

**2018-2020 STRATEGIC PLAN  
FOREST RESOURCES ASSOCIATION INC.  
Final**

***FRA Mission: To promote the interests of forest products industry members in the economical, efficient, and sustainable use of forest resources to meet the needs of the wood fiber supply chain through private enterprise.***

**Committees Goals:**

**Public Policy / Advocacy Committee Goals:** Successfully influence public policy to defend and enhance the wood supply chain’s operating environment.

**Supplier / Consumer Relations Committee Goals:** Promote the development of a competitive framework within which members may implement supply chain efficiency improvements and create profit opportunities throughout the supply chain.

**Operations Committee Goals:** Share/promote technical best practices, promote personnel skills/human resources and encourage process improvement, operational excellence, promote industry development and technology transfer.

<p><b>Goal - <u>Build Public Policy Engagement</u></b>  <b>Successfully influence public policy to defend and enhance the wood supply chain’s operating environment.</b></p>	
<p><b>Proposed Projects and Tactics:</b>  <u>High and Medium Priority</u></p>	
<p><u>Defend Use of Guestworkers in Forestry</u>  <i>Improve forest related services’ access to foreign, non-immigrant workers and improve practicality and economic feasibility.</i></p> <ul style="list-style-type: none"> <li>• Lead H-2B Workforce Coalition’s forestry-related components.</li> <li>• Oppose Department of Labor or other agency initiatives to make H-2B visa program unworkable.</li> <li>• Advocate for reforestation workers currently under H-2B to be moved under the H-2A visa program and be recognized with itinerant classification.</li> <li>• Support Congressional action to create a new practical agricultural guestworker program H-2C, which includes all of forestry.</li> </ul>	<p><u>Advance Endangered Species Act (ESA) Reform</u>  <i>Continue to engage Congress and the judicial branch on ESA listings that threaten to impede the practice of sustainable forestry.</i></p> <ul style="list-style-type: none"> <li>• Litigate to maintain the Northern Long-Eared Bat’s (NLEB) designation as “threatened” rather than “endangered” under the U. S. Fish and Wildlife Service’s 4(d) rule.</li> <li>• Monitor and advocate for forestry industry’s sustainability in U. S. Fish and Wildlife Service’s review of Tri-Colored Bat/Other species that continue to suffer from White Nose Syndrome. The Fish and Wildlife Service has recently announced that it was conducting a review of the tri-colored bat, which has a range encompassing half the country.</li> </ul>

<b><u>Goal - Build Public Policy Engagement – continued</u></b>	
<p><u>Reform Truck Weight Rules</u>  <i>Allow truck operators to move seamlessly across state and federal roadways within each state.</i></p> <ul style="list-style-type: none"> <li>• Advocate the reintroduction of legislation known as the Right to Haul Act that would allow trucks travelling at the maximum weight limit for state roads to travel at that weight limit on that state’s portion of the federal interstate.</li> </ul> <p><i>Supporting other Truck Weight Priorities:</i></p> <ul style="list-style-type: none"> <li>• Enable semi-trucks weighing more than 80,000 pounds on six axles access to the federal Interstate system, at individual states’ option.</li> <li>• Coordinate with the newly formed Safer Hauling and Infrastructure Protection (SHIP) coalition that is promoting state pilot programs that would allow 91,000 pound vehicles with 6 axles on federal interstate highways.</li> </ul>	<p><u>Defend Independent Contractor Status</u>  <i>Preserve the “safe harbor” establishing independent contractor status under IRS jurisdiction, and oppose DOL attempts to encumber Wage &amp; Hour status determinations.</i></p> <ul style="list-style-type: none"> <li>• Continue leadership role in Coalition of Independent Entrepreneurs.</li> <li>• Defend Section 530 and oppose attempts to repeal it through tax reform or budget reconciliation maneuvers.</li> <li>• Oppose regulatory or legislative proposals to place further burdens on Department of Labor determinations of independence.</li> </ul>
<p><u>Defend concept of biomass carbon neutrality in federal policy.</u></p> <ul style="list-style-type: none"> <li>• Defend FRA-supported legislation and work to fully enact administrative rules directing EPA, USDA and DOE to recognize the carbon neutral nature of forest-based biomass fuels from attack by anti-forestry groups.</li> <li>• Ensure federal carbon-management incentives and mandates affecting forest resources maintain the inclusion of scientifically substantiated carbon neutrality and avoid imposing impractical and prohibitive accounting procedures.</li> </ul>	
<p><b>Proposed Projects and Tactics:</b>  <u>Monitoring</u></p>	
<p><u>Improve Small Business Access to Credit</u>  <i>Support public policy initiatives, such as credit union reform, that show promise of enhancing competitive options for small forestry-related businesses in need of credit.</i></p> <ul style="list-style-type: none"> <li>• Build strategic alliances with like-minded sectors.</li> <li>• Assemble and promote recommendations for small forestry-related businesses to improve their credit profiles (Operations Committee).</li> </ul>	<p><u>Increase Use of Wood Building Products in Tall Buildings</u>  Support the Timber Innovation Act, which would provide additional research and development into deployment of cross laminated timber and other wood products that are finding traction in the movement toward building taller structures with wood.</p>

**Goal - Enhance Supply Chain Relations**

**Promote development of a competitive framework within which members may implement supply chain efficiency improvements and create profit opportunities throughout the supply chain.**

**Proposed Projects and Tactics:**

**High Priority**

Relieve Logging & Trucking Workforce Shortage

*Identify, foster, and promote means to increase available logging and forest products trucking workforce:*

- Through alliances with organizations with access to likely entry-level workers;
- By publicizing logging and trucking career opportunities to broad sectors of the public;
- By connecting with organizations that help veterans and separating military personnel transition to the civilian workforce, and find opportunities to promote career opportunities in the forest industry;
- By supporting legislative initiatives to lower the legal age for entry-level logging and trucking workers, under suitable conditions (Public Policy / Advocacy Committee).
- By building and encouraging development of relevant training resources.

**Proposed Projects and Tactics:**

**Medium Priority**

Raise Awareness of Current and Emerging Demand Trends

*Create opportunities for market observers to report on wood and forest biomass market and demand trends.*

- Summarize and link to published articles in the FRA Bulletin.
- Invite analysis of emerging demand trends, and technical responses in utilization and merchandising in FRA meetings and Technical Releases.

Promote New Options for Improving the Quality of Communications among Supply Chain Members (Including Use of New Technologies)

*Identify techniques and technologies, emerging and in use, for improving communication.*

- Identify and publish reviews of tested systems as FRA Technical Releases.
- Identify opportunities for field demonstrations at FRA meeting field trips.
- Stage forums at FRA meetings for discussion of emerging communications techniques or technologies.

**Goal - Enhance Supply Chain Relations - continued**

Facilitate Interactive Workshops Between Mill and Supplier Personnel

*Promote availability of FRA's Consumer-Supplier Relationships Workshop*

- Draft Workshop facilitation “best practices” for the benefit of new facilitators.
- Publicize the practical effects of Workshops through testimonials of participants, including upper mill management, by means of communications from FRA President to FRA Board and Regional Policy Committee members.
- Publicize workshops’ impacts to the broader membership through a Forest Operations Review feature article, webinars or trade press venue.

**Goal - Address Forest Operations Challenges**

**Share/promote technical best practices, promote personnel skills/human resources and encourage process improvement, operational excellence, promote industry development and technology transfer.**

**Proposed Projects and Tactics:**

**High Priority**

Improve Trucking Efficiency

*Identify and promote effective systems for optimizing trucking assets and wood transport costs.*

- Encourage members to identify and notify FRA staff about systems to increase trucking efficiency;
- Educate members on innovations through publications and at meetings.
- Encourage implementation of concepts presented in WSRI's research such as "Improving the Transportation System."
- Provide a forum for both loggers and truck manufacturers to share knowledge of local innovations and barriers to trucking improvement across regions.

Minimize Mill and In-Woods Truck Turnaround Times and Streamline Woodyard Processes

*Identify best practices in reducing truck turnaround both at the woodyard and at the landing.*

- Identify innovations and educate members through FRA publications and meetings.
- Encourage collection, presentation, and interpretation of turn-time data available via new technologies, such as in-cab GPS units, turn-time phone apps, etc.

Enhance Long- and Short-Term Operations Planning and Communication

*Identify and promote technical innovations and management systems that enhance timely and effective communication within individual organizations and throughout the wood supply chain.*

- Promote innovations identified in the field through FRA publications and by offering innovators presentation spots at meetings
- Reference relevant sections in WSRI reports "Planning and Communications: Opportunities for Improvement in the Wood Supply Chain" and "Supplier-Consumer Relationships" in published evaluations of systems identified in the field.

Address Trucking Safety and Insurance Challenges

*Identify and promote efforts to meet the current log trucking challenges of high insurance costs & declining insurance availability; shortage of qualified, insurable drivers; and log trucking safety and loss control issues.*

- Publish trucking safety-related FRA Technical Releases and Safety Alerts.
- Include trucking safety and insurance-related presentations at FRA regional and national meetings to share successes and possible solutions.
- Support and promote the efforts of TEM Safe Trucking to develop and implement nationwide truck driver safety training and continuing education.

**Goal - Address Forest Operations Challenges - continued**

**Proposed Projects and Tactics:**

**Medium Priority**

**Encourage and Facilitate Operational Efficiency Improvements**

*Identify, evaluate, and promote innovative practices in equipment operational efficiency through new equipment design & investment, refurbishment of older equipment, available software programs, telemetrics, etc; identify, evaluate, and promote operational improvement through downtime analysis, various maintenance programs and schedules, use of shifts, and other means.*

- Promote innovations identified in the field through FRA publications (such as Technical Releases), by offering innovators presentation spots at meetings, and through field visits.
- Provide networking opportunities at FRA meetings among equipment representatives and FRA members for the exchange of operational efficiency ideas.

**Address Emerging Forest and Supply-Chain Security Issues**

*Inform members of emerging supply-chain and woodland security exposures and of best practices in loss prevention and assisting law enforcement.*

- Maintain regional Security Group meetings as forums for networking and information sharing on best practices.
- Communicate Security Group recommendations to the membership at large through reports to the Operations Committee, appropriate Regional Policy Committees, and through Security Alerts.

**Proposed Projects and Tactics:**

**Low Priority**

**Enable Improved Fuel Efficiency and Reduced Consumable Spending**

*Identify and promote technical innovations and management systems that effectively conserve fuel and other consumables or reduce their per-unit cost in wood supply chain management.*

- Identify best practices in fuel conservation and cost control and promote them through publications and meeting presentations.
- Publish evaluations of distribution systems such as the Southern Loggers Cooperative in controlling per-unit fuel costs.

**Facilitate International Exchange of Efficiency Methods**

*Build liaisons with individuals knowledgeable about non-U.S. silviculture, harvesting, trucking, and wood supply chain management systems, and provide opportunities for members to evaluate unfamiliar technologies and practices.*

- Provide presentation opportunities at Operations Committee meetings and through webinars.
- Encourage Technical Releases on relevant topics authored by experienced individuals.