

AGENCY NAME:	South Carolina Forestry Commission		
AGENCY CODE:	P120	SECTION:	043

**Fiscal Year 2017-2018
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Forestry Commission is to protect, promote, enhance, and nurture the woodlands of SC, and to educate the public about forestry issues, in a manner consistent with achieving the greatest good for its citizens.
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AGENCY VISION	Across all ownerships, South Carolina’s forest resources are managed sustainably to support an expanding forest products manufacturing industry while providing environmental services such as clean air, clean water, recreation and wildlife habitat.
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.


	Yes	No
RESTRUCTURING RECOMMENDATIONS:	<input type="checkbox"/>	<input checked="" type="checkbox"/>

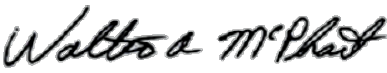
Please identify your agency’s preferred contacts for this year’s accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Doug Wood	(803) 896-8820	dwood@scfc.gov
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I have reviewed and approved the enclosed FY 2017-2018 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):		Sept. 14, 2018
	(TYPE OR PRINT NAME):	Scott L. Phillips

BOARD/CMSN. CHAIR (SIGN AND DATE):		Sept. 11, 2018
	(TYPE OR PRINT NAME):	Walt McPhail

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AGENCY’S DISCUSSION AND ANALYSIS

The SC Forestry Commission was created in 1927 with its General Duties defined in State Code 48-23-90. In summary, the Code requires the agency to make an annual report to the General Assembly on *“forest conditions ... including recommendations to the public as to reforestation. ... to prevent, control and extinguish fires, including the enforcement of ... laws pertaining to the protection of the forests and woodlands give such advice, assistance and cooperation to private owners of land and promote ... appreciation by the public of the advantages of forestry and the benefits cooperate with the federal government in the distribution of funds allotted to the State for forestry ...”* To meet its statutory requirements, the Forestry Commission created a mission, vision, and values statement and an associated Strategic Plan to direct its operations. A summary version of the mission statement is to *“Protect and develop the forest resources of South Carolina.”*

Commission staff and the agency’s Board of Commissioners conduct a detailed review and recording of the agency’s progress toward attaining Strategic Plan goals on a quarterly basis. This action ensures that agency operations are properly aligned with its mission and informs the organization of its progress, direction, and purpose. This alignment also ensures that the Commission continues to effectively support the growth of the state’s forest industry to levels beyond its current \$21 billion economic impact and 84,000 jobs, making it the #2 manufacturing segment in the state in terms of jobs and labor income. (Fig. 1-3) Beyond forestry’s economic impact, forests cover two-thirds of the state at 12.9 million acres enhancing the state’s quality of life. A prime example of the agency’s economic development actions was its successful 20-by-15 Project as well as its current South Carolina Forestry 2020 Vision Initiative. The 2020 Vision was created by the Commission to coalesce its partners around a shared industry growth objective. The 20-by-15 Project was initiated by the agency to help the industry grow to \$20 billion of economic impact by 2015, and this goal was exceeded by reaching \$21 billion. (Fig. 3)

Though the agency’s statutory requirements and mission have not changed since its inception, its size and configuration have changed dramatically in response to changing forest conditions, technology, and federal and state funding. Staffing exceeded 600 employees in the early 1990s and dropped to about 400 by year 2005. To continue to accomplish its mission and reduce costs during this period, the agency implemented technological improvements to more efficiently monitor and report wildfire activity. The primary improvements were discontinuation of a fire tower system, and implementation of aerial surveillance and computerized dispatch technology. The organization also reduced its non-emergency functions such as its private landowner and industry support service capacity in response to economic downturns. During the 2008 to 2011 “Great Recession,” agency funding dropped from \$17.5 million to \$9.7 million, and employee numbers fell from 380 to 280. During this period, the Commission maintained as much wildland fire fighting capacity as possible with much less funding and could only retain minimum staffing in its Resource Development and Information & Education departments. Improved state funding has allowed the restoration of approximately 85 percent of the 100 employees lost during the last downturn and afforded the refilling of positions other than direct fire control staffing. Funding for firefighting equipment replacement and safety enhancements with enclosed-cab bulldozers also improved with the passage of Act 271 in 2012, which provided annual baseline funding for four years and allocations of capital reserve funding to more rapidly replace unreliable equipment and open-cab bulldozers. However, Act 273 reduced annual baseline funding and has slowed equipment replacement. (Fig. 4)

Information security is a task that is not specifically addressed in the agency’s goals; however, it is critically important to protecting employees and SC citizens’ private and sensitive information. Negative factors affecting this task are the constant and escalating attempts by hackers and thieves to damage information technology systems or steal sensitive data as well as having an inadequate staff and budget to meet this threat. This is compounded by the fact that the agency only has two dedicated IT positions supporting an agency with nearly 400 employees. A positive factor is the cooperative efforts by the State Division of Technology (DTO) and the agency to minimize or halt these threats. Successful efforts are being made to lessen the likelihood of security breaches through acquisition of new hardware, software, and monitoring systems and reducing the presence and retention of sensitive data, especially personally identifiable information. Plans to continue to improve performance include implementation of DTO’s 13 Information Security Policies, further reducing storage of sensitive information, improving individual and organizational security measures and training, and filling IT positions.

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Safety and health issues are mentioned under Goal 5: Prepare to Meet Future Demands. This topic is a prerequisite for all Commission activities to protect employees and the public, and is the agency’s top priority. This requirement is inherent to the agency’s emergency response function and capability. The target value is zero incidents and will always be “Job #1.”

Over the past 6 years, federal funding has dropped by 25% from \$4 million to \$3 million. This drop has negatively impacted the 10 or so programs and services delivered by the Commission that are largely or entirely funded by the federal government. Examples include insect and disease control, incident command capacity, water quality protection, forest management, Forest Inventory and Analysis (FIA), and timber production. This funding decline required the agency to request additional state budget funding to maintain this program suite. A positive factor is that this budget request was fully funded for FY2018-2019. This came at a critical time as decreased federal funding this fiscal year, FY19, would have caused a reduction in force (RIF) or reorganization of some of these programs without these state funds.

Though the Forestry Commission has experienced over nine decades of changing forest conditions, technologies, staffing, equipment, and economies; it has continued to operate in a lean manner and accomplish its mission of protecting and developing the state’s forest resource. The organization has done so with the utmost care and effective utilization of the taxpayer dollars provided. This frugal business model is effective because the agency and its employees are always focused on its mission and goals as guided by state statutes and a clearly stated and regularly reviewed Strategic Plan. This Accountability Report (AR) will highlight these accomplishments.

The Commission has five primary goals identified in its AR that are aligned with its Mission, Strategic Plan, and statutory requirements. These goals are Develop the Resource, Protect the Resource, Manage the Resource, Raise Awareness about the Resource, and Prepare to Meet Future Demands. For each goal, the agency has identified strategies, objectives, and performance measures to ensure their accomplishment.

The AR provides the agency with the opportunity to submit a “Discussion and Analysis” section that comments on (1) Factors affecting the agency’s performance during the past year, (2) Performance efforts and results, and (3) Plans to improve performance. This comment section appears below and is organized by the agency’s five goals.

Goal 1: Develop the Resource. Developing the resource by increasing timber production and expanding timber markets is critical to private landowner financial success and environmental care as well as for increasing forest product manufacturing job numbers.

Factors affecting performance in the past year:

- Positive factors – SC’s up-to-date, accurate FIA timber inventory and record level of pine sawtimber support economic development.
- Negative factors – An extremely high turnover rate, 40% for FY18, and inability to recruit entry level forester positions is impacting our FIA program. Decreasing supply of pine pulpwood, 40-year low trend in tree planting and an inadequate capacity in agency nursery and tree improvement.

Performance efforts and results:

- FIA plot production was 16% below the target for FY18. This is a 6% decrease from FY17.
- More than \$529 million in capital investment projects announced in FY18. Announced projects will create 270 new jobs. The single largest investment was announced by WestRock which plans to expand its paper mill in Florence County. Other investments included expansions at existing sawmills.
- The 2015 Timber Production Output (TPO) survey results were released for South Carolina by the USDA Forest Service. Total timber production from South Carolina forests increased 12.6% from 2013 to 2015 and was valued at more than \$1 billion.
- Lead a regional Southern Group of State Foresters grant project to improve data quality of the 2017 TPO Survey for 11 southern states. Standard survey techniques were deployed across the South and the project was supported with a USDA Forest Service grant for the first time. (Fig. 2)
- Assisted 2,246 landowners with timber production and delivered millions of dollars in reforestation incentives. Protected 13 million acres of forests from wildfire, insects, diseases, and water quality damage. Produced \$3 million in timber and other revenue to operate the state forests system and support county school systems. (Fig. 7)

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- Produced and sold 3.5 million seedlings during FY18. All loblolly and longleaf seedlings came from the best genetic stock available. A survey of seedling customers resulted in high satisfaction levels (93%) for the customer service and professionalism of agency nursery employees.
- Provided a leadership role through the Southern Group of State Foresters as past chair of the Services, Utilization & Markets (SUM) Committee and speaking nationally at forestry conferences on the committee's behalf.
- Continued to grow the SC Forest Products marketing program. Two forest product marketing reports were produced during FY18 for South Carolina and the Southeastern US.
- Conducted an IMPLAN study which determined the value of forest product exports from South Carolina to be \$2.5 billion.
- Published and awarded a Request for Proposals (RFP) for a public-private partnership at Taylor Nursery. The partnership allows the agency to continue to provide state-of-the-art seedlings to forest landowners for tree planting in the future while mitigating agency budget shortfalls associated with the operation of the nursery.

Plans to improve performance:

- Rejoin the North Carolina State Tree Improvement Cooperative as a full member. This will allow the agency to continue to provide loblolly pine seed with the best available genetics and ensure that SC landowner have access to the best available tree seedlings for planting in the future. Requesting funds for tree improvement position to meet requirements for tree improvement co-op participation.
- Implement pay plan for foresters that will improve recruitment and retention of FIA Foresters which will enable the agency to maintain an up-to-date and accurate forest inventory to support economic development.
- Continue to grow the SC Forest Products Marketing Program by publishing 1-2 market reports annually and leading SC companies that are interested in growing their export markets on trade missions to key countries. Develop success stories of companies assisted to grow their markets internationally.

Goal 2: Protect the Resource. Protecting the state's forest resource, the public, and firefighters is a critical component of the agency's mission.

Factors affecting performance in the past year:

- Positive factor – The agency continued to increase firefighting capacity, 3 FTEs added in FY18, and increase professional development of firefighters through additional training opportunities.
- Negative factors - Reduced firefighting capacity - inexperienced personnel and 51% open-cab bulldozers. (Fig. 4) Reduced capacity lessens agency ability to protect the forest resource, structures, the public and firefighters. Fire Supervisor capacity has been reduced by almost 50% since 2001.
 - Act 273's \$1.5 million annual funding is insufficient to fill a \$3.5 million annual need for firefighting equipment. The \$1 million non-recurring supplemental funding allocated from the state budget for FY18 was not received, delayed FEMA reimbursement for the FY17 Pinnacle Mountain Fire, and the payments to assisting agencies for costs incurred during the Pinnacle Mountain Fire prevented the purchase of new enclosed-cab bulldozers in FY18.
 - An extremely high turnover rate, 24% for FY18, and inability to recruit dispatcher positions due to non-competitive wages is impacting our mission critical fire dispatch system.
 - Increasing turnover rates and difficulty in recruiting of new firefighters (dozer operators & supervisors) due to noncompetitive wages is impacting our ability to respond to wildfires.
 - More complex wildfire control situations due to increased urbanization in forest and lack of capacity.

Performance efforts and results:

- Purchased and implemented real-time aircraft tracking to increase safety for pilots assisting with wildfire suppression efforts.
- Expanded the agency's fire weather network by purchasing three additional remote automated weather stations to improve predictions related to wildfire occurrence and severity.
- None of the planned orders for safer enclosed-cab dozers, toward the 160 target, were completed in FY18. As a result, the number of dozer units exceeding the 15-year safe service life increased by 34% (11 units). The agency needs to procure 10-12 dozer units each year based on the 15-year safe service life for this firefighting equipment. (Fig. 4)
- Average wildfire response time remains slightly higher than the 35-minute target. (Fig. 5)

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- Provided training for loggers and conducted BMP exams to aid in ensuring compliance.
- Provided education, such as FireWise, which enables community wildfire risk mitigation.

Plans to improve performance:

- Increase wildfire prevention efforts to reduce fire occurrence, including commissioning of additional law enforcement officers and the promotion of active forest management. Law enforcement and active forest management are two of the most effective fire prevention tools available.
- Prioritize equipment replacement for operator and public safety. Restore personnel and equipment capacity as funding allows. Request recurring funding for firefighting equipment and capacity. NOTE: An additional 16 dozer units will exceed the 15-year safe service life during FY19. The funding available for FY19 from Act 273, FEMA reimbursement for Pinnacle Mountain Fire, and \$1 million non-recurring supplemental funds will allow the agency to procure 12 additional dozers yielding a net decrease in the percentage of tractors meeting the safe service life.
- Implement pay plan for Dispatchers, Foresters and Fire Supervisors that will improve recruitment and retention of these critical positions. Request additional state funding to support the implementation of a pay plan for dozer operators and support positions. Request funding for a fire support position and 2 pilots to provide forward-looking fire weather outlooks, fire intelligence information, and to provide aerial detection and suppression support for wildfires.
- Request funding for a Geographic Information Systems (GIS) Manager to improve utilization of spatial data for forest protection efforts and take our GIS program to the next level.
- Strengthen safety and training programs for agency personnel and cooperators.

Goal 3: Manage the Resource. Providing forest management assistance to private landowners, management of state forests for multiple uses, and promotion of healthy urban forests are critical components of the agency’s mission to support the state’s economy while protecting water quality, improving wildlife habitat, and providing other environmental benefits.

Factors affecting performance in the past year:

- Positive factor - High level of landowner satisfaction with quality of assistance provided.
- Negative factors - Lack of capacity – The current capacity of the agency does not allow us to provide technical assistance and outreach to family forest owners we did historically or to the level that we feel is appropriate given current forest conditions and trends. (Fig. 6) Foresters have been assigned more fire control duties due to inadequate fire supervisor capacity, further reducing capacity to provide landowner assistance. An extremely high turnover rate, 40% for FY18, and an inability to recruit entry level forester positions is exacerbating the issue.
 - Reduction in federal grant funds, Forest Stewardship funding has been reduced 64% since 2007 and Urban & Community Forestry funding dropped 46% since 2009, negatively impacted program performance during FY18. However, this negative factor was mitigated during the FY19 budget process as the General Assembly fully funded our request to offset declining federal funds.
 - Insufficient reforestation cost-share funding has a backlog of greater than 1 year decreasing the productive potential of family owned forestlands.

Performance efforts and results:

- The agency assisted 2,246 landowners during FY18. This is 10% below our current desired target and more than 30% below historical metrics. In FY01 the agency assisted 3,370 landowners. Shortfall is due to reduced staffing and recruitment/retention issues. (Fig. 6)
- Achieved a 94% customer satisfaction level for forest management assistance for FY18 (95% in FY17).
- The State Forest system generated \$3 million in total revenue (\$340,000 net revenue) from the sale of forest products and paid nearly \$750,000 to counties in which they operate. The agency operates its State Forests 100% from revenue generated by the management of these properties using no state appropriated funds to support their operation. The agency’s ability to operate the State Forests without state funding, while providing 25% of its gross proceeds to the counties in which they are located, illustrates the productive capacity of actively managed forests and the good stewardship of this agency.

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- Harvest scheduling model for state forests is being used to ensure that these properties continue to be managed on a sustainable basis and that revenue production is optimized. (Fig.7)
- The Urban and Community Forestry Program’s outreach served an estimated 2.1 million citizens.

Plans to improve performance:

- Implement pay plan for foresters that will improve recruitment and retention of Project Foresters which will enable the agency to provide valuable services to family forest owner to support active forest management and economic development. Request funds for eight additional positions to increase capacity for landowner services and outreach while also increasing firefighting capacity. Requested positions will be crucial for agency succession planning efforts.
- Strengthen training programs for agency personnel to enable more efficient delivery of services.
- Continue to refine harvest scheduling model for State Forests to provide a more accurate estimate of revenue.

Goal 4: Raise Awareness about the Resource. Raising awareness among decision-makers and the public about the environmental and economic benefits of active forest management is necessary to acquire needed legislation/policies, public support, and private landowner timber production.

Factors affecting performance in the past year:

- Positive factors - Small but talented and dedicated staff in the agency’s Public Information Division.
 - Efficient use of website, social media and collaboration with partners allows broad distribution of messaging for low costs.
 - Technical staff collaborate with design staff to create high impact publications.
- Negative factor - Limited capacity resulted in a smaller outreach program and fewer education programs being conducted and public information produced.

Performance efforts and results:

- Agency staff conducted forestry education programs reaching more than 4,900 participants during FY18.
- More than 818,000 visits to the agency website during FY18.
- The agency won – for the third year in a row – one of the SC State Library’s 10 Notable Document Awards for its publication, “Forest Renewal Program Annual Report, 2016-17.” Only 1 percent of all South Carolina state agency publications are recognized as notable documents each year.
- Visitors to Harbison State Forest in Columbia are enjoying a revitalized interpretive experience because of the installation of new educational signs at strategic locations throughout the forest. A product of interdepartmental collaboration of technical and design expertise, the signs focus on vernal ponds, longleaf pines, fire towers, best management practices (BMPs), fox squirrels, wildlife openings, logging equipment, riparian habitats and the value of a cord of wood.
- The agency collaborated with the Society of American Foresters (SAF) and the SC Tree Farm Committee to place copies of the children’s book, *The Tree Farmer*, in all 1,011 public and private elementary school libraries in South Carolina. The Forestry Commission supported this effort by publishing press releases every time SAF members delivered the books to local libraries, creating and distributing its own multi-grade-level lesson plan for teachers based on the book, and serving as a clearinghouse for the book distribution effort.
- Wood Magic Forest Fair continues to be a great way to educate the next generation. Students participating in the program consistently show a significant gain in knowledge as documented by post-visit test scores. This year’s aggregate gain in forestry knowledge among Wood Magic students was 29%.

Plans to improve performance:

- Website redesign will be a top priority for FY2019.
- Seek partnerships to amplify messaging.

Goal 5: Prepare to Meet Future Demands. Employees are the Commission’s most valuable resource. Through effective Human Resource practices, the agency is preparing to meet the future needs of the citizens of SC.

Factors affecting the agency’s performance in the past year:

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- Positive factors – Increased appropriations have enabled the restoration of critical positions, over the last few years, that allow the agency to better serve the forestry community of SC.
- Negative factors - Limited capacity in critical program areas is causing firefighters and foresters to cover greater territory, increasing response time, fire size, and wildfire damage risk while reducing landowner assistance, wildfire prevention and outreach. (Fig. 5, 6)
 - Extremely high turnover rates for Forester I (40%) and Dispatcher (24%) positions and difficulty recruiting Forester, Dispatcher, Fire Supervisor and Forestry Technician positions are exacerbating capacity issues. The state’s 2015 Classification & Compensation Study documented that the Commission has the 3rd lowest average salary of any state agency, which increases turnover, recruitment needs, training demands and costs.
 - Inadequate IT staffing and operating funds to implement State Information Security initiatives, reduce risks and meet agency operational requirements.
 - Inadequate capacity at tree improvement center to meet genetic improvement goals and co-op requirements.
 - Inadequate FTEs for needed workforce/succession planning and implementation. Thirty-five percent of the agency’s workforce is eligible to retire within 5 years.

Performance efforts and results:

- Conducted an employee engagement survey during the Spring of FY18 to gain a clearer vision of our agency’s strengths and weaknesses from the perspective of our employees. Results were generally positive. Responses to questions that are primary predictors of retention were generally very positive indicating that our employees are engaged in our mission, enjoy their job and would like to continue working for the agency. However, compensation which is another predictor of retention is a significant problem. Results indicate that employees are extremely dissatisfied with compensation and noncompetitive salaries continues to be one of our biggest barriers to recruitment and retention.
- Three new Assistant Regional Forester positions were filled using FTEs gained in FY18 budget. These positions will increase safety, training, and wildfire coordination with the agency’s three regions.

Plans to improve performance:

- Implement pay plans and career paths for employees that will improve recruitment and retention which will enable the agency to fulfill our mission of protecting and developing the forest resources of SC.
- Leverage results from the employee engagement survey to increase employee engagement and create an environment where all employees feel valued and are motivated to help the SCFC be successful.
- Pilot new firefighting positions using existing FTEs that will mitigate limited capacity of Fire Supervisor positions while providing training and experience needed for succession planning purposes.
- Request funding for eight positions to increase landowner assistance, timber production, jobs and economic impact while also improving firefighting capacity and providing much needed training and supervisory experience for succession planning efforts. (Fig. 1, 2, 3, 6)
- Request funding for a fire support position and 2 pilots to provide forward-looking fire weather outlooks, fire intelligence information, and to provide aerial detection and suppression support for wildfires.
- Request two additional IT positions for FY 2019 to provide minimum needed capacity and aid in implementing and maintaining State Information Security initiatives while meeting agency operational requirements.
- Request funding for a Geographic Information Systems (GIS) Manager to improve utilization of spatial data for forest protection efforts and take our GIS program to the next level.
- Request funding to implement an aggressive intern/co-op program for forester and other positions where we have recruiting issues.
- Strengthen safety and training programs for agency employees to ensure they are prepared to meet the current and future demands of our mission.

SUMMARY AND CONCLUSION

This Accountability Report fulfills its two primary purposes: providing information supporting the agency’s budget and providing a basis for Agency Head Salary Commission decisions. The report describes the agency’s Strategic Plan contents, performance measures, and outcomes and has linked program area attributes to key financial and performance measures as required by statute. The AR preparation process was designed to be introspective, and it

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was; ensuring that the agency understands its legal mandates, meets its requirements, documents current outcomes, and plans to ensure successful future outcomes.

In summary, the agency’s job #1 continues to be the safety of employees and the public that they serve and protect. To meet this goal, staffing and training must be adequate (Goal 5). Staff must also have adequate quantities of safe, reliable equipment. Budget requests are designed to ensure safe working conditions for employees and living conditions for the public. Another top priority is the satisfaction and care of agency customers, the citizens of South Carolina. Meeting this objective requires adequate funding and highly qualified, well-trained employees that meet individual citizen’s needs as well as the overarching need to protect the forest resource and retain and increase forest industry job numbers statewide. (Goals 1-5) Adequate funding and sound management guided by this AR will ensure that the agency meets these highest priority objectives and supporting ones and accomplishes its statutory duties to *“Protect and develop the forest resources of South Carolina.”*

Risk Assessment and Mitigation Strategies

The results of the agency failing to accomplish its mission of “Protecting and developing the state’s forest resources” would be as follows:

The most negative impact from a failure to protect the forest resource from wildfires would be uncontrolled wildfires that would destroy forests, structures, and life, in turn resulting in a cascade of negative effects. Among these would be the loss of timber resources and investment returns for private landowners; decline of forest product manufacturing capacity and therefore jobs; wildlife habitat destruction; impaired water quality; soil erosion, lost recreational opportunities and revenue; increased timber theft and fraud on private lands; destruction of homes and businesses, and deaths.

The most negative impact from a failure to develop the forest resource would be a decline in forest industry retention and growth, which also would set into motion additional adverse consequences. Not only would the resultant lack of markets lead to reduced returns on landowner investments, but it would also cause a decline in active forest management, which equates to less timber production and therefore fewer industry jobs. Secondary effects from this lack of development and management would be an increase in forest insect and disease damage, damage to forested wetlands and waterways, and a decline in the public’s understanding of the value of forests and the forest industry.

Outside help needed to mitigate the failure of the agency to accomplish its mission would consist of:

- Requesting additional fire protection resources from surrounding states, through the Southeastern Forest Fire Protection Compact and US Forest Service, which would require additional state funds to pay for these resources;
- Additional federal funding/staffing for economic development, technical assistance to family forest owner, and for wildfire suppression/prevention efforts.

To help resolve the issue before it became a crisis, the General Assembly could do the following:

- Provide critical funding for employee recruitment and retention efforts.
- Provide recurring funding for firefighting staff and required equipment replacement.
- Provide stable funding for retaining and growing the forest industry and encouraging landowners to actively manage their forest resources and grow more timber.

Figure 1. Forest-based economic development impact

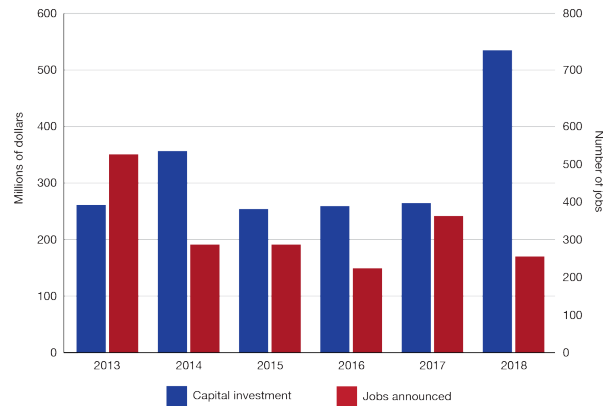


Figure 2. SC production of primary timber products, 1981-2015

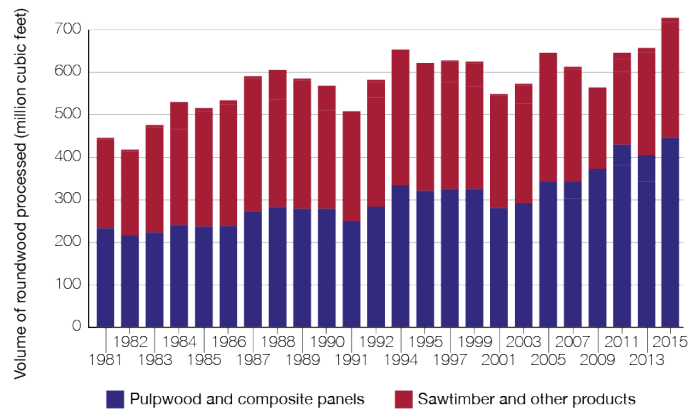


Figure 3. Forestry's economic impact in South Carolina

Highlights

- \$21 billion economic impact
- #1 harvested crop, totaling **\$1.1 billion**
- #1 export commodity from the Port of Charleston
- #2 manufacturing sector in jobs and labor income
- \$1.5 billion in forest products exports
- >84,000 jobs

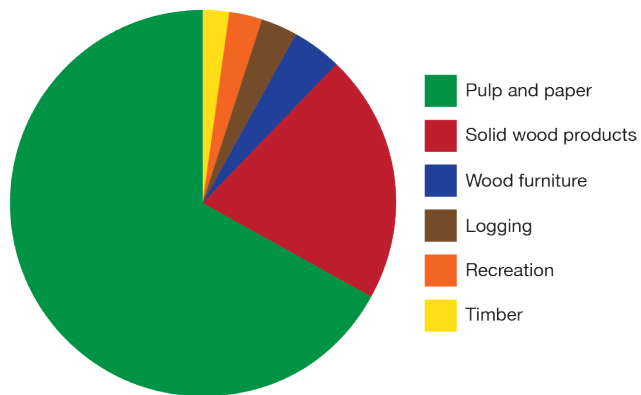


Figure 4. Firefighting dozers by service life category, FY2018

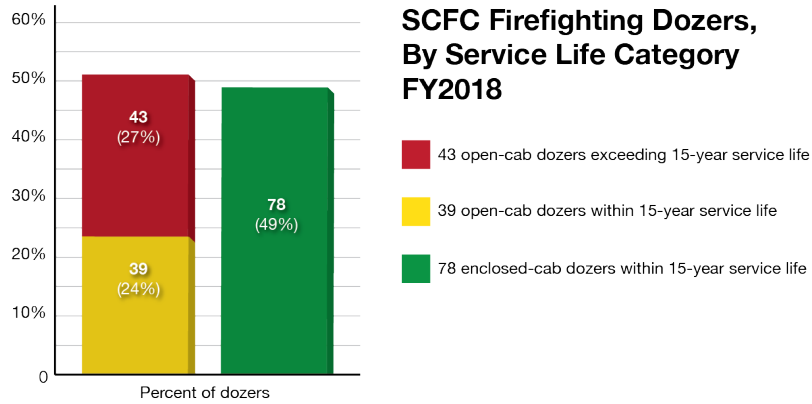


Figure 5. Average fire response time in minutes
(goal: 35 minutes or less at full staffing levels)

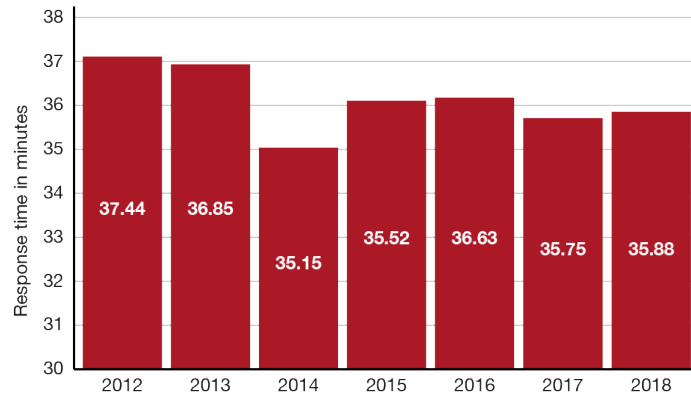


Figure 6. Landowners assisted and project foresters by fiscal year

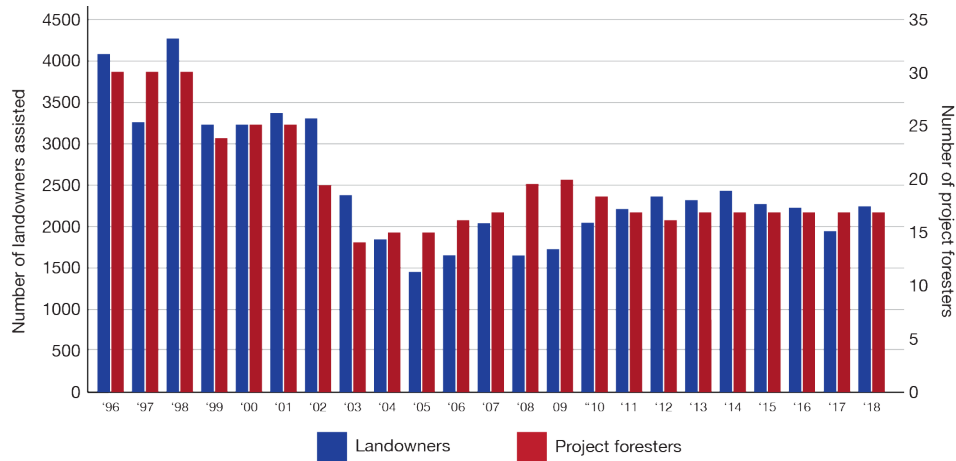


Figure 7. Payments to county school districts from State Forests system

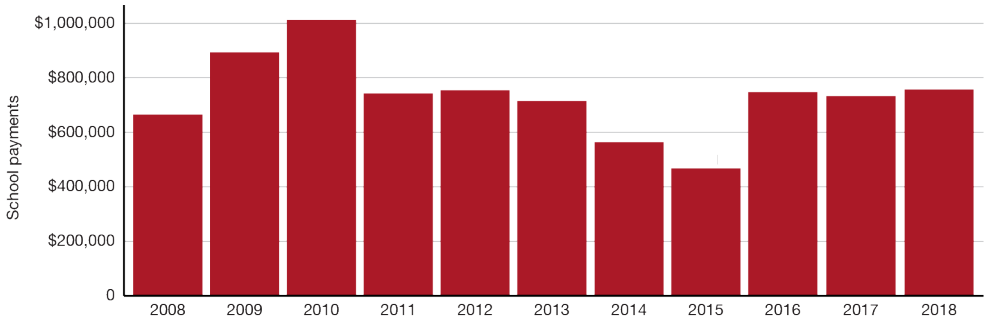
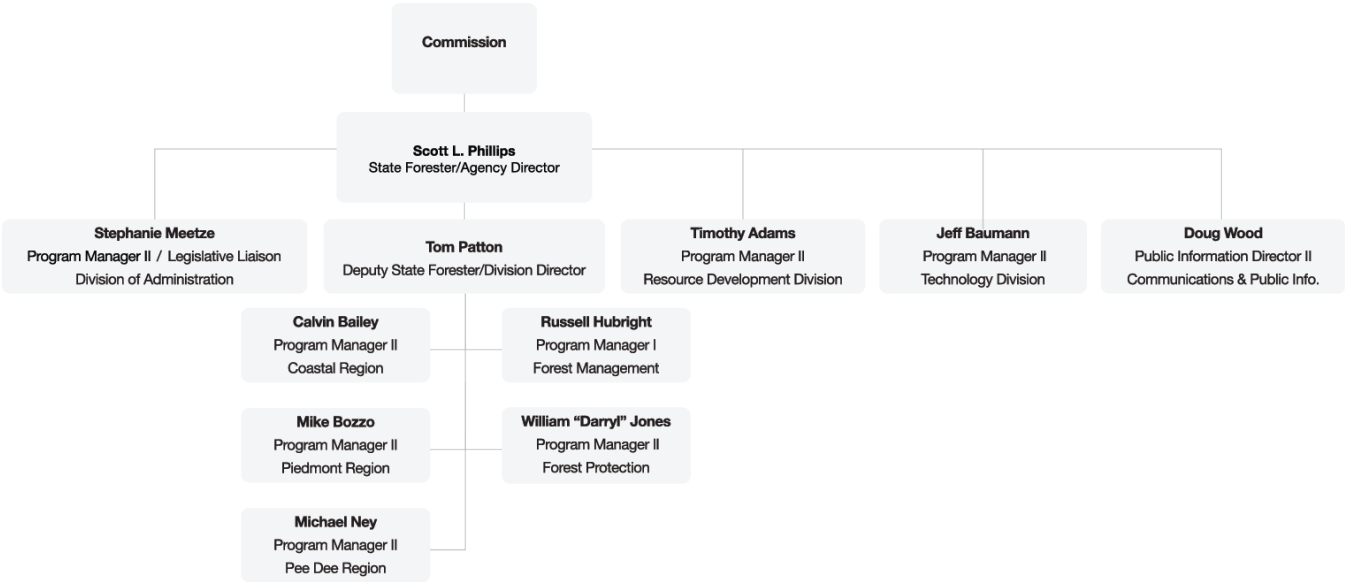


Figure 8. SC Forestry Commission Organizational Chart



Agency Name: FORESTRY COMMISSION

Fiscal Year 2017-2018
Accountability Report

Agency Code: P120 Section: 43

Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Goal ()*		Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy		Measure	Base	Target				
&' ()+*,-.\$/01.' +1'.2/-3'4+##-5'+6272)852-1	G	1		Develop the Resource							
	S		1.1	E2.72/0'*/+1/)C01%#.8.#5#1#-13272)852-1/-3'2d8/-0#-#5'1M2%#.201.20#'.+2/-3' \$#.201.C0.2/123"-3' 01.C/-3%#(0"-EFA							
	9			!*"! N--#'+23+/81/)-720152-1"-5#.201.C	::%<5')#-	:>>5')#-	:?;@<5')#-	B')C'! 0'0' -2'=>	EFG# .201.C'F#55'00#-" HEFGF1/-3'EF628/.152-1' #5'F#552.+2HEF6JFI' K2+#.30'9#-1MJC	E' 5'5'#: +/81/)-720152-1' /--#'+23	N--#'+23+/81/)-720152-1'0'/'521.'+ 1C8+//)C'.28#.123'(C'1M2'2+#-#5'+ 3272)852-1'+55' -'1C'1,1')#00' 01# 1./+P'1M2'0#01M'#\$%#.201.C'-720152-1'72.' 1'52A
	9			!*"# N--#'+23'-20%#(#+2/1#-"-5#.201.C	=<R%#(0	<>>5#(0	:R>5#(0	B')C'! 0'0' -2'=>	EFGF/-3'EF6JFK2+#.30' 9#-1MJC	E' 5'5'5T'-20%#(0'/'--#'+23	N--#'+23'-20%#(0'0'/'521.'+1C8+//)C' .28#.123'(C'1M2'2+#-#5'+3272)852-1' +55' -'1C'1,1')#00' 01#1./+P'1M2'0.#01M' #5%#.201.C'258)C52-1'72.1'52A
	S		1.2	&.7'32'8#)+C'5/P2.01M2%#.201.C'+#55' -1C1/-3'1M2"-12.20123'8' (0'+/++' .12/-3'1'52)C' *-5#/1#-#-1M2'01/1210%#.201"-72-1#C/-3'1M2/)1M							
	9			!*"! G#.201,-72-1#C/-3'N-/)C'0'0'NG,N1'8)8'1'8.#3'+1#-"	?@?H@; UI	%V%	?R%?IV<UI	B/-' /C'! 0'62+25 (2.' WE'G#.201'E2.7'+2'G,N' &.#0./5'1'9#-1MJC	E' 5'5'5T'8)10'+58)2123'1U#5' 0#//)	G#.201,-72-1#C'X'N-/)C'0'0'8)1'8.#3'+1#-'. 2+#.30')#0' 01#3212.5'-2'0M21M2.' 0272'521'#. '0#//)5'52/0' .'-0';>U'1' 8/-2)1'#\$E'F10'1#1'8)10'82.'C2/'A'ZM'0'0' E'F10#-)#C%#.201'+2-0' 0	
	9			!*"## ,-3' 01.C'Z'5 (2.'&.#3'+1#-/-3'F#-0' 581#-11M# 0/-3'+ (+'\$2211	%RV!=!R!; >!=" Z&J1	R?>L>>>	R%<L>@<H; >!?' Z&J1	B/-' /C'! 0'62+25 (2.' WE'G#.201'E2.7'+2'Z'5 (2.' &.#3'+10'J' 18' 1HZ&J1' &.#0./5'1'[-2-'/)C	6/1'32.723%#.5'Z&J'0'.72C	,-3' 01.'/)'1'5 (2.'8.#3'+1#-/'0'52/0'.23'(C' 1M2'Z'5 (2.'&.#3'+10'J' 18' 1HZ&J1'5') 0'.72C'0'1M2' (201'52/0'.2'5'1M2M2/)1M' /-3'0.#01M'#\$%#. '5#.201"-3' 01.C'(C'5/#.# 8.#3'+1+/120#CA	
	9			!*"#\$ G#.201,-72-1#C/-3'N-/)C'0'0'NG,N1'N++' ./+C'E#.#20'182.+2-11	@=U	\@?U	@?A<U	B/-' /C'! 0'62+25 (2.' WE'G#.201'E2.7'+2'G,N' &.#0./5'1'N--'/)C	N72./02'5"-3'7'3' /)' N') F' 0+#.20'/0'.28#.123'(C'WE'G#.201' E2.7'+2'G,N	N0'EF10'5#01'.2)/ (2'0'5'.+2'5%#.201' .20#'+2'3/1'1M2'G#.201,-72-1#C'X' N-/)C'0'0'/'++' ./+C'0+#.20'_' /-1'3'1M2' .2)/ (1'1C'#\$%#.201.20#'.+2'201'5/120#	
	S		1.3	9/-1'-'82.0#--2)/-3%#+'1'201#8.#7'32)/-3#O-2.0'0'1M'81'5' 5'_')/1C'%.201'1.22' 0223)-00#							
	9			!*"! E223)-00'0#)3	;L?%;L@?;	?L>>>L>>>	=L<@V!L!@	B')C'! 0'0' -2'=>	EFGF'E223)-0'E/2'K2+#.30' 22P)C	E' 5'5'5T'#\$0223)-00'0#)3	ZM'0'521.'+*0' 023'1#0'/ 02'1M2'7#) 52'5' 0223)-0'0'20'(C'1M2'/02-+C'10%#.201'1.22' -'.02.CA'Z#1/)'0223)-0'0'20'/.'2'3'.2+1)C' .2)/123'1#0223)-0'.272-' 2A
9			!*"#\$ =.3'02-2./1#-58.#723'0223'8.#3'+23'18# -301	?<=	%; ?	R; <	B')C'! 0'0' -2'=>	EFGF'F#-2'a/.7201'K2+#.30' N--'/)C	E' 5'5'5T'#\$0223'8.#+20023	ZM2'/5#'-1'5%=-.3'02-2./1#-'0223'0' 3'.2+1)C'.2)/123'1#0223)-0'0'20'/-3' .272-' 2A'=-.3'02-2./1#-'0223'5'5'5' . C#'-0'3272)8'8'-0'8'-2'#+M/.30' 8.#3'+20'5' .0223)-00'0'1M'1M2%#01201' 0.#01MA	

9/-1'-'0'E/\$21C1,-120.1C/-3'E2+' .1C

9/-1'-'0'E/\$21C1,-120.1C/-3'E2+' .1C	G	2		Protect the Resource							
	S		2.1	4-0'.2'8.#581/-3'2\$2+172'.208#-02'1#O')3\$'.20/-3'1M2.'-1' ./)3'0/012.0M'							
	9			#*! N72./02')3\$.2'K208#-02'Z'52'15'-1' 1201	=?AR?	b=?	=?AVV	B')C'! 0'0' -2'=>	N02-+C'6'08/1+M'K2+#.30' 9#-1MJC	Z'52'(21022-''-1')/'.28#.1'5' O)3\$'.2/-3'/.7')#5\$'.01' \$'.2\$'0M1'-0''-1	ZM'0'521.'+*0' 023'1#0'/ 02'1M2'7#) /12'01/5\$'-0')272)0L'.2/3'-200'272)0L'-3'3'08/1+M' 8.#+200201#2-0' .2'/8'3'.208#-02'1# O)3\$'.20#
9			#!*# G.#-1)'-2'G'.2\$'0M1'-0'6#c2.0'0'1M'-1' ?0'c2/.02.7'+2')\$2	V>U H2. .#-2#' 0)C' .28#.123'/0' R<U')/01\$'0+/' C2/.1	RVU	R=U	B')C'! 0'0' -2'=>	N02-+C'6)221'K2+#.30' N--'/)C	N-/)C'0'0'5'/02'5'3#c2.0'-/02-+C' 2\$'+2+Cl'/-3'1M/7'-0'2')/(02' 2.' '852-1M2)80'.23'+2'1M2/72./02' O)3\$'.20'c2M'ZM'0'52/0'.21./+P'0' 8.#0.200'1#O/.3'5' .0#//)5'8.#7'3'-0' 272.C/02-+C'\$.2\$'0M12.'/3#c2.0'1M'-1' 1M2!'?'C2/'.02.7'+2')\$2M'		

Agency Name: FORESTRY COMMISSION

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Goal ()			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	9	#1*\$		G.#-1)-2'6#c2.0'O1M2-+)#023+/(0	<@U	?<U	<@U	B')C'! '0B' -2'=>	N02-+c'G)221K2+#.301' N--' /)C	e' 5 (2. #'\$2-+)023+/(0'3'7'323' (C'320'.23%'#-1)-2%)221M! %>1	ZM2'EF6F'0'20/)C'5/-3/123'1# 0' 88.200'O')3\$.20M'6#c2.0'O'1M' 2-+)#023+/(0' -+.2/02'1M2'0/\$21C'#\$ /02-+C'\$.2\$'0M12.0L'-.+.2/02'2\$\$'+2-+C' /-3'7M/7'-0'.2')/(0'2'2_ '852-1'M2)80' .23' +2'1M2'/72./02'O')3\$.20'c2M'ZM'0' 52/0'.21./+P0'8.#0.200'1#O/.3'#'. 0#/)#\$8.#7'3'-0'272.C'/02-+C' \$.2\$'0M12.'/'3#c2.'O'1M'1M2'/3323' 8.#12+1'-'#\$'/'-2-+)#023+/(A'	
	9	#1'+		6#c2.'J82./1#0	! ?<	! %>	! ?<	B')C'! '0B' -2'=>	EF4,E'Ka>! >A! N'X'EF4,E' Ka>! >A! ['K28#.101'6/)'C	EF4,E'.28#.10'0#.123'1#8.#7'32' -' 5 (2. #'\$2)23'3#c2.#82./1#.' GZ40	ZM2'1/.021'7/)'.2'.2\$)2+10'/02-+C'0#/)0' 1#2-0'.2'O2M/72'0' \$\$'+2-1' \$.2\$'0M12.0'/7/)')/(0'2'1#'.208#-3'1#1M2' -' 5 (2. #'\$2)23'3#c2.#82./1#.' /72./02'2/.'A'G')'+1'/1#-0'-1M2' /+1' /)7/)'.2'.2\$)2+1'/11.'1#-'/-3' +M/)2-02'O'1M'258)#C22'.2+. '152-1' /-3'.212-1#-A'	
	S		2.2	4-M/-+2'O/12.'_')/1C'8.#12+1#-'(C''-+2/0'-0'/O/.2-200/-3'+#58)/-+2'O'1M'G#.201.C'[201' 9/-/0252-1'&./+1+20%[9&M'								
	9	#*#!		G#.201.C'[201'9/-/0252-1'&./+1+20%[9&1F#58)/-+2	@RU	\@?U	@RU	Z.'2--')/)	N02-+c'K2+#.301'Z.'2--')/)	9#0'2+2-1'[9&9#-1#.'-0' E'.72C	[201'9/-/0252-1'&./+1+20+#58)/-+2'0' 52/0'.23'-./-3#5'5#-1#.-0'0'.72C0'#\$)#00'-0'82./1#-0'0'/'-2d+2)2-1'52/0'.2' #\$'1M2'0' ++200'#\$#'.#72./)[9&8.#0./5A	
f#72.-52-1'/-3'F'1'c2-0	G		3	Manage the Resource								
	S		3.1	&. #'7'32"58.#723')/-3'5/-/0252-1'02.7'+20'1#')/-3#O-2.0L'-'+' 3'-0'/35'-012.'-0' .2\$#.201/1#-8.#0./50'/-3'8.#7'3'-0'12+M-+)'%#.201'5/-/0252-1'/00'01/-+2'320'0-23'1#' 5221')/-3#O-2.10'0#/)0A								
	9	\$'!'!		e' 5 (2. #'\$2g/-3#O-2.0'N00'0123	!L@=	;L?>>	;L;<%	B')C'! '0B' -2'=>	EFGF'=> >@01'6/1/(/021' 9#-1M)C	Z#1/)'-' 5 (2. #'\$2#.201')/-3#O-2.0' OM#'.2+2'72'/00'01/-+2' 3#+' 52-123'(C'/+02%)2#.#1M2.' 3'.2+1)C'+#.2)/123'1#1M2'2+#-#5'+ O.'112-.2+#.3A'N')/-3#O-2.0'1# '58/+1#\$8.'7/12)/-3'5/-/0252-1'- (2'.2+#.323#-)'C'#+-+2'3'.-'0'/# EFA'E2+1#- '<VD; =0@>'.2_ ' '.20'EF6F'1#' \$0+/'/C2/.'.20/.3)200'#\$'1M2' -' 5 (2. #'\$2'520'/00'0123A	ZM2-' 5 (2. #'\$2)/-3#O-2.0'/00'0123"0' 3'.2+1)C'+#.2)/123'1#1M2'2+#-#5'+ '58/+1#\$8.'7/12)/-3'5/-/0252-1'- EFA'E2+1#- '<VD; =0@>'.2_ ' '.20'EF6F'1#' 8.#7'32'1M'0'/00'01/-+2A	
	9	\$'!'#		G#.201'5/-/0252-1'/00'01/-+2+' 01#52.'0/10\$'+1#-7272)	@?U	!>>U	@<U	B')C'! '0B' -2'=>	EFGF'E'.72C'6/)'C	N72./0'-0'#\$')'0'.72C'.208#-020' \$.#5'.2+8'2-10'#\$'KGN'/-3' E12O/.30M'8'8)/-0'#\$'.201.C' 02.7'+201'/'-3'+#01'0M/.2'/00'01/-+2	92/0'.-'-0'+ 01#52.'0/1'0\$'+1#-' 8.#7'320'/-3'+/1#-#5M#O'O2)1M2' /02-+C'0'5221'-0'10'+01#52.10' 2d82+1/1#-0'/-3')/)#O'EF6F'1#' '58.#72'10'_')/1C'#\$02.7'+2A	
	9	\$'!'\$		W-\$' -323'.2\$#.201/1#-')/(+P)#0'-G#.201'K2-2O/)'&.#0./5'HGK&I	:VV?L%;%	b: ! >>>L>>>	V%<L; ?>	B')C'! '0B' -2'=>	EFGF'GK&6/1/(/021'6/)'C	Z#1/)'7/)'.2'#\$')' -'\$-323'GK& '/88)/+1#-0'/1M2'+58)21#-#5' '-1'/)'#)+/1#-#5M'2'50+/'/C2/.'A' ZM2'0' 5'8.#3'+1#\$'1M2'/+20'#\$' '/88.#723'8./+1+20'/-3'1M2'+#01' OM/.2'/120A	ZM2'/5#'-1#\$'(/+P)#Q"-32.'1M'0'+#010 OM/.28.#0./5'0'/-3'+/1#.#5'1M2' (/)-+2'(21O22-'1M2'325/-3'#\$'.1M202' \$'-30'/-3'1M2'0' 88)C'#\$'1M202\$' -30A	
	9	\$'!'+		E1/12'G#.2010'0e21'K272-' 2	: =<? >@>'	\: !>>>>>	: ==@L@=V"	B')C'! '0B' -2'=>	N02-+c'K2+#.301'82.'#3+/'/)'C	E' 5'#\$')/2d82-020'0' (1./+123' \$.#5'1M2'0' 5'#\$')/).272-' 2	e21'.272-' 2"-3'+/120'OM21M2.' .272-' 2M/0'(22-0' \$\$'+2-1'1#5221' 1M2'0'+/)-2230'#\$01/12'#\$'.2010A	
	S		3.2	&. #'7'32"12+M-+/'/K'23'+/1#-/'/K'/-3'\$/-+/'/)'/00'01/-+2'-' .(/-/'-3'+#55' -1C'#\$'.201.C'1#)#+/'/) 0#72.-52-10'/-3'\$.0/'-c23'0.#' 80'7'7'-0'/-3'O#P'-0'O'1M'-201/(0M23'3272)#8'-0'/-3' 8#8')/123'/2/0A								
	9	\$*#!		W.(/-X'F#55' -1C'G#.201.C'8.#0./5'#\$' 1.2/+M'H+1'c2-0'02.7231	!L@> V?>	; >>>L>>>	; !;<L; ?%	B')C'! '0B' -2'=>	N02-+c'K2+#.301'9#-1M)C	E' 5'#\$'1M2'+2-0' 0'8#8')/1#-0'#\$' +#55' -1'20'/00'0123'/0'8.#7'320'/- (C'WE'G#.201'E2.7'+2F#55' -1C' N00'01/-+2'K28#.1'-0'EC0125	ZM2-' 5 (2. #'\$2+1'c2-0'02.723'1M.#' OM' EFGF'0' .(/-8.#0./5'8.#7'320'/- '-3'+/1#-#5'1M2'/02-+C'0\$')\$)52-1' #\$'E2+1#- '<VD; =0@>L'OM'+M'.2_ ' '.20' EFGF'1#8.#7'32'1M'0'/00'01/-+2A	
43'+/1#-L'Z./-'-QL'/-3'a' 5/-'6272)#852-1	G		4	Raise Awareness about the Resource								

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Goal ()			Description	Base	2017-18		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure			Target	Actual				
	S	4.1			&. #7'32'32" .201.C'23' +/1' # -8.#0./5'8' /1' +8' -10"							
	9		+!#!		G#.201.C'23' +/1' # -8.#0./5'8' /1' +8' -10"	<@!@	<@>>	<@>@	G/))	472-1' .2+#.30'N--' /))C	E' 5' #5' -' 5 (2.' #5' /))12/ +M2.0' / -3' 01' 32-10'8' /1' +8' /1' -0' -' ##3' 9/0' +!&. #52+1'g2/ . -' -0'Z.22' / -3' Z2/ +M2.0'Z# ' .272-10	ZM2-' 5 (2.' #5'23' +/1' # -/)8.#0./5' 8/ .1' +8' /-10'0' /5' -+1' # -' #5' / -3' -' 3' +/1#.' #5'1M2' /02-+C10'23' +/1' # -/) 8.#0./5'5' -0' +/8' +1'CA
	9		+!##		Z201E+#.2',58.#7252-1'0' ##3'9/0' +G#.201'G/.	V; U	R?U	V<U	G/))	472-1' .2+#.30' /7' /) / (Q2"- 62+25 (2.	, +.2/02"-P-#O)2302' #5' ##3' 9/0' +8' /1' +8' /-10'0' +/) +) /123' (C' 1201'0+#.20' / .2' -' -3' +/1#.' #5'1M2' 272-10'0'252+1'72-200' /1'23' +/1' -0' +M')3.2-' / (#' 1'1M2' /37' -1/020' 8#0101201'0+#.20'2d8.20023' /0' /" 82.+2-1/02	ZM2'8/ .1' +8' /-10' ##3'9/0' +8' #010 9/0' +8' /1' +8' /-10'0' +/) +) /123' (C' 1201'0+#.20' / .2' -' -3' +/1#.' #5'1M2' 272-10'0'252+1'72-200' /1'23' +/1' -0' +M')3.2-' / (#' 1'1M2' /37' -1/020' 8#0101201'0+#.20'2d8.20023' /0' /" 82.+2-1/02
	S	4.2			4-M/ -+2'1M2"5/02' #5'1M2'G#.201.C'F#5'5'00' # -/0' / -' -1' /)0' # .+2' #.5' #.201'5' / -/0252-1' -' #.5/1' # -/ -3' /00'01/ -+2"							
	9		+*#!		EFGFO2 (0'12'11'10	!b; <@<>	<@>>>>	V! V!<@>	B')C' ! 0'0' -2'=>	&. #7'323' (C'M#01' #5'O2 (0'12'1' E' 5' #5' -' 5 (2.' #5'7'0'10'1' #/))' 9#-1M)C	eJZ4i'ZM2'7' /) ' 2' #. '1M'0'82. \$#. 5' / -+2' 52/0' .2' 0'0'0' -' \$+ / -1')C')O2. '1M' / -' -' C2/ .0'8' /01' (2+ /' 02'02M' /72)2/ . -23' 1M' /1'1M2'1. /55' +. 28# .1'8. #7' 323' (C'1M2' EF'6'7'0' # -' #5'Z2+M-#)OC'1M2' /02- +C' 1M' /1'1M#010' EFGFO2 (0'12'1'8. 27' #')C' + # -1' / -23'2. .# -2' #' 0'5'21. ' +0A	
43' +/1' # -L'Z. / -' -QL' / -3'a' 5' / -'6272) #852-1	G	5			Prepare to Meet Future Demands							
	S	5.1			9 / -1' -' -/ +/8' / (Q2'02)01. /' -23' / -3'3'72.02'0#.P'12/5M'							
	9		,*#!		F#-1' -' #' 0'27' /) /1' # -' #5'01' /55' -0'7272)0'W6Z401'	=%?A??	=%?A??	=% ; A??	B')C' ! 0'0' -2'=>	E1/12'N88.#8.' /1' # -0'N+1' N--' /))C	E' 5' #5' /88.#8.' /123'GZ40	ZM'0'82. \$#. 5' / -+2'52/0' .2' .25)2+10'1M2' 01/55' -0'7272) 32-1' \$'23' / -3' .2' .'.23' \$#. '1M2' /02- +C'1' #/ +M'272'10'5' /d'5' 5' 82. \$#. 5' / -+2' / -3' (20' +200\$)' -' +/ .C' -0' #' 1'1'0'01. /120' + # (52+1'720A
	S	5.2			&. #7'32'258) #C220'0'1M' /0' /\$2' / -3'8.#3' +172'0#.P' -0'2-7'. # -52-1M'							
	9		,*#!		K23' +2')#00'1'52" -+32-10'1M' /1' .20')123" -'3' /C#01' /O' /C\$. #5'0#P	!	>	=	B')C' ! 0'0' -2'=>	F) /'5'0'N+17'1C'K28#.1'X' N++#.3'G#.5'1'6' /)C	E2+ # -3' / .C'.28# .1' -0' \$.#5' 8.23212.5' -23' +/) +) /1' # -0	ZM'0'82. \$#. 5' / -+2'52/0' .2' 0' # -2' 52/0' .2'1' ##32-1' \$C'1M2'252+1'72-200' #5' 1M2' /02- +Cj0'0' /\$21C'5' / -/0252-1' 8.#0./5' / -3'1M2' /02- +Cj0'8. #/ +1'72' /88. #/ +M'1' #8.272-1'0#.P8) / +2' -' S' .20' / -3') -20020A
	9		,*##		K23' +2'0#.P0.2) /123' / +32-10' -S' .20	?	>	<	B')C' ! 0'0' -2'=>	F) /'5'0'N+17'1C'K28#.1'X' J EaN'G#.5' =>> !EF4, E')2/72'.2+#.30'6' /)C	ZM'0'82. \$#. 5' / -+2'52/0' .2' 0' /52/0' .2' 1# 32-1' \$C' / -3'27' /) /125' (M' /c. 30' / -3' #. '082+ ' \$' +O# .P1' /0'0'1M' /1'5' /C' + # -1. ' (' 12'1' #0' /\$21C' . '0'0' -'1M2' O# .P8) / +2' / -3'1' #5'3' \$C'1M2'5' (#. ' 5' /P28. #+200' +M' / -02'0'OM2- -' -22323A	

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Goal		Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Measure		Base	Target	Actual				
&' ()*+,-./01. ' +1' .2/-3'4+##-5'+6272)852-1	G	1		Develop the Resource							
	S		1.1	E2.72/0'/+1/0)01%#.#8.#5#1#-1(3272)#852-1/-3'2d8/-0#-#5'1M2%#.201.20# .+2/-3' \$#.201.C0.2/123"-3' 01.C/-3%#(0"-EFA							
	9		! *#!</td <td>N--#'-+23+/81/)-720152-1"-3#.201.C</td> <td>:?;@<5))#-</td> <td>:>>5))#-</td> <td>B')C'! 0'8' -2'=></td> <td>EFG#.#201.C'F#55'00#-# HEFGF1/-3'EF628/.152-1' #5F#552.+2HEF6JFI' K2+#.30L'9#-1M)C</td> <td>E' 5*#5: '+/81/)-720152-1' /--#'-+23</td> <td>N--#'-+23+/81/)-720152-1"0/'521.'+ 1C8'+/))C'.28#.123'(C'1M2'2+#-#5'+ 3272)#852-1'+#55' -'1CA",1/))#00" 01# 1./+P'1M2'0#01M'#\$%#.201.C"-720152-1#72.' 1'52A</td>	N--#'-+23+/81/)-720152-1"-3#.201.C	:?;@<5))#-	:>>5))#-	B')C'! 0'8' -2'=>	EFG#.#201.C'F#55'00#-# HEFGF1/-3'EF628/.152-1' #5F#552.+2HEF6JFI' K2+#.30L'9#-1M)C	E' 5*#5: '+/81/)-720152-1' /--#'-+23	N--#'-+23+/81/)-720152-1"0/'521.'+ 1C8'+/))C'.28#.123'(C'1M2'2+#-#5'+ 3272)#852-1'+#55' -'1CA",1/))#00" 01# 1./+P'1M2'0#01M'#\$%#.201.C"-720152-1#72.' 1'52A	
	9		!*"#	N--#'-+23'-20%#(0'0/'521.'+1C8'+/))C' .28#.123'(C'1M2'2+#-#5'+3272)#852-1' +55' -'1CA",1/))#00" 01#1./+P'1M2'0.#01M' #5%#.201.C'258)#C52-1'72.'1'52A	;R>5#(0	<>5#(0	B')C'! 0'8' -2'=>	EFGF'/-3'EF6JF'K2+#.30L' 9#-1M)C	E' 5*#5T'-20%#(0' /--#'-+23		
	S		1.2	&.#7'32'8#)+C'5/P2.0L'1M2%#.201.C'+#55' -'1C1/-3'1M2"-12.20123'8' (0'+/++' ./12/-3'1'52)C" '-5#.#5/1#-#-1M2'01/1210%#.201"-72-1#.C/-3'1M2/)1M							
	9		!*"#!	G#.201',-72-1#.C/-3'N-/)C'0'0'8G,N1'8)#1'8.#3'+1#-'	?R%TV<UI	%V%	B/-' / .C'! 0'62+25 (2.' WE'G#.201'E2.7'+2'G,N' &.#0./5L'9#-1M)C	E' 5*#5T'8)#10'+#58)2123'1U'#\$' 0#/)1	G#.201',-72-1#.C'X'N-/)C'0'0'8)#1'8.#3'+1#-'.2+#.30'/))#0" 01#3212.5'-2'OM2M2.' O272'521#'.0#/)5'52/0' '-0':>U'1' 8/-2)1#5'EF10'1#1/8)#10'82.'C2/.A'ZM'0'0' EF10#-)C'5#.201'+2-0' 0		
	9		!*"##	,-3' 01.C'Z'5 (2.'&.#3'+1#-/-3'F#-0' 581#-1M'0/ -3'+) (*+2211	R%<@<#; >!?' Z&J1	V>>>>	B/-' / .C'! 0'62+25 (2.' WE'G#.201'E2.7'+2'Z'5 (2.' &.#3'+10'J' 18' 1WZ&J1' &.#0./5L'[-2--/))C	6/1/32.'723%.#5'Z&J'0'.72C	,-3' 01.'/1'5 (2.'8.#3'+1#-/'0'52/0'.23'(C' 1M2'Z'5 (2.'&.#3'+10'J' 18' 1WZ&J1'5))		
	9		!*"#\$	G#.201',-72-1#.C/-3'N-/)C'0'0'8G,N1'N++' ./+C'E+#.201'82.+2-11	@?k>U	\@?U	B/-' / .C'! 0'62+25 (2.' WE'G#.201'E2.7'+2'G,N' &.#0./5L'N-')C	N72./02'##"-3'73' /)] N'] F' 0+#.20/0'.28#.123'(C'WE'G#.201' E2.7'+2'G,N	N0'EF10'5#01'.2)/ (2'0#'.+2'##5#.201' .20#'.+2'3/1/1'1M2'G#.201',-72-1#.C'X' N-/)C'0'0'8'++' ./+C'0'+.20'.' /-1'5C'1M2' .2)/ (')1C'##5#.201'.20#'.+2'201'5/120A		
	S		1.3	9/-1/'-82.0#--2)/-3%'+)1'201#8.#7'32)/-3#O-2.0'0'1M'81'5' 5'_ /)1C'%.201'1.22' 0223)-00A"							
	9		!*\$!	E223)-00'0#)3	=<@V! ! @	?>>>>>	B')C'! 0'8' -2'=>	N.(#.#F2-2'E223)-0'E/2' K2+#.30L'9#-1M)C	E' 5*#5T'##5'0223)-00'0#)3	ZM'0'521.'+0" 023'1#0/' 02'1M2'7#) 52'##5' 0223)-0'0/20'(C'1M2'/02-+C'0%#.201'1.22' -'.02.C1"Z'1/1'0223)-0'0/20'/ .2'3'.2+1)C' .2)/123'1#0223)-0'.272-' 2A	
	9		!*\$#	=.3'02-2./1#-#58.#723'0223'8.#3'+23'18#'-301	R;<	%;?	B')C'! 0'8' -2'=>	EFGFF#-2'a/.7201'K2+#.30L' N--')C	E' 5*#5T'##5'0223'8.#+20023	ZM2/5#'-1'##=-.3'02-2./1#-#0223'0' 3'.2+1)C'.2)/123'1#0223)-0'0/20'/-3' .272-' 2A=-.3'02-2./1#-#0223'%.#5'#' . C#'-0'3272)#8'-0'8'-2'#.+M/.30' 8.#3'+20'0#'.0223)-00'0'1M'1M2%#01201' Q.#01MA	
9/-1/'-0'E/\$21C1.-120.'1C/-3'E2+' .1C	G	2		Protect the Resource							
	S		2.1	4-0'.28.#581/-3'252+172'.208#-02'1#0'35'.20/-3'1M2.'-/1'./)3'0/012.0A"							
	9		#!#!	N72./02' 35'.2'K208#-02'Z'52'15' -' 1201	=?AVV	h=?	B')C'! 0'8' -2'=>	N02-+C'6'08/1+MK2+#.30L' 9#-1M)C	Z'52'(21022-'-1'/).28#.1#5' 0)35'.2/-3'/.7/)'#5%'.01' \$.25'OM1'-0" -1	ZM'0'521.'+0" 023'1#27/)' /1201/##-0')272)0L'.2/3'-200)272)0L' /-3'3'08/1+M' 8.#+200201#2-0'.2'./8'3'.208#-02'1# 0)35'.20A	
	9		#!##	G.#-1)'-2'G'.25'0M1'-0'6#c2.0'0'1M'-1' ?0'c2/.02.7'+2')\$2	R=U	RIU	B')C'! 0'8' -2'=>	N02-+C'G)221'K2+#.30L' N--')C	N-/)C'0'0'8'5/02'##5'3#c2.0"-/02-+C' 25'+2-+C'1/-3'1M/7'-0'.2)/ (2' 2_ '852-1'1M2)80'.23'+2'1M2'/72./02' 0)35'.20'c2M'ZM'0'52/0'.21./+P0' 8.#0.2001#0/.3'#'.0#/)##58.#7'3'-0' 272.C/02-+C'\$.25'OM12.'/3#c2.'0'1M'- 1M2'! ?'C2/.02.7'+2')\$2A		

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Goal ()			Description	Base	2018-19 Target	Actual	Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure								
	9	#1*\$	G.#-1)-2*6#c2.0*0*1M2-+)	#023*/(0	<@U	?%U		B')C'! 10B' -2'=>	N02-+C'G)221K2+#.30L N--' /)C	e' 5 (2.*#5*2-+)#023*/(0*37'323' (C'320'.23%#-1)'-2%221%1 %>1	ZM2'EF6F"0)20/)C'5/-3/123'1#" 0' 88.200'0)3\$.20*6#c2.0'0'1M" 2-+)#023*/(0"-+ .2/02'1M2'0/\$21C'#\$" /02-+C'\$.2\$'0M12.0L"-+ .2/02'2\$S'+2-+C1" /-3'1M/7'-0'.2)/(0'2'2_.' '852-1'1M2'80' .23'+2'1M2'/72./02'0)3\$.2'0'c2M'ZM'0' 52/0' .21./+P0'8.#0.200'1#0/.3'#\$' .' 0#/)#\$8.#7'3'-0'272.C'/02-+C' \$.2\$'0M12.'7'3#c2.'0'1M'1M2'/3323' 8.#12+1'1#-#\$'/'-2-+)#023*/(A"	
	9	#1'+	6#c2.J82./1#0		! ?<	! %>		B')C'! 10B' -2'=>	EF4,E'Ka>! >A! N'X'EF4,E' Ka>! >A! [K28#.10L'6/7)C	EF4,E'.28#.10'0#.123'1#8.#7'32' - '5 (2.*#5\$)23'3#c2.*#82./1#.' G240	ZM2'1/.021'7/) '2'.2\$)2+10'/02-+C'0#/)0' 1#2-0' .2'02M/720' '\$\$+'2-1' \$.2\$'0M12.0'7/7/)/(0'2'1#'.208#-3'1#1M2' - '5 (2.*#5\$)3\$.20'1M/1#++' ."-/-/'- /72./02'02/.A'G)' +1' /1#-0'-1M2' /+1' /7/) '2'.2\$)2+1'1/11.'1#-'/-3' +M/)2-02'0'1M'258)#C22'.2+.' '152-1' /-3'.212-1'1#-A"	
	S	2.2	4-M/-+2'O/12.'_')/1'0'8.#12+1#-'(C"-+2/0'-0'/O/.2-200'/-3'+#58)/-+2'0'1M'G#.201.C'[201' 9/-/0252-1'&./+1+20%[9&M'									
	9	#*#1	G#.201.C'[201'9/-/0252-1'&./+1+20%[9&1'F#58)/-+2		@RU	\@?U		Z.'2--/)	N02-+C'K2+#.30L'Z.'2--/))C	9#01'.2+2-1'[9&'9#-1#.'-0' E'.72C	[201'9/-/0252-1'&./+1+20'+#58)/-+2'/0' 52/0'.23"-.'/-3#5'5#-1#.'-0'0'.72C0'#\$')#00'-0'#82./1#-0'0'/'-2d+2)2-1'52/0' .2' #\$'1M2'0' ++200'#\$'\$.#72./)[9&8.#0./5A	
F#72.-52-1'-3F'1'c2-0	G	3	Manage the Resource									
	S	3.1	&.#7'32"58.#723)/-3'5/-/0252-1'02.7+20'1#)/-3#O-2.0L"-+)' 3'-0'/35'-1012.'-0' .2\$#.201/1#-8.#0./50'/-3'8.#7'3'-0'12+M-+/'%)#.201'5/-/0252-1'/00'01/-+2'320'0-23'1#' 5221)/-3#O-2.10'0#/)0A									
	9	\$'1'!	e' 5 (2.*#5\$g/-3#O-2.0'N00'0123		;L;<%	;L?>>		B')C'! 10B' -2'=>	EF6F'=>@0! '6/1/ (/02L' 9#-1M)C	Z#1/)'- '5 (2.*#5\$#.201)/-3#O-2.0' OM#'.2+272'/00'01/-+2" 3#+ '52-123'(C'/+/02\$)2#.#1M2.' O.112-.2+#.3A"N)/-3#O-2.'0'1#' (2'.2+#.323#-)'C'#+2'3' .'-0'/' \$0+)'C2/.'20/.3)200'#\$'1M2' - '5 (2.*#5\$1'520'/00'0123A	ZM2'- '5 (2.*#5\$)/-3#O-2.0'00'0123'0' 3'.2+1)C'+#..2)/123'1#1M2'2+#+#5'+* '58/+1#\$8.'7/12)/-3'5/-/0252-1"- EFA"E2+1'1#-#<V0;=0@>'.2_.' .20'EF6F'1#' 8.#7'32'1M'0'/00'01/-+2A	
	9	\$'1'!	G#.201'5/-/0252-1'/00'01/-+2+' 01#52.'0/10\$/'1#-'272)		@<U	! >>U		B')C'! 10B' -2'=>	EF6F'E'.72C'6/7)C	N72./0'-0'#\$'/)0' .72C'.208#-020' \$.#5'.2+8'2-10'#\$'KGN'/-3' E12O/.30M'8'8)/-0L'\$.201.C' 02.7+20L'/-3'+#01'0M/.2'/00'01/-+2	92/0' .'-0'+ '01#52.'0/1'0\$/'1#-' 8.#7'320'/-"-3'+/1#-#\$'M#O'02)1M2' /02-+C'0'5221'-0'10'+ '01#52.10' 2d82+1/1#-0'/'-3'/))#00'EF6F'1#' '58.#72"10'_')'1C'#\$02.7+2A	
	9	\$'1'!	W-\$'-323'.2\$#.201/1#-('+/P)#Q"-G#.201'K2-2O/)'&.#0./5'1GK&I		V!%=<	b: ! >>>>>>		B')C'! 10B' -2'=>	EF6F'GK&6/1/ (/02L'6/7)C	Z#1/)'7/) '2*\$'/) ' -5' -323'GK&)88)/+1#-0'/1'1M2'+#58)21#-#\$' "-1'/)#)/+1#-#\$'.1M2'\$0+)'C2/.A" ZM2'0' 5'8.#3'+1#\$'1M2'/+.20'#\$')88.#723'8./+1+20'/-3'1M2'+#01' OM/.2'/120A	ZM2'/5# ' -1#\$'(/+P)#Q" -32.'1M'0'+#010 OM/.2'8.#0./5"-0'/'-3'+/1#-#\$'1M2' (/)-+2'(21O22-1M2'325/-3'\$.1M202' \$' -30'/-3'1M2'0' 88)C'#\$'1M202\$' -30A	
	9	\$'1'!	E1/12'G#.2010'Ve21'K272-' 2		::=@[e=V"	\: ! >>>>>		B')C'! 10B' -2'=>	N02-+C'K2+#.30L'&2.'#3+/'))C	E' 5*\$'/)2d82-020'0' (1./+123' \$.#5'1M2'0' 5*\$'/)'.272-' 2	e21'.272-' 2"-3'+/120'OM21M2.' .272-' 2M/0'(22-0' '\$\$'+2-1'1#5221' 1M2'\$0+/'-2230'#\$'01/12\$#.2010A	
	S	3.2	&.#7'32"12+M-+/'1'23'+/1#-/'1'/'-3\$-/'-+/'/)'00'01/-+2"-'' .(/-'-3'+#55'-'1C'\$.201.C'1#)#+/' 0#72.-52-10'/-3'\$.0./-c23'0.#' 80)7'-0'/-3'0#P'-0'0'1M'-201/)'0M23'3272)#8'-Q'/-3' 8#8')/123'/./2/0A									
	9	\$*#1	W./-X'F#55'-'1C'G#.201.C'8.#0./5'#\$' 1.2/+M#+'1c2-0'02.7231		;! ! ;<L; ?%	;L>>>L>>>		B')C'! 10B' -2'=>	N02-+C'K2+#.30L'9#-1M)C	E' 5*\$'1M2'+2-0' 0'8#8')/1#-0'#\$' +#55'-'1'20'/00'0123'0'8.#7'323' (C'WE'G#.201'E2.7+2'F#55'-'1C' N00'01/-+2'K28#.1'-0'EC0125	ZM2'- '5 (2.*#5\$+'1'c2-0'02.723'1M.#' OM' EF6F'0" .(/-8.#0./5'8.#7'320'/-" '-3'+/1#-#\$'1M2'/02-+C'0\$')\$)52-1' #\$'E2+1'1#-#<V0;=0@>L'OM'+M'.2_.' .20' EF6F'1#8.#7'32'1M'0'/00'01/-+2A	
43'+/1#-1'Z./-'-0L'/-3'a' 5/-'6272)#852-1	G	4	Raise Awareness about the Resource									

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Statewide Enterprise Strategic Objective	Type	%			Description	2018-19			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	S	4.1			&. #7'32'58.201.C'23' +/1'8.#0./50'5#.1/ .02123'/' 3'2-+20A'							
	9			+!#!	G#.201.C'23' +/1'8.#0./5'8/.1+8/-10	< @>@	>	G/)		472-1'.2+#.30('N--' /)C	E' 5'5'-' 5 (2.'#5'/'12'+M2.0'/'-3' 01' 32-10'8/.1+8/1'-0"- ##3' 9/0'+E&. #52+1g2/.'-0'Z.22'/'-3' Z2/+M2.0'Z#'. '272-10	ZM2-' 5 (2.'#5'23' +/1'8- /)8.#0./5' 8/.1+8/-10'0'/'S' -+1'8- '#5'1'/'-3' '-3'+/1#.'#5'1'M2'/02-+C'10'23' +/1'8- /) 8.#0./5'5'-0'+/8/+1CA
	9			+!##	Z201E+#.2',58.#7252-10' ##3'9/0'+G#.201'G/.	V<U	R?U	G/)		472-1'.2+#.30('7/ /) (Q2"- 62+25 (2. 12010+#.20'/.2'/'-3'+/1#.'#5'1M2' 3'7'3'-0'1M2'/72./02'##5'1M2'8.20 272-10'252+1'72-200'/1'23' +/1'-0' +M')3.2-'/(# '1'1M2'/37/-1/020' 8#01012010+#.20'2d8.20023'/0'/' (2-25'10'/'-3'7')' 2#5'1. 2201'##' #' 82.+2-1/02	ZM2'8/.1+8/-10' ##3'9/0'+8#010 9/0'+8/.1+8/-10'0'+/)' /123'(C' 12010+#.20'/.2'/'-3'+/1#.'#5'1M2' 3'7'3'-0'1M2'/72./02'##5'1M2'8.20 272-10'252+1'72-200'/1'23' +/1'-0' +M')3.2-'/(# '1'1M2'/37/-1/020' 8#01012010+#.20'2d8.20023'/0'/' (2-25'10'/'-3'7')' 2#5'1. 2201'##' #' 2#+-#5'0'0'++'21C'/'-3'02)0(2'-0A	
	S	4.2			4-M/-+2'1M2"5/02'5'1M2'G#.201.C'F#5'5'00'0'-' /0'/'-1'/'0'0' .+2'5'5'0' /- /0252-1' '-5'5/1'8- /-3'/'00'01/ -+2A'							
	9			+##!	EFGF'02(0'12'1M'10	VI V<#>	@>>>>	B')C'1 '0B' -2'=>		&. #7'32'3'(C'M#01'##5'02(0'12' E' 5'5'-' 5 (2.'#5'-' -' 2'7'0'10'1# /))"-3'7'3' /)EFGF'02('8/020	ZM2-' 5 (2.'#5'-' -' 2'7'0'10'1# /))EFGF' 02('8/020'0'/'-3'+/1#.'#5'1M2'272)##5' 2-0/0252-1'1M2'/02-+C'M/0'0'1M'1M2' 8')'+A eJZ4iZM27/) ' 2'5'.'1M'0'82.##.5/ -+2' 52/0'. 2'0'0'Q-'S'+/-1)C'02.'1M/-' -' C2/.'08/01'(2+/' 02'02'M/72)2/.' -23' 1M/1'1M21./##'+.28#.1'8.#7'323'(C'1M2' EF'6'7'0'0'-'##5'Z2+M-#)0C'1M2'/02-+C' 1M/1'1M#010'EFGF'0'02(0'12'1'8.27' #' 0)C' +#-1/' -23'2. .#-2# ' 0'521.'+0A	
43'+/1'8-1'Z./-'-0L'/'-3'a' 5/-'6272)#852-1	G	5			Prepare to Meet Future Demands							
	S	5.1			9/-'1'-' /+8/ (Q2'02)01./'-23'/'-3'3'72.02'0#P'12/5A'							
	9			,#!	F#-1'- #' 0'27/) /1'8- '#5'01/'S'-0'7272)0'WZ401'	=% ; A??	=%?A??	B')C'1 '0B' -2'=>		E1/12'N88.#8./1'1'8-0'N+1L' N--' /)C	E' 5'5'#/88.#8./123'GZ40	ZM'0'82.##.5/ -+2'52/0'. 2'.'25)2+10'1M2' 01/'S'-0'7272) "32-1'5'23'/'-3'.2'. ' .23' \$#.'1M2'/02-+C'1#/' +M'272"10'5'/d'5' 5' 82.##.5/ -+2'/'-3'(2'0' ++200\$)' "-' +/.C'-0'##' 1"10'01./120'+# (S2+1'720A
	S	5.2			&. #7'32'258)#C220'0'1M'/'0/52'/'-3'8.#3' +172'0#P'-0'2-7'.#-52-1A'							
	9			,##!	K23' +2')#00'1'52"-+32-10'1M/1'.20')123"-3/CH01'/O/C%.#5'0#P	=	>	B')C'1 '0B' -2'=>		F/)'50'N+17'1C'K28#.1X' N++#3'G#.5L'6'/)C	E2+#-3/.'C'.28#.1'-0'\$.#5' 8.23212.5'-23'+/)' /1'8-0	ZM'0'82.##.5/ -+2'52/0'. 2'.'25)2+10'1M2' 52/0'. 2'1#""32-1'5'1M2'252+1'72-200'##5' 1M2'/02-+C'0'0/\$21C'5/ -/0252-1' 8.#0./5'/'-3'1M2'/02-+C'0'8.#./+1'72' /88.#/+M'1#8.272-1'0#P8)/+2' '-S'.'20'/'-3'")-20020A
	9			,##	K23' +2'0#P0.2)/123'/'++32-10''-S'.20	<	>	B')C'1 '0B' -2'=>		F/)'50'N+17'1C'K28#.1X' JEaNG#.5'=>>E'EF4,E')2/72'.2+#.30('6'/)C	ZM'0'82.##.5/ -+2'52/0'. 2'.'25)2+10'1M2' 1#""32-1'5'1C'/'-3'27/) /125#(M/c/.30' /-3'##.082+'S'+O#P1/0P0'1M/1'5'/C' +#-1.' (' 12'1#0/\$21C'.0P0"-1M2' O#.P8)/+2'/'-3'1'5'3'5'3'1M2'5#('#.' 5/P2'8.#+200'+M/-020'OM2-' -22323A	

Agency Name: FORESTRY COMMISSION

Fiscal Year 2017-2018
Accountability Report

Agency Code: P120 Section: 043

Program Template

Program/Title	Purpose	-.)# / ! 01! 2)345' 678&9: ; <=> 9?@				-.)# / ! 21! B)345' 678&9: ; <C:DE' >&' 7A				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
,A^N35^-*01./1*#-	&. #7*32'/35^-*01./1*72'0' 88#. 1L^A2^M' 5/-" .20#'. +20L^8/C.#)L'(2-2\$10L^8.#+' .252-1L^21+A^ 1#^/Q2-+C^82.0#--2)^HEF^F#32^#S^g/O0^Z^1)2^<VL^ FM/812.0^; =^D^=RIA				\$ 1,136,887				?A! A! L^?A; A! L^?A; A;	
,,A^G# .201^&. #12+1^#-"/-3^ 6272)#852-1	&. #12+1^\$#. 2010^\$. #5^M/. 5^\$. #5^O^')3\$. 20L^\$#. 201^ 82010L^/-3^-/1^ ./)3^0/012.0A^9^/-1^*-/" 8.#3^ +1^72^\$#. 201^)/-3^(/02L^8.#7^32^'_ /)^1C^ 1.22^0223^)*-Q0L^/-3^3272)#8^/01.#-0^\$#. 201^ *-3^ 01.CA^HEF^F#32^#S^g/O0^Z^1)2^<VL^FM/812.0^; =^ D^=RIA				\$ 26,277,183				! A! A! L^! A! A; L^! A; A! L^! A; A; L^ ! A; A=L^! A=A! L^! A=A; L^! A=A=L^ ; A! A! L^; A! A; L^; A! A=L^; A! A<L^ ; A; A! L^=A! A! L=A! A; L^=A! A=L^ =A! A<L^=A; A! L^=A; A; L^=A; A=	
,,A^E1/12^G#. 2010	9/-/02^01/12^\$#. 2010^#-"/0^ 01^*- /()2^(/0^0^1^# 8.#7^32^5^')1^8)2^(2-2\$10^/-3^02.72^/0^/'5^#32)^ \$#. *8.^7/12^\$#. 201^)/-3^#O-2.0A^HEF^F#32^#S^g/O0^ Z^1)2^<VL^FM/812.^; =IA				\$ 2,696,767				; A! A! L^; A! A; L^; A! A=L^; A! A<L^ ; A; A! L^=A! A! L=A! A; L^=A! A=L^ =A! A<L^=A; A! L^=A; A; L^=A; A=	
,KA^43^ +/1^#-	,-+.2/02^1M2^8^' ()^+10^/O/.2-200^#S^1M2^(2-2\$10^ #S^0^ 01^*/- /()2^\$#. 201^5^-/0252-1L^1M2^ /37^-1/020^#S^\$#. 201.CL^/-3^1M2^7/) 20^#S^\$#. 2010A^ HEF^F#32^#S^g/O0^Z^1)2^<VL^FM/812.^; =IA				\$ 395,933				<A! A! L^<A! A; L^<A; A!	
					\$ -			\$ -		
					\$ 30,506,770			\$ 34,200,449		

Table with columns: Item #, Law Number, Jurisdiction, Type of Law, Statutory Requirement and/or Authority Granted, Does this law specify who your agency must or may serve?, Does the law specify a product or service your agency must or may provide?, and two columns for legal standards (J?G:..H)I J?G&G5')Df;':K8>')D:J5:D79>8L and J?D&J':):K8>')D:J5:D79>8L?':):K8>')D:J5:D79>8L). Rows include various legal items like E2+1#-0<V0;=D!>*IM.#' QM<V0;=0%>, E2+1#-0<V0;=DR>*IM.#' QM<V0;=0V%, E2+1#-0<V0;=0@?i*f2-2./)3' 120#5F#55'00#-...

!@	&.#70#<=a;	E1/12	&.#70#	K212-1#-#5452.02-+C4d82-31'.2K25' -30°N' 1M#.c20°/02-+C1# .21/-/)/)\$' -30'.2+2723'/0'.2'5 ('.0252-1#52d82-31'.20\$.#5#1M2.' 01/12#.5232./)/02-+20°OM2-82.0#--2)/-3'2_'852-1/'.2'5#(°)c23' 3' 21#/-°252.02-+CA	120	e#	
>	&.#70#<=a=	E1/12	&.#70#	F#55'00#-23°J\$\$+2.0°&MCO+/)0°N' 1M#.c20°M2F#55'00#-1#8/C°1M2' +#01#8MCO+/)2d/5'-/1#-0\$#./02-+C°82.0#--2)°OM#/.2'.2_''.231# .2+272°' +M°8MCO+/)2d/5'-/1#-0°8.#.1#.#.2+27'-0°/°/O'2-\$#. +252-1' +55'00#-A	120	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
!	&.#70#<=a<	E1/12	&.#70#	F#582-0/1#.C°&/C52-1°N' 1M#.c20°2d2581°258)#C220#5°M2'/02-+C° 5/C°(2°8/3°\$#./+1' /)1M#'.0°O#.P23"-°)2' '\$#+582-0/1#.C°1°521°/1°M2' 3°0+.21#-#5°M2'/02-+C°3'.2+1#L'/-3°8.#7'3'-0°\$' -30'/.2'/7°/)Q2A	120	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
;	&.#70#^A<	E1/12	&.#70#	` .2)200°F#55' -+ /1#-0°Z#O2.i°628/.152-1°\$N35'-°01./1#-°+1#-1.#) #5°/°)1#O2.°)2/020°/-3'-201#O2.'+1#-01.' +1#-0A	e#	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
=	&.#70#°=a; > HO/0°&.#70#°=a; =1	E1/12	&.#70#	E/°)2°\$50'.8)' 0°.2°/°)8.#82.1C°N' 1M#.c20°EFG#.201.C°F#55'00#-1# .21/-°1M2'-21°8.#+2230\$.#5°M2°/°)2°\$50'.8)' 0°/°-3°\$#.'° 02°-°\$.25°OMI'-0° #82./1#-0°/-3'.28)/+252-1°\$5°.25°OMI'-0°2_'852-1A	e#	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
<	&.#70#°=a; ! HO/0°&.#70#°=a; ?!	E1/12	&.#70#	FC(2.'E2+' .1C°N3#81#-°/-3',58)252-1/1#-°\$+C(2.'02+' .1C°8#)+20L' 0'°32°)-20L'°-3°01°-3/°30A	120	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
?	&.#70#°! !RA! ?	E1/12	&.#70#	N))#O/-+2°\$#.K20°32-+20°XF#582-0/1#-K201.'+1#-0°N' 1M#.c20° .20°32-+20°\$#.5#.#.201.C°/320°/-3°+/.21/P2.'/1°+2-1./)M2/3_' / .12.0A	120	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
%	&.#70#°! !RAV<	E1/12	&.#70#	` 2(0°120°&.#7'3'-0°)-P°#-°/02-+C°O2(0°121#°5#-1M)C°01/12° 8.#+' .252-1°+/.3°01/1252-10°#.28#.1°O°M°/52°-5#.5/1#-A	120	120	K28#.'1#'. /02-+C°5' 01^5/C°8.#7'32
R	&.#70#°! !RA! ><	E1/12	&.#70#	G' -30°1#6.E1°/-3°1#°01/12°/02-+201°1#3272)#8°01/120°32°-5#.5/1#-' 02+' .1C°8.#0./5°/-3°1#°/33.200°5#01°02.'#° 0°-5#.5/1#-°02+' .1C° 7')-2./ (°)1°20A	120	e#	
V	&.#70#°! !RA! >%	E1/12	&.#70#	6/1°/[.2/+M°e#1°\$+/1#-°K2_' .252-10°\$#.°01/12°/02-+20A	120	120	K28#.'1#'. /02-+C°5' 01^5/C°8.#7'32
@	&.#70#°! !RA! !=	E1/12	&.#70#	,-\$#.5/1#-°Z2+M-#)#°C°/-3',-\$#.5/1#-°E2+' .1C°&)/-0	120	120	K28#.'1#'. /02-+C°5' 01^5/C°8.#7'32
=>	&.#70#°! !RA! !	E1/12	&.#70#	F#72.0° 0°-0°6ZJ°3°0/012.'2+72.C°02.7'+20	120	e#	
=:	<; °WAEAF°E2+1#-°?! @! i°E1/°\$#.'3°6°0/012.'K2)2\$°/-3° 452.02-+C°N00°01/-+2°N+1°	G232./)	E1/1' 12	N))#O0°1M2°G232./)°F#72.-52-1°1#8.#7'32°/00°01/-+2°1#°01/12° Q#72.-52-1°1#.#2)272°M/.30M°8°/-3°3/5/02°1M/1°++'.°\$.#5°3°0/012.0A' &.#7'320°/+200°1#°0./-10°/-3°0272.1C°\$' -30°/°12.'3°0/012.0A	120	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
==	R°WAEAF°E2+1#-1°=°i°4-3/-02.23°E82+20°N+1	G232./)	E1/1' 12	620°0-23°1#8.#12+1°082+20°\$.#5°2d1°-+1#-A°K2_' .20°1M2°EFG#.201.C° F#55'00#-1#5°/-/02°\$#.°1M.2/12-23°X°2-3/-02.23°082+20°#-°01/12° \$#.2010A	e#	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
=<	<; °WAEAF°E2+1#-°FM/812.V°?°E2+1#-°R<>! i°F)2/-°N.' N+1	G232./)	E1/1' 12	620°0-23°1#++#-1.#)/'.°8#))' 1#-°#-°/-/1#-°/))272)M°N35'-°012.23°-°EF'(C° 6a4F1°M°0°)/O°58/+10°O)3\$'.2°0' 88.200°#-1°8.20+' (23°(' .-°-0L°/-3°\$#.201° 5°/-/0252-1A°ZM2°EFG#.201.C°F#55'00#-°/-3°6a4F°\$#-°)C°/35°-°012.' E#° 1M°F/.#)-/10°E5#P2°9°/-/0252-1°f° °32°)-20A	120	e#	
=?	&lg!°?0=! i°F#82./172°G#.201.C°N00°01/-+2°N+1	G232./)	E1/1' 12	N' 1M#.1C°\$°1M2°W-123°E1/120°G#.201°E2.7'+2°1#°8.#7'32°\$-°-+°/°/°-3° 12+M-°+°/°00°01/-+2°1#°01/120°/-3°8.7/12°/°-3°O-2.0°#-°/7°.'21C°#°\$ \$#.201.C°°0° 20L°-+°) 3°-0°\$#.201°5°/-/0252-1°/-3°012O/.30M°8L°\$'.2° 8.#12+1#-1°-02+1°/-3°3°02/02°+1#.#)°.2\$#.201/1#-°/-3°01°-3° °58.#7252-1L°/-3°' .(°-°\$#.201.CA	120	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32
=%	==°WAEAF°E2+1#-°! ; ?! 0! =VRi°F)2/-°° /12.'N+1	G232./)	E1/1' 12	&.'5/.C°\$232./)/O°0#72.-°-0°O/12.'8#))' 1#-A°N35'-°012.23°-°EF'(C° 6a4F1°M°0°)/O°0#72.-0°\$#.201°5°/-/0252-1°/+17°1°20°-°O21°/-30L°.#/3° +1#-01.' +1#-1°/-3°58/+10°1#°O/12.'_' /)1°CA°ZM2°EFG#.201.C°F#55'00#-° /35°-°012.0°E#° 1M°F/.#)-/10°[201°9°/-/0252-1°&./+1°+20°\$#.G#.201.C° 1M.#° QM°/-°°9°JW°O°1M°EF6a4FA°	120	120	J1M2.'02.7'+2#.'8.#3'+1#'. /02-+C°5' 01^5/C° 8.#7'32

,-\$#.5/1*#-"/(#'1\$#.2010L\$#.201"(2-2\$10L"
\$#.201*8.#3'+10L\$#.201*8.#12+1*#-L\$#.201"
5/-/Q252-1* /-3*8./+1*+20L".20#' .+2"
3272)#852-1* /-3\$#.201*0+*2-+2

f2-2./)"&' ()'+

N))E#' 1M°F/.#)*- /"+1*c2-0L"O*1M*8/.1*+')/. "258M/0*0*#-)/-3#O-2.0*O-* -0*/1)2/01"! >*/+.20*#\$\$.201

Agency Name:

FORESTRY COMMISSION

Fiscal Year 2017-2018
Accountability Report

Agency Code:

P120

Section:

043

Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
EF*628/.152-1*#a2/1M/-3*4-7*#-52-1/) F#-1.#)	E1/12*f#72.-52-1	925#./-3' 5*#W-32.01/-3*-00"-8)/+2.2)/123"1#"/. '_)/1C"18.20+.*(23\$\$.2/-3*05#P2*5/-/0252-11/-3".2)/123"1#*O/12.'_)/1C"18#.#201.C"[201*9/-/0252-1&./+1*201A	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2
EF*452.02-+C*9/-/0252-1*6*7*0*#-	E1/12*f#72.-52-1	EF"G#.201.C"F#55*00*#-0*1M2)2/3\$\$. "4EGD<L` `)3)/-3*G*.2\$QM1*-QL/-3*8/.1*+*8/120"-01/120)272)/+1*7/1*#-0*#1M2"01/12*252.02-+C*#82./1*#-0*+2-12.1&.#7*32"-8' 1*1#.208#-02*8)/-0L*01/\$\$-Q"/1"E4JF1"2d82.1*02#-"-+*32-1"5/-/0252-1L\$\$.2\$QM1*-QL/-3*00*01*O*1M.208#-02*1#-/'1' .)/-3*5/-05/32*3*0/012.0A&.#7*32)/O*2-\$#. +252-1"0' 88#.1L"/. +./\$1*0' 88#.1L/-3*32(. *0.25#7/)+.200/\$12.'M' ..*+/-20/-3*OM2-)/-2'.272.0)/#82./1*#-0*#++' .A"496"0' 88#.10*1M2"EF"G#.201.C"F#55*00*#-OM2-)/.02*O)3\$\$.20*#++' .L'/00*01*-Q*O*1M.20#' .+2'.2_' 2010/-3"-12.\$/+*-Q' O*1M"G49NA"	&.#12+1"ZM2"K20#' .+2
EF*628/.152-1*#e/1' .)/K20#' .+20	E1/12*f#72.-52-1	EF"G#.201.C"F#55*00*#-8.#7*320\$\$.201*5/-/0252-1/00*01/-+2*1#1M2"EF"6eK"-+)' 3*-Q*1*5 (2.'0/)2"/00*01/-+2L"8.20+.*(23(' .-*-QL/-3\$\$.2(.2/P*8)#O*-QA"ZM2"/02-+*20/)0#M/72/-/0.2252-1".20/.3*-Q` `)3)*\$2*9/-/0252-1" N.2/0A"EF"G#.201.C"F#55*00*#-0"/+*#82./1*-Q/02-+C"-EF"]')/F#'-+)'-3*1M2"a2.1*02Z.' 01"N37*0#.C"[#/ .3A	9/-/02"ZM2"K20#' .+2
EF*e/1*#-)/f' / .3"	E1/12*f#72.-52-1	F#-3' +1/--')/\$\$*-1*1./-*-QA&/ .1*+*8/12"-1/()21#8/-3\$\$. -+1*#-)/2d2.+*020*1#8.28/.2\$\$. "O)3)/-3\$\$.2\$QM1*-QA"6' .-Q*M*QM"O)3\$\$.2*82.*#30L" 02"EF"eF"/. +./\$1*2_' *8823*O*1M"[/5 (**(' +P210*1#*0' 88.200*O*)3\$\$.20/-3*8.#12+1" M#520\$.#5*3/5/02A&.#7*32*5)*1/.C"/88.2* /1*#-M' -10/-3\$\$.201.C"/O/ .2-200*8.#Q./50A	&.#12+1"ZM2"K20#' .+2
EF*g/O*4-\$#. +252-1*6*7*0*#-T"Eg46	E1/12*f#72.-52-1	&.#7*32*01/12"-+*32-1*5/-/0252-1*12/5*1#*0' 88#.1".208#-02*1#*5/-05/32*#.-/1' .)/"3*0/012.0A"EF##.3*-/12" .208#-02L'/+*#-1\$\$. .208#-32.0L/-3\$\$.5')/12*8)/-0\$\$. "-+*32-10A" 02"Eg46"1M2)*+812."2_' *8823*O*1M"[/5 (**(' +P21*8.#7*323"(C"1M2"EF"G#.201.C"F#55*00*#- -32."1M2*2d*01*-Q*9JW*1#*0' 88.200*O*)3)/-3\$\$.20A&.#7*32)/O"2-\$#. +252-1/00*01/-+2*1#"Eg46"/0.2_' 20123\$\$. '0' 88#.1*\$M' ..*+/-20/-3*#1M2."3*0/012.0A"	&.#12+1"ZM2"K20#' .+2
EF*628/.152-1*#F#552.+2	E1/12*f#72.-52-1	ZM2"EF"G#.201.C"F#55*00*#-M/O'/- "9JW"O*1M"1M2"EF"628/.152-1*#F#552.+2*1#*O#.P*1#021M2."1#*Q.#O*1M2"58/+1" #S\$\$.201.C"1#*1M2*01/1210*2+*#-#5CA	6272)#8"ZM2"K20#' .+2
F)250#-W-*72.0*1C	E1/12*f#72.-52-1	ZM2"EF"G#.201.C"F#55*00*#-M/O'/0.2252-10*O*1M"1M2)250#-W-*72.0*1C\$\$. "-02+1'/-3*3*02/02+*#-1.#)L)/-3#O-2." #' 1.2/+ML"3*0/012." .208#-02L'Q' 201)2+1' .2.0L/-3*O##3" 02'/-3*320*Q-A	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2
ZM2"E#+*21C\$\$. "F#-02.7/1*#-F,E"HEFf,EI	&.#200*#-)/"N00#+*/1*#-	ZM2"EF"G#.201.C"F#55*00*#-8/.1-2.0*O*1M"EF f,E"1#M2)8*+##.3*-/12"/+1*7*1*20/5#-Q'/-3"(21022-")#1M2." /02-+*20"-1M2*01/12*1M/1"82.\$\$.5"02#Q./8M*+)'-#\$.5/1*#-0C01250HF,EI"3' 1*20A"ZM"0*+##.3*-/1*#-Q"-+)' 320*08/1*') 3/1/'+#))2+1*#-/-3*5/-/0252-1L"01/-3/.30*3272)#852-1'/-3*3/1'/-3*-#\$.5/1*#-0M/. *-QA"EF##82./1*-Q*#+-' -+)"525 (2.0"-+)' 32i"N2.#-/' 1*+0*F#55*00*#-L'6a4F1"6eK1"K272-' 2'/-3*G*0+)'N\$\$/. 0L"6JKL"6JZL"496LE/-122"EF##82.L" Eg46L"6&EL"WEFD,-01*1' 12\$\$. "G/5*)*20"-E#+*21Cl"N.5C"e/1*#-)/"F' / .3'/-3*1M2"E1/12"9/88*-Q"N37*0#.C"F#55*1122A	9/-/02"ZM2"K20#' .+2
WE"GM"X` `)3)*\$2"E2.7*+2	G232./)"f#72.-52-1	ZM2"EF"GF"/-3*WE"GM"X` `)3)*\$2"E2.7*+2*+##82./12*#-O)3\$\$.2*0' 88.200*#-L\$\$.2*8.272-1*#-L\$232./)"2d+200"2_' *852-1L/-3*1./-*-Q*1M.#' OM"/F##82./1*72"NQ.2252-1A"	9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2
e/1*#-)/&/.P"E2.7*+2	G232./)"f#72.-52-1	ZM2"EF"GF"/-3*WE"GM"X` `)3)*\$2"E2.7*+2*+##82./12*#-O)3\$\$.2*0' 88.200*#-L\$\$.2*8.272-1*#-L\$232./)"2d+200"2_' *852-1L/-3*1./-*-Q"1M.#' OM"/F##82./1*72"NQ.2252-1A"	9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2
E#' 1M"F/.#)*-/"E1/12"G*.2\$QM12.0"N00#+*/1*#-	&.#200*#-)/"N00#+*/1*#-	EFEGN".28.202-10\$\$.2*328/.152-10'/+.#00*1M2*01/12L'/-3*0"/P2C"8/.1-2."-3*0025*-/1*-Q"-#\$.5/1*#-L\$\$.1*1./-*-QL" /-3*5#(*)c/1*#-#\$\$.20#' .+20A"	&.#12+1"ZM2"K20#' .+2
EF"G#.201.C"N00#+*/1*#-	e#-df#72.-52-1)/"J.Q/-*c/1*#-	EF"G#.201.C"F#55*00*#-O#.P0*O*1M"E# 1M"F/.#)*-/"G#.201.C"N00#+*/1*#-01/\$\$/-3*525 (2.0#-"' 52.#' 0'.20#' .+2" 3272)#852-1*8.#S2+10L\$\$.201*5/-/0252-1*00' 20L)20*0)/1*72*00' 20L/-3)/-3#O-2."# 1.2/+MA	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
e/1*#-)/` `)3*Z'.P2C"G232./1*#-	e#-df#72.-52-1)/"J.Q/-*c/1*#-	EF"G#.201.C"F#55*00*#-O#.P0*O*1M"e` ` ZG#-)/-3#O-2."# 1.2/+M'/-3*7/'.#* 0\$\$.201.C"00' 20A"EF"GF"/)0#8/.1-2.0" O*1M"e` ` ZG#-)' .02.C'/-3*1.22"58.#7252-1*8.#S2+10A	9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
WE6N"G/.5"E2.7*+2"N02-+C	G232./)"f#72.-52-1	EF"GF"8.#7*320*12+M-*)/00*01/-+2*1#)/-3#O-2.0"OM"/.2*8/.1*+*8/1*-Q"-GEN"8.#Q./50*0' +M'/0*4GK&/-3"FK&A"EF"GF" /-3*GEN'+'.2-1)C"M/72/-/0.2252-1*1M.#' OM"OM"+M"GEN".2*5 (' .020"EF"GF\$\$. "+#010/00#*+ /123*O*1M"8.#7*3*-O*1M"0" /00*01/-+2A"	9/-/02"ZM2"K20#' .+2

WE6N*G#.201"E2.7*+2	G232./)"f#72.-52-1	ZM2"EF"GF"/-3"WE"GE"+##82./12"#-0")3\$.2'0' 88.200*#-L\$.2'8.272-1*#-L"\$232./)"2d+200"2_'*852-1l"/-3'1./*-0"1M.#' QM"/"F##82./1"72"NO.2252-1A""ZM2"WE"GE"/)0#8.#7*320\$' -3*-Q\$#.1M202'8.#Q./50'/0'O2))'/0'G#.201"E12O/.30M*8" /-3"W.(/-"X"X"55' -1C"G#.201.CA"ZM2"EF"GF#.201.C"55'00*#-10'G,N+.200*#))2+1\$#.201.20#'.+2'3/1/"\$#.1M2"WE" G#.201"E2.7*+2'G,N'3/1/(/02A""9"))"3/1/"\$#.1M2"Z"5(2."&.#3'+1*#-"J' 18' 1'8.#Q./5""0*#))2+123"(C"G#.201.C" F#55'00*#-01/\$\$272.C"1O#"C2/.0A	9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
WE6N"e/1' ./) "K20#' .+20"F#-02.7/1*#-"E2.7*+2	G232./)"f#72.-52-1	EF"GF"8.#7*320"12+M-*+)" /00"01/-+2"1#) /-3#O-2.0"OM#"/.2'8/.1*+8/1*-0""-eKFE"8.#Q./50"0' +M"/0"4] ,&A""EF"GF"/-3" eKFE"+' ..2-1)C"M/72"/"F#-1.* (' 1*#-"NO.2252-1"1M.#' QM"OM"+M"eKFE".2*5 (' .020"EF"GF"\$#. "+#010"/00#+" /123"O"1M" 8.#7*3*-Q"1M"0"/00"01/-+2A""EF"GF"#12-8/.1-2.0"O"1M"eKFE"#-") /-3#O-2."#' 1.2/+M"2\$\$#.10A	9/-/02"ZM2"K20#' .+2
g#-Q)2/(\$"N))*/-+2	e#-Df#72.-52-1)"J.O/-*c/1*#-"	EF"GF"8/.1-2.0"O"1M"1M2"g#-Q)2/(\$"N))*/-+2"1#8.#5#12".201#./1*#-"#\$)"#-Q)2/(\$"8*-2"/+.#00""10"/-02""-E#" 1M"F/.#)*-/"A" ggN"8.#7*320'1./*-Q"\$#. "EF"GF"\$#.2012.0"/-3"8/.1-2.0"O"1M"EF"GF"#-") /-3#O-2."#' 1.2/+MA	9/-/02"ZM2"K20#' .+2
ZM2"e/1' .2"F#-02.7/-+C	e#-Df#72.-52-1)"J.O/-*c/1*#-"	EF"GF"8/.1-2.0"O"1M"ZM2"e/1' .2"F#-02.7/-+C"#-#+#-02.7/1*#-"8.#S2+10"/+.#00"E#" 1M"F/.#)*-/"A"	9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2
Z.220"EF	e#-Df#72.-52-1)"J.O/-*c/1*#-"	EF"GF"/-3"Z.220"EF"M/72"/-"9JW"1M.#' QM"OM"+M"EF"GF"8.#7*320\$' -3*-Q"1#"Z.220"EF"\$.#5"/"WE"G#.201"E2.7*+2"Q./-1"1#" +#-3'+1"23'+/1*#-)"O#.POM#80"/-3""-+.2/02"/O/.2-200*\$"1M2""58#.1/-+2"\$"" .(/-\$#.201.CA	9/-/02"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
F#' -+)"0#\$"f#72.-52-1	g#+/)"f#72.-52-1	EF"GF"W.(/-"X"X"55' -1C"G#.201.C"01/\$\$O#.P"O"1M"1M2"#+)"F"Jf0"1#\$/+)"1/12"8)/--*Q"/1"1M2"+#'-1C")272)A	9/-/02"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
EF"4+#-#5*+"6272)#82.0"N00#+*/1*#-	&.#\$200*#-)"N00#+*/1*#-	ZM2"EF"G#.201.C"55'00*#-5/*-1/*-0"/"525(2.0M*8""-1M2"EF"4+#-#5*+"6272)#82.0"N00#+*/1*#-"/-3"O#.P"O"1M""10" 525(2.0"/1"1M2"01/12L".2Q*#-)/-3")#+/)"272)0*#-\$#.201.CD.2/123"2+#-#5*+"3272)#852-1"8.#S2+10A	6272)#8"ZM2"K20#' .+2
EF"Z"5(2."&.#3'+2.0"N00#+*/1*#-	&.#\$200*#-)"N00#+*/1*#-	ZM2"EF"G#.201.C"55'00*#-10"4-7*.#-52-1)"9/-/0252-1"01/\$\$M#)30"[201"9/-/0252-1"&./+1*+20"1./*-Q"8.#Q./5" \$#.)"#Q02.0/-3"\$#.2012.0A	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
W-*72.0"1CD(/023"K202/.+M"F##82./1*720	a*QM2."43'+/1*#-",-01"1' 12	ZM2"EF"G#.201.C"55'00*#-5/*-1/*-0"/"525(2.0M*8""-72.0"1CD(/023"+##82./1"72".202/.+M"8.#Q./50"/1"N' (' .-"X" eF"E1/12"\$#."/++200"1#".202/.+M"#-1.22""58.#7252-1L"-'.02.C"8.#3'+1*#-L"/-3"\$#.201"Q.#O1M"5#32)0A	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
N00#+*/1*#-#"#\$"F#-0')1*-Q"G#.2012.0	&.#\$200*#-)"N00#+*/1*#-	ZM2"EF"GF"/00"010"1M"0"8/.1-2.""-0211*-Q" 8"1./*-Q"/-3"#' 1.2/+M"8.#Q./50"\$#. "\$#.2012.0A	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
E#' 1M2.-"f.#' 8#\$"E1/12"G#.2012.0	e#-Df#72.-52-1)"J.O/-*c/1*#-"	ZM2"EF"G#.201.C"55'00*#-""0"/"525(2."#\$"1M2"E#" 1M2.-"f.#' 8#\$"E1/12"G#.2012.0"HE"FE"GI"/-3"8.#7*320"01/\$\$1#"02.72" #-"E"FE"G"+#55*11220A""EF"GF"01/\$\$+" ..2-1)C"+M/" .1O#"E"FE"G"+#55*11220A	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
E#' 1M"F/.#)*-/"&#.10"N' 1M#.*1C	E1/12"f#72.-52-1	ZM2"EF"G#.201.C"55'00*#-#+##82./120"O"1M"1M2"EF"&#.10"N' 1M#.*1C"#-12.-/1*#-)"1./32""00' 20\$#."\$#.201" 8.#3'+10A	6272)#8"ZM2"K20#' .+2
EF"628/.152-1"\$"NO.*+')1' .2	E1/12"f#72.-52-1	NQ.*(' 0*-200"8.#S2+10m#'# 1.2/+M"1#\$/ .52.0"1M.#' QM") /-3#O-2."8.#Q./50	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2
EF"&/)5211#"NO.*(' 0*-200"F#' -+)	e#-Df#72.-52-1)"J.O/-*c/1*#-"	NQ.*(' 0*-200"8.#S2+10	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
EF"[*#5/00"F#' -+)	e#-Df#72.-52-1)"J.O/-*c/1*#-"	ZM2"EF"G#.201.C"55'00*#-5/*-1/*-0"/"525(2.0M*8""-1M2"EF"[*#5/00"F#' -+)" /-3"M/0"8.#7*323")2/32.0M*8""-"/.0*-Q"/O/.2-200"/(#' 1"1M2"/7")/(")1C"/-3"(2-2\$10"\$\$("#5/00"2-2.QCA	6272)#8"ZM2"K20#' .+2 9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
EF"FM.*015/0"Z.22"f.#02.10"N00#+*/1*#-	&.#\$200*#-)"N00#+*/1*#-	ZM2"EF"G#.201.C"55'00*#-10"e'.02.C"X"Z.22",58.#7252-1"&.#Q./5"8.#3'+20"0223)*-Q0"\$#.1M2"FM.*015/0"Z.22" Q.#O2.0""-E#" 1M"F/.#)*-/"A	6272)#8"ZM2"K20#' .+2
EF"Z.22"G/.5"&.#Q./5	&.#\$200*#-)"N00#+*/1*#-	EF"GF"8.#7*320"525(2.0"1#"1M2"01/12"Z.22"G/.5"F#55*1122L"+#-3'+10"Z.22"G/.5""-082+1*#-0L"/-3"O#.P"O+)#02)C"O"1M" Z.22"G/.5"#-)/-3#O-2."#' 1.2/+M"/-3".2+#Q-*1*#-A""E1/12"G#.2010"/.2"+2.1*\$"23""-Z.22"G/.5"8.#Q./5A	9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
WE6N"N&a,E	G232./)"f#72.-52-1	ZM2"EF"G#.201.C"55'00*#-10"9/.P21*-Q"&.#Q./5"O#.P"O"O"1M"WE6N"N&a,E#" -8M1#0/-*1/.C"1.2/152-1""00' 20".2)/123" 1#\$#.201"8.#3'+1""-12.-/1*#-)"1./32A""EF"GF"G#.201"a2/)1M"8.#Q./5"O#.P"O"O"1M"N&a,E"1#"+#5(/1"\$#.201"82010"/-3" *-7/0"72"082+20A	9/-/02"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2

] ' /)1C"622."9/- /Q252-1"N00#+*/1*#-H] 69NI	e#-Df#72.-52-1/)J.Q/-*c/1*#-	ZM2"EFGF"8/.1-2.0"O*1M"] 69N"1#*8.#7*32"M" -1*-Q"#88#.1' -*1*20"1#"082+*/)Q.#' 80H"A2A"/+1*72"/-3".21*.23"5")*1/.CIA""] 69N"0"/0#"/P2C"8/.1-2." -"3"0025*- /1*-Q" -"\$#.5/1*#- "#-\$#.201.C"/-3"+#-02.7/1*#-A"	9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
EF"e' .02.C"X"g/-30+/82"N00#+*/1*#-	e#-Df#72.-52-1/)J.Q/-*c/1*#-	ZM2"EFegN"O#.P0"O*1M"1M2"EFGF"1#"8.#7*32"(2112."-' .02.C"01#+P"/-3"082+*20"02)2+123"\$#. "Q"72-")#+/1*#-0A""ZM"0" *-7#)720"1./-*"Q"/-3"#' 1.2/+M"8.#Q./50A	6272)#8"ZM2"K20#' .+2
EF" 3)"\$2"G232./1*#-	e#-Df#72.-52-1/)J.Q/-*c/1*#-	EFGF"O#.P0"O*1M"1M"0"8/.1-2."1#"5/P2"/-3".27"02"8#)"*+20"1M/1".2)/12"1#"1M2"+#-02.7/1*#- "#\$"\$#.201)/-30A	9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2 6272)#8"ZM2"K20#' .+2
E12O/.30M"8"F##.3*- /1*-Q"F#55*1122	e#-Df#72.-52-1/)J.Q/-*c/1*#-	E12O/.30M"8"F##.3*- /1*-Q"F#55*1122"/-3"1M2"EFGF"8/.1-2."1#"/37"02"1M2"01/12"\$#.2012.0"#- "1M2"G#.201"E12O/.30M"8" 8.#Q./5"/-3"1M2"G#.201"N+1*#- "&)/-A	9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2 6272)#8"ZM2"K20#' .+2
,-12.- /1*#- /)"E#+*21C"#N.(#.*+')1' .2	e#-Df#72.-52-1/)J.Q/-*c/1*#-	ZM2"EFGF"/00"010"1M"0"8/.1-2." -"0211*-Q" 8"1./-*"Q"/-3"#' 1.2/+M"8.#Q./50"O*1M".20/.3"1#"01/-3/.30"\$#. /.(#.*010A	9/- /Q2"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2 6272)#8"ZM2"K20#' .+2
EF"e/1' .2"F#-02.7/+C	e#-Df#72.-52-1/)J.Q/-*c/1*#-	ZM2"EFGF"/-3"EF"e/1' .2"F#-02.7/+C"+##82./12"#- "+#-02.7/1*#- ""00' 20".2)/1*-Q"1#"8#)"*+20"/-3")/-3"/+_ ' *0"1*#-0A""ZM"0" 0.#' 8"/0#"0' 88#.10"#' ."23' +/1*#-"/-3"#' 1.2/+M"8.#Q./50A	9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
EF"N00#+*/1*#- "#\$F#-02.7/1*#- "6*01.*+10	e#-Df#72.-52-1/)J.Q/-*c/1*#-	ZM2"EFGF".2+2"720"/37"+2\$.#5"1M2"EF"N00#+/1*#- "#\$F#-02.7/1*#- "6*01.*+10"#- "1M2"G#.201"E12O/.30M"8"&.#Q/5"/-3" +#-02.7/1*#- ""00' 20A	9/- /Q2"ZM2"K20#' .+2
EF"G/.5"[' .2/'	&.*7/12"[' 0"-200"J.Q/-*c/1*#-	EF"G/.5"[' .2/' "/-3"EFGF"O#.P"O*1M"8#)"*+20"/-3"/37"0#.C"+#55*1120""-\$#.201.CD.2)/123""00' 20A"	6272)#8"ZM2"K20#' .+2 9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
ZM2"F#-02.7/1*#- "G' -3	e#-Df#72.-52-1/)J.Q/-*c/1*#-	EFGF"O#.P0"O*1M"1M"0"8/.1-2."1#"5/P2"/-3".27"02"8#)"*+20"OM"+M".2)/12"1#"1M2"+#-02.7/1*#- "#\$. ' .)/)/-30"/-3" +#-02.7/1*#- "2/0252-10A"ZM2"EFGF")0#"8/.1-2.0"O*1M"ZM2"F#-02.7/1*#- "G' -3"1#"8' .+M/02")/-3A	9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
[#/.3"#K2Q"012.23"G#.2012.0"ggK	E1/12"f#72.-52-1	EFGF"8/.1-2.0"O*1M"ggK"/-3"1M2"[#/ .3"#K2Q"012.23"G#.2012.0" -"M2)8*-Q"1#"2-0' .2"EFGF"\$#.2012.0"M*.23"/+M*272" .20"01./1*#- "O*1M* -"1O#"C2/.0#"258)#C52-1	9/- /Q2"ZM2"K20#' .+2 &.28/.2"Z#"9221"G' 1' .2"625/-30
F)250#-"4d12-0"#-"E2.7"+2"V"G#.201.C"X"e/1A"K20A" 4d12-0"#-	a"QM2."43' +/1*#-,-01"1' 12	EFGF"+##82./120"O*1M"/-3"+##.3*- /120"\$#.201.C"23' +/1*#- /)"2"\$#.10"O*1M"G#.201.C"/-3"e/1' .)/"K20#' .+2"4d12-0"#- " /Q2-10"\$#.1"5(2.)/-3"#O-2.0	9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2 6272)#8"ZM2"K20#' .+2
E#+*21C"#N52.*+/-"G#.2012.0"HENGI"V"EF"6*7"0"#-	&.#\$200"#- /)"N00#+*/1*#-	EFGF"0' 88#.10"ENG"525(2.0M"8"#"\$#.2012.0"(C"2-+#' . /Q*-Q"1M25"1#"S#*- "/-3"8/.1*+8/12""-ENG"08#-0#.23"272-10	9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2 &.28/.2"Z#"9221"G' 1' .2"625/-30
EF"FM/5(2."#\$F#552.+2	e#-Df#72.-52-1/)J.Q/-*c/1*#-	EFGF""0"/"525(2."#\$"1M2"EF"FM/5(2."#\$F#552.+2"OM"#02"5"00"#- ""0"1#"/37#+/12"\$#. "(' 0"-200""-12.2010""- "1M2"01/12" /-3"8.#5#12"2+#-#5*+"3272)#852-1A"ZM2"EFGF".28.202-10"1M2"\$#.201.C"+#55' -"1C"#\$/-3"#O-2.0L"\$#.201.C" 8.#\$200"#- /)0"/-3"5/-' \$/+1' .2.0A	6272)#8"ZM2"K20#' .+2
WE"4-3#O52-1"\$#. "G#.201.C"X"F#55' -"1*20L",-+A	e#-Df#72.-52-1/)J.Q/-*c/1*#-	EFGF"8/.1-2.0"O*1M"1M2"WE"4-3#O52-1"\$#. "G#.201.C"X"F#55' -"1*20"OM"#02"5"00"#- ""0"1#"O#.P"O*1M"1M2"8' ()+" /-3" 8.*7/12"02+1#.0"1#"58.#72"1M2"M2/)1M"/-3"7"1/)1C"#"\$"1M2"- /1*#- "10"O#.P*-Q"\$#.2010"/-3"\$#.2010.2)*/-1"+#55' -"1"20A	6272)#8"ZM2"K20#' .+2 9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2
a2.*1/Q2"Z.' 01"N37"0#.C"[#/ .3	E1/12"f#72.-52-1	N-"/37"0#.C"(#/ .3"#"\$"1M2"EF"6281A"#e/1' .)/"K20#' .+20L"1M2"a2.*1/Q2"Z.' 01"N37"0#.C"[#/ .3"8.#12+10"0Q-*\$+/-1" -/1' .)/)/-3"+')1' .)/)/-30""-E#" 1M"F/.#)" -/A"ZM2"EF"G#.201.C"F#55"00"#- "8/.1-2.0"O*1M"1M2"a2.*1/Q2"Z.' 01"N37"0#.C" [#/ .3""-5/P*-Q"/-3"27/) /1*-Q".2+#552-3/1*#-0".20/.3*-Q"5/- /Q252-1"+.*12.*"/-3")#O/()2"" 020"\$#."-/1' .)/" / .2/0"/-3"\$2/1' .20A	6272)#8"ZM2"K20#' .+2 9/- /Q2"ZM2"K20#' .+2
e/1*#- /)"N00#+*/1*#- "#\$E1/12"G#.2012.0	&.#\$200"#- /)"N00#+*/1*#-	ZM2"e/1*#- /)"N00#+*/1*#- "#\$E1/12"G#.2012.0"0"/-#-D8.#\$1"#.Q/-*c/1*#- "+#58#023"#"\$"1M2"3*.2+1#.0"#"\$#.201.C" /Q2-+"20""- "1M2"01/120L"12. .1#.*20"/-3"1M2"6"01.*+1#"F#)" 5(/*#\$"1M2"W-*123"E1/120A"ZM2"EF"G#.201.C"F#55"00"#- " 8/.1-2.0"O*1M"eNEGL")#-Q"O*1M"10"+#'-12.8/.1"01/12"/Q2-+"20L"1#"02.72"/0"1M2"8.*5/.C"32"72.C"0C0125"\$#."-/1*#- /)D 0+ /)2"\$#.201.CD.2)/123""- *1"/1"720"/-3"/+1"7"1"20A	6272)#8"ZM2"K20#' .+2 9/- /Q2"ZM2"K20#' .+2 &.#12+1"ZM2"K20#' .+2 K/"02"NO/.2-200"N(#' 1"ZM2"K20#' .+2

E' 01/* - /()2"G#.201.C",- *1*/1*72

e#-0f#72.-52-1/)J.Q/-*c/1*#-"

F#-02.7/1*#-"G' -3

e#-0f#72.-52-1/)"
J.Q/-*c/1*#-"

G#.2012.0"F#'-+*)

&.#\$200*#-/)N00#+*/1*#-

F#'-1C"/-3"E1/12"G#.201.C"N37*0#.C"[#/ .30

E1/12"f#72.-52-1

ZM2"E' 01/* - /()2"G#.201.C",- *1*/1*72**0"/-""-3282-32-1l"-#-8.#\$*1#.Q/-*c/1*#-"0#)2)C".208#-0*()2\$#. "5/* -1/* -* -Ql"
#72.022*-Q"/-3**58.#7*-Q*1M2** -12.-/1*#-/)C".2+#Q-*c23"EG,"+2.1*\$+ /1*#-"8.#Q./5A
ZM2"EF"G#.201.C"F#55*00*#-"8/.1-2.0*O*1M"EG,l"8/.1*+')/.)C*1M.#' QM**10*01/12**58)252-1/1*#-#+55*1122l" (#1M*1#"
+2.1*\$C**10*#O-\$#.2010*1#*1M2"EG,"01/-3/.3"/-3*1#*O#.P*O*1M*)#+/)#.Q/-*c/1*#-0"/-3** -3*7*3' /)0** -8.#7*3*-Q"
)2/32.0M*8"/-3"(201*8./+1*+20*1#**58.#72\$#.201*5/-/Q252-1*#-" (#1M*+2.1*\$*23"/-3** -+2.1*\$*23")/-30A

ZM2"F#-02.7/1*#-"G' -3**0"/-2-7* .#-52-1/)"-#-08.#\$*1*O*1M"/"3' /)+M/.12."1#*8' .0' 22-7* .#-52-1/)"8.202.7/1*#-"
/-3*2+#-#5*+"3272)#852-1A"ZM2"EF"G#.201.C"F#55*00*#-"8/.1-2.0*O*1M*1M2"F#-02.7/1*#-"G' -3** -"O#.P*-Q*O*1M"
+#55' -*1C"/-3*0#72.-52-1)2/32.0l"(' 0*-20020l)/-3#O-2.0l"+#-02.7/1*#-"-#-8.#\$*10"/-3*#1M2."8/.1-2.0*1#'+.2/12"
*- -#7/1*72*0#)' 1*#-0*1M/1** -12Q./12*2+#-#5*+/"-3*2-7* .#-52-1/)"# (\$2+1*720A"

ZM2"G#.2012.0"F#'-+*)"\$E# ' 1M"F/.#)*-/"8.#7*320"/-"#.Q/-*c23"/-3".28.202-1/1*72*Q.#' 8"#*\$12+M-*+/"\$#.2012.0*1#"
*- *1*/12*/+1*#-"/-3"/+1** -"/-"/37*0#.C"+/8/+*1C** -"5/112.0*82.1/*-* -Q*1#*1M2*3272)#852-1*#\$*1M2*\$#.201".20#'. +20L*1M2"
O2)\$/.2*#\$*\$.201)/-3#O-2.0l"/-3*8.#+200#.0*#\$*\$.201*8.#3' +10** -1M2*01/12A"

F#'-1C"G#.201.C"[#/ .30"HFJ [01"/.2)2Q/)C"+#-01*1' 123" (#/.30*1#*02.72** -"/-"/37*0#.C"+/8/+*1C*1#*1M2"EF"G#.201.C"
F#55*00*#-""-"/)"5/112.0".2)/1*72*1#*1M2*Q2-2./)\$#.201.C*8.#Q./5** -"E# ' 1M"F/.#)*- /A**&.#7*0*#-0*\$#. "201/()*0M52-1"
#\$*1M202"FJ [0"/.2*\$# ' -3** -"1M2"! @R%"F#32*#\$g/O0*#\$E# ' 1M"F/.#)*- /l"/0/52-323l"Z*1)2<Vl"FM/812."==lP-#O-"/0*1M2"
qE# ' 1M"F/.#)*- /"G#.201"G*.2"&.#12+1*#-"N+1Lq"OM*+M"(2+/52)/O** -"N8.*l"l" @<?A"ZM2"G#.201.C"F#55*00*#-)"##P0" 8#-"
FJ [0*/0".28.202-1*-Q*1M2*82#8)2*#\$*1M2"+# ' -1C** -"/)"5/112.0*82.1/*-* -Q*1#*\$#.201.C"/-3*1M.#' QM*1M2"E1/12"N37*0#.C"
F#55*1122*#\$FJ [0*1M2C*02.72** -"/-"/37*0#.C"+/8/+*1C*1#*1M2"G#.201.C"F#55*00*#-""-"/)"8M/020*#\$*\$.201.Cl** -+)' 3*-Q"
\$#.201*\$*.2*+ #-1.#)l*\$#.201*5/-/Q252-1l".2\$#.201/1*#-l** - \$#.5/1*#-"/-3*23' +/1*#-l".202/.+Ml*\$#.201** -02+1"/-3*3*02/02"
+#-1.#)l"21+A

6272)#8"ZM2"K20#' .+2
9/-/Q2"ZM2"K20#' .+2
&.#12+1"ZM2"K20#' .+2
K/*02"NO/.2-200"N(#' 1"ZM2"K20#' .+2

6272)#8"ZM2"K20#' .+2
9/-/Q2"ZM2"K20#' .+2
&.#12+1"ZM2"K20#' .+2
K/*02"NO/.2-200"N(#' 1"ZM2"K20#' .+2

6272)#8"ZM2"K20#' .+2
9/-/Q2"ZM2"K20#' .+2
&.#12+1"ZM2"K20#' .+2
K/*02"NO/.2-200"N(#' 1"ZM2"K20#' .+2

6272)#8"ZM2"K20#' .+2
9/-/Q2"ZM2"K20#' .+2
&.#12+1"ZM2"K20#' .+2
K/*02"NO/.2-200"N(#' 1"ZM2"K20#' .+2"
&.28/.2*Z#"9221"G' 1' .2*625/-30

Agency Name: FORESTRY COMMISSION

Fiscal Year 2017-2018
Accountability Report

Agency Code: P120 Section: 043

Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
!	4d12.-/)*K27*20*/-3*K28#.1	K201.' +1' .'-0*K28#.1	a# ' 02g20'0)/1'72'J72.0'QM1* F#5 5'1122	E1/12	N--' /)C	9/.+M! L'; >! ?	,-+.2/023*4\$\$'+2-+C	M118i^^OOO01/120+A' 0*\$#.201^3#+0'M# 02#72.0'QM1: >! %A83\$
;	4d12.-/)*K27*20*/-3*K28#.1	K201.' +1' .'-0*K28#.1	E2-/12g20'0)/1'72'J72.0'QM1* F#5 5'1122	E1/12	N--' /)C	B/-' /.C! L'; >! %	,-+.2/023*4\$\$'+2-+C	M118i^^OOO01/120+A' 0*\$#.201^3#+0'02-/12#72.0'QM1: >! ?A83\$
=	4d12.-/)*K27*20*/-3*K28#.1	N++# ' -1/(')*1C*K28#.1	4d2+' 1'72'[' 3021'J\$\$+2	E1/12	N--' /)C	E28125 (2.'! ?!'; >! V	,32-1'\$C'P2C'8.#0./5'/.2/'320+.'81'-0'/-3'2d82-3'1' .20'/-3')'-P1M#021#P2C'Y-/-+/'/)-3'82.\$#.5/-+2'.20')10" 52/0' .20A	M1180i^^OOO01/120+A' 0*\$#.201^3#+0'; >! %0! R0+\$+/++#' -1/(')*1C.28#.1A83\$
<	4d12.-/)*K27*20*/-3*K28#.1	N--' /)*K28#.1'1#*g20'0)/1' .2#-1M2'E1/12*\$ G#.201.C	F2-2./)*N0025 (J)C	E1/12	N--' /)C	B/-' /.C! L'; >! V	E1/12*\$G#.201.C	M1180i^^OOO01/120+A' 0*\$#.201^8' (0'/.; >! R0! VA83\$
?	4d12.-/)*K27*20*/-3*K28#.1	62(1'F#))2+1#-K28#.1	E2-/12'G'-/-+2'/-3'' /C0'/-3' 92/-0	E1/12	N--' /)C	G2(. ' /.C! L'; >! V	K28#.1'321/)'-0'/02-+C0'/5# ' -1*\$#5# ' 101/-3'-0'32(1'/-3')')521M#30'1M/0' 023'1#'+#))2+1'1M/1'32(1A	M1180i^^OOO01/120+A' 0*\$#.201^3#+0'; >! %0+\$+32(1+#))2+1#- 28#.1A83\$
%	4d12.-/)*K27*20*/-3*K28#.1	[/-P'N++# ' -1Z./-08/.2-+C'/-3' N++# ' -1/(')*1C	[' 3021'/-3'F#-1.#)[#/.3	E1/12	N--' /)C	J+1#(2.'! L'; >! R	K28#.1'+#58#0'12'.202.7#.' (/ -P'/++#' -10'-#1'' -+) ' 323''-" 1M2'F#581.#))2.'F2-2./)0'E1/12O'32'N++#' -1'-0'/-3" K28#.1'-0'EC0125*#.1M2'E# 1M'F/.#)'-/'4-12.8.'02" ,-\$#.5/1#-'EC0125A	M1180i^^OOO01/120+A' 0*\$#.201^3#+0'0+\$+(/-P/++11./-08/.2-+C/-3/++#' -1/(')*1C.28#.1: >! RA83\$
R	4d12.-/)*K27*20*/-3*K28#.1	,-\$#.5/1#-'12+M-#)#QC'/-3''-\$#.5/1#-' 02+' .1C'8)/- \$#.G'0+/'12/.'; >! R0! V	628/.152-1*\$N35'-101./1#-'82.' 4d2+' 1'72'J.32.'; >! %0>R'/-3' [' 3021'&.#7'0#*! ! R!! ! <	E1/12	N--' /)C	J+1#(2.'! L'; >! R	6JN'.2.' 20123''-\$#.5/1#-'#5/02-+Cj0''-\$#.5/1#-' 12+M-#)#QC'/-3'02+' .1C'8)/-00' +M'/0# (S2+1'720''-72-1# .CL' 82.\$#.5/-+2'52/0' .20L'+##.3'-/1#-'O'1M#1M2.'/02-+'20L' (' 3021'8)/-0L',Z'+#010L'-2O',Z'8.#52+10L'82.0#--2)* '-\$#.5/1#-'L'+#58)' /-+2'O'1M'02+' .1C'8#)'*20L'.*0P" 5/-/0252-1L'/02-+Cj0'02-0'1'72'3/1L'/-3'8.'7/+C' .2_'.252-10A	6JNj0'E2+' .2'2K##5