**

To reverse the decline in outdoor experiences for our nation's youth, the Secretary of the Interior has made it a priority to create the next generation of conservation leaders through the "Youth in the Great Outdoors" initiative.

A youth strategy tiered to this Departmental initiative allows Oregon/Washington BLM to develop education, employment and outreach efforts in a focused and coordinated manner across programs and themes, which increases our organizational capacity.

## **Main Strategies**

- Oregon/Washington BLM has developed and maintains a comprehensive portfolio of youth-related programs and settings that facilitate employment, education and outreach.
- Youth activities are well-integrated with local, state, tribal, national and Oregon/Washington BLM initiatives, programs, strategic goals and policies.
- Through the use of partnerships and collaboration, Oregon/Washington BLM employs, educates and engages youth while carrying out our mission and meeting mutual goals.

## **Key Tactics**

- Complete a Statewide inventory and assessment of existing youth employment, education and outreach programs and activities to identify gaps and redundancy, improve coordination with other agency and partner programs and initiatives, and aid in future prioritization.
- Utilize the statewide Youth Programs Core Team and District staff to facilitate information sharing and coordination between local and state programs.
- Use our Statewide Partnership Strategy to implement some of the actions under the youth initiative.

## **What is New or Different?**

The Oregon/Washington BLM will improve coordination and effectiveness in developing, delivering, and reporting on youth-related employment, education, and outreach programs, ensuring alignment with similar Department and agency efforts.

## **Strategic Theme Area 10: Workload**

### **Desired Outcomes**

Employees are more effective and satisfied with their jobs because there is a program of work for each employee that is based on supporting clearly identified and articulated priorities integrated with National, State and local strategic areas. Assignments are issued and individualized work plans are developed to reflect all of an employee's time demands (especially administrative-related tasks), and is flexible to account for directed changes in identified work. Employees know what work is their number one priority and know what "drops off the plate" in order to complete priority work.

### **Why it is Important**

Employees are tasked with more work than can be realistically accomplished, are assigned multiple #1 priorities, are asked to complete priority work by numerous "bosses," or are asked to take on a workload for which they lack essential tools and skills.

### **Main Strategies**

- Employees share in the vision, mission, and goals of OR/WA BLM and understand their role.
- Supervisors clearly communicate priorities and regularly assess how they are aligned with National, State and local strategic areas, and how they fit into the employee's workload.
- We leverage our ability to accomplish priority work (add value through partnership, technology, business practices, etc.).
- Employees have the necessary skills and tools to accomplish their work, are able to utilize partnerships, and are able to communicate openly with their supervisors to resolve work overload issues.
- All levels of the organization have the opportunity to provide feedback around workload issues in an open and transparent environment.
- Employees are prepared to meet their assigned work.

### **Key Tactics**

- Convey the vision/mission of the BLM and OR/WA to all employees at all levels.
- Develop a program of work with employees based on priorities considering realistic estimates of workforce capacity (available work-months, scheduling, time to complete assignments, etc.).
- Create, develop, and/or support value-added partnerships.
- Complete "after action" reviews utilizing employee feedback after every major workload initiative has been implemented.

- Provide individualized plans (between supervisor and employee) to build employee skills and abilities for achieving their assigned and prioritized work. Provide training opportunities to interested employees in subject matters to include, but not limited to: time management, work/life balance, and conflict resolution to help employees more effectively manage challenging workloads.
- Conduct business process needs assessments for priority work. Develop and implement business process improvements (ie. automation, organization) that reduce cost/time associated with completing that work.

## **What is New or Different?**

There is an understanding and acceptance of all employees' role in fulfilling the vision/mission of the BLM. Work is aligned with workforce capacity and budgets. There is an increased commitment on the part of managers and supervisors to interact with employees to manage workload (workloads reflect funding and capacity, resulting in priority realignment and target adjustments as necessary) and to provide the necessary tools (training, organization, assistance) to employees to enable them to better meet the mission.



# Appendices



## Appendix A

### GLOSSARY

**AQUATIC** Relating to, living in, or growing in water.

**BIOME** A large community of plants and animals that occupies a distinct region.

**BIOTIC** The biotic factors in an environment include the organisms themselves as well as such items as predation, competition for food resources, and symbiotic relationships.

**COLLABORATION** A process to reach goals that cannot be achieved by one single employee or agency.

**DOWNSCALING** A process to adapt policy or information from a very broad perspective to a regional, zone or local level.

**ECOTYPE** A subspecies that is especially adapted to a particular set of environmental conditions.

**EFFECTIVENESS** An assessment of the quantitative level of achievement of program goals and the intended results.

**EFFICIENCY** The ratio of the effective or useful output to the total input.

**ENERGY TEAM** Team appointed by the State Office to assist the Districts in energy-related issues. Team members include Tim Barnes, Janet Hutchison, Steve Storo, Linda Christian.

**GOAL** An elaboration of the mission statement, developing with greater specificity how an agency will focus its mission.

**GREENHOUSE GAS** Any of the gases whose absorption of solar radiation is responsible for the greenhouse effect, including carbon dioxide, methane, ozone, and the fluorocarbons

**LEVERAGE** To increase the yield of funds, skill or energy invested in an effort

**MISSION** A concise statement on what the BLM is charged to do.

**MITIGATE** To moderate a situation or condition affecting resources.

**MONITOR** To keep track of systematically to collect information.

**OBJECTIVE** An elaboration of a goal statement, developing with greater specificity the intent of the goal, which may provide insight into the strategy for achieving the goal. It falls below the goal level to describe the intended results.

**OUTCOME** An end result, expected and unexpected, from the use or application of the organization's outputs. Outcomes may be long-term, mid-term, or short-term in nature.

**OUTPUT** The products or services resulting from a capability.

**PARTNER** A non-BLM stakeholder that assists the BLM in the conduct of its mission. The BLM collaborates with a wide range of partners. They can be divided roughly into three types:

»» STATUTORY A formal relationship, codified by MOUs or other formal interagency agreements, to collaborate in the conduct of mutual mission goals and objectives.

»» OTHER FORMAL A standing relationship with other Federal or state organizations; partner formally authorized to assist the BLM in achieving its mission.

»» INFORMAL A working relationship with other organizations that assist the BLM in the conduct of its mission, not under the terms of formal interagency agreements.

**PERFORMANCE MEASURE** A structured statement that describes the means by which actual outcomes and outputs are measured against planned outcomes and outputs. Performance measures consist of four parts:

»» INDICATOR The part of a performance measure that defines the attribute or characteristic to be measured.

»» UNIT OF MEASURE The part of a performance measure that describes what is to be measured.

»» BASELINE The part of a performance measure that establishes the initial level of measurement (value and date) against which targeted progress and success are compared. A baseline includes both a starting date and a starting level/value.

»» TARGET The part of a performance measure that establishes the desired level to be reached in a defined time period, usually stated as an improvement over the baseline.

**RESILIENCE** The ability to recover from or adjust easily to change.

**RESULT** The expected or unexpected outcome of BLM's products and services.

**RIPARIAN** Living or located on the bank of a body of water.

**STAKEHOLDER** An individual or organization affected by BLM's ability to achieve its mission.

**STRATEGIC GOAL** A statement of aim or purpose that agencies include in a strategic plan.

**STRATEGIC MANAGEMENT** A dynamic and ongoing process for corporate decision-making. Strategic management integrates planning, programming, budgeting, and execution and uses a shared system of principles, processes, and support structures.

**STRATEGIC PLAN** A planning document required by the Office of Management and Budget that identifies how the mission will be accomplished through a vision statement, goals, strategies, and high-level outcomes for the agency.

**STRATEGY** A specific course of action chosen to achieve an outcome.

**SUBBASIN** An area drained by a river tributary.

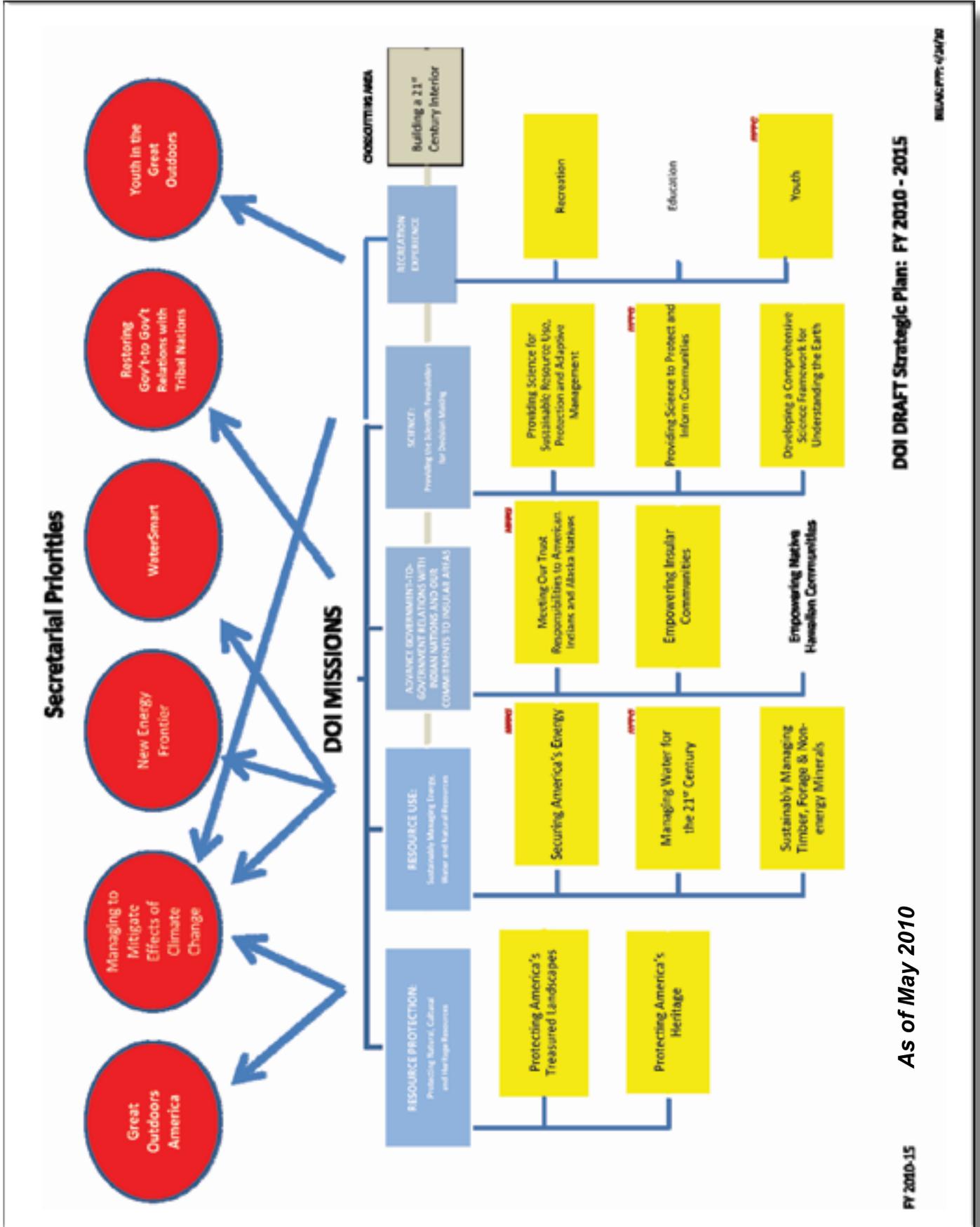
**TACTICS** One or more tools, steps, or actions taken to achieve a strategy.

**TERRESTRIAL** Living or growing on land; not aquatic

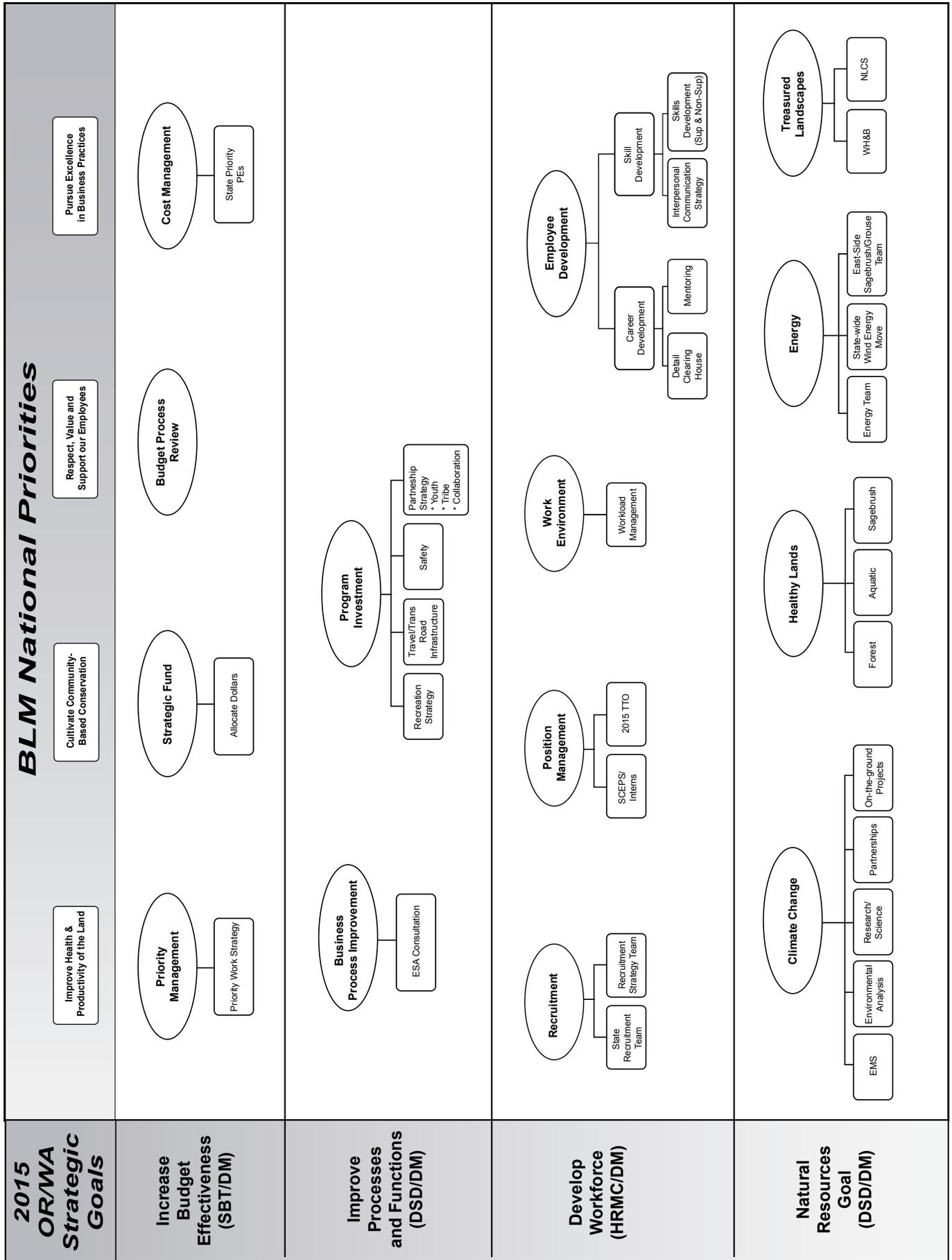
**VISION STATEMENT** A guiding statement providing the strategic direction for the agency given an established mission.

# Appendix B

## Secretarial Priorities



# Appendix C - 2015 Framework







**BLM/OR/WA/PL-10/060+1792**