



## **Box 12, Folder 2: Correspondence, 6 August 1998-22 December 1998. 1998**

[s.l.]: [s.n.], 1998

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United States  
Department of  
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Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1300

Date: August 6, 1998

Route To:

Subject: Extension of Due Date: Chief's Grants - Natural Resource Agenda

To: Regional Foresters, Station Directors, Area Director, IITF Director and WO Staff  
Directors

**EXTENDED REPLY DUE DATE - AUGUST 31, 1998**

The reply due date for submission for the Chief's Natural Resource Agenda Grants has been extended to August 31, 1998. Please ensure all field units are aware of this change immediately. A copy of the original letter is enclosed. Please submit to nrgrant/wo if you are on the IBM. Others may fax proposals to 202 205-1765. It is not necessary to resubmit proposals for the new due date.

/s/Mike Dombeck

MIKE DOMBECK  
Chief

Enclosure - Chief's Grants Letter (July 8)



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14th & Independence SW  
P. O. Box 96090  
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File Code: 2400

Date: AUG 14 1998

Mr. Doug La Follette  
Secretary of State  
Wisconsin  
30 West Mifflin Street  
Madison, Wisconsin 53707

Dear Secretary La Follette:

This is in response to your June 5, 1998, letter regarding your opposition to logging in the Deadwood area of the Boise National Forest.

I appreciate your kind remarks about the direction in which I am leading the Forest Service. As you know, there are many opinions about how our national forests should be managed and our aim is to ensure that our management activities maintain the health of our ecosystems for the generations who follow us. Toward that end, we are placing emphasis on restoration of watersheds, sustainable forest health, quality roads management, and recreation as priorities in our natural resource agenda.

The Boise National Forest interdisciplinary team working on the Deadwood area focused on activities that will benefit the ecosystem. The purpose of the Deadwood Ecosystem Analysis '96 project is to improve the sustainable forest health throughout the project area. Altering tree species composition and tree density through selective harvest increases the ability of forest stands to resist and recover from disturbance caused by insects disease and wildfire. The project will favor early seral species such as Ponderosa Pine, which are resistant and/or resilient, and thin dense stands of other species, which will discourage widespread insect and disease attacks, lethal crown fires, and thus restore ecosystem health.

The Deadwood Ecosystem Analysis Project is not currently proposed for inclusion in the National Wilderness System and its purpose is consistent with ecosystem restoration. We understand the concern you and others have expressed about management in roadless areas and those comments will be considered by the Forest Supervisor, on the Boise National Forest, when he makes his decision about which alternative to select.

This project is consistent with direction contained in the National Forest Management Act, the National Environmental Policy Act, and management area prescriptions found in the forest plan. The public comment period on the Environmental Impact Statement ended on June 7, 1998.



As I noted above, the Forest Supervisor, Boise National Forest, is analyzing the public comments and will use them in considering his decision for this ecosystem project. He hopes to issue a decision within the next few weeks.

Thank you for your interest in the management of our national forests. Please let me know if I can be of further assistance.

Sincerely,



MIKE DOMBECK  
Chief



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Washington, DC 20090-6090

File Code: 5430

Date: AUG 14 1998

Mr. Charles M. Clusen  
Natural Resources Defense Council  
1200 New York Avenue, N.W., Suite 400  
Washington, D.C. 20005

Dear Mr. Clusen:

Thank you for your June 19, 1998, letter concerning the Tusayan Growth Environmental Impact Statement (EIS). We agree that the management of development near Grand Canyon National Park is an important conservation challenge. The questions of how much and what type of development is appropriate, and the best location for the development, are very complex.

The agencies preparing the EIS, the Forest Service, National Park Service, Coconino County, and Northern Arizona Council of Governments, believe that these development issues must be proactively addressed and managed. Based on the analysis in the draft and supplemental EIS, it is evident that maintaining the status quo at Grand Canyon is not in the best interest of the public, nor the unique natural and cultural resources of the area.

While there is recognition that something must be done, the opinions about what should happen at Grand Canyon are extremely varied. The new alternatives in the supplemental EIS were developed with consideration of the 3,000 public comments received on the draft EIS. These new alternatives attempt to achieve a balance between the wide range of interests and opinions regarding development at Grand Canyon.

The reasons that you cite in your letter in support of Alternative H will be considered along with other comments received on the supplemental EIS. These comments will play a critical role in the final phase of the EIS process, the selection of an alternative for implementation, and preparation of the final EIS and Record of Decision.

Thank you again for your letter. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

MIKE DOMBECK  
Chief





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Washington, DC 20090-6090

File Code: 1700

Date: AUG 17 1998

Mr. Leroy W. Warren, Jr.  
NAACP Board of Directors  
P.O. Box 2165  
Rockville, MD 20847-2165

Dear Mr. Warren:

I have read with much distress the NAACP Task Force Interim Report on Federal Sector Employment Discrimination and have discussed the report with my Executive Team.

The Forest Service complaints cited in the report deeply concern me and I have directed staff to follow-up on each of them with the Regional Forester in California. Please be assured that appropriate actions will be taken to deal with these.

I am committed to equal opportunity in the Forest Service and will be at the forefront in maintaining a work environment where every employee or customer is free from discrimination or harassment.

MIKE DOMBECK  
Chief

cc:  
Reba Evans  
Lawrence Lucas



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File Code: 6140

Route To:

Date: AUG 20 1998

Subject: 1998 Honor Awards

To: Jerry Clutts, District Ranger  
Lake George Ranger District, National Forests in Florida

The Chief's Honor Award for Ecosystem Management was designed to recognize a project that demonstrates outstanding ecological sensitivity in land management. It is my pleasure this year to recognize the ecosystem management program of the Ocala National Forest with an Honorable Mention Ecosystem Management Award.

You have been instrumental, Jerry, in making ecosystem management a way of life on the Lake George Ranger District.

You have implemented many projects of various kinds over the years, incorporating the research community, and collaboration with the public and various partners. These projects include work in sand pine-scrub oak ecosystems, longleaf pine/wiregrass ecosystem restoration, prescribed fire inside and outside of Wilderness, threatened and endangered species management, aquatic resource management, and innovative uses of technology.

In addition to being a leader in on-the-ground management, the Ocala National Forest is also a leader in involving and informing the public about these activities and natural ecosystems. Our work is only half done unless the public is closely involved.

You can be justly proud of the work you and your staff have done on the Forest, Jerry. Please accept this letter and Honorable Mention as a token of my appreciation for your efforts.

MIKE DOMBECK  
Chief

*Jerry: I appreciate all you have  
work. Have a great summer!*





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File Code: 6140

Route To:

Date: AUG 20 1998

Subject: 1998 Honor Awards

To: James Thorsen, District Ranger  
Seminole Ranger District, National Forests in Florida

The Chief's Honor Award for Ecosystem Management was designed to recognize a project that demonstrates outstanding ecological sensitivity in land management. It is my pleasure this year to recognize the ecosystem management program of the Ocala National Forest with an Honorable Mention Ecosystem Management Award.

You have been instrumental, James, in making ecosystem management a way of life on the Seminole Ranger District.

You have implemented many projects of various kinds over the years, incorporating the research community, and collaboration with the public and various partners. These projects include work in sand pine-scrub oak ecosystems, longleaf pine/wiregrass ecosystem restoration, prescribed fire inside and outside of Wilderness, threatened and endangered species management, aquatic resource management, and innovative uses of technology.

In addition to being a leader in on-the-ground management, the Ocala National Forest is also a leader in involving and informing the public about these activities and natural ecosystems. Our work is only half done unless the public is closely involved.

You can be justly proud of the work you and your staff have done on the Forest, James. Please accept this letter and Honorable Mention as a token of my appreciation for your efforts.

MIKE DOMBECK  
Chief



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File Code:

Date: AUG 20 1998

Gloria Flora  
Humboldt-Toiyabe National Forest  
2035 Last Chance Road  
Elko, NV 89801

Dear Gloria:

My visit to Montana will long be remembered thanks to your efforts. It was a pleasure to visit with ranger district employees and to spend time enjoying the spectacular beauty of the Northern Rocky Mountain Forest.

It was a pleasure to attend the Grand Opening and ceremonies for the Lewis and Clark Visitor's Center. I was especially impressed with the spirit of collaboration that was so evident between the Forest Service and the people of Great Falls. Please pass on my thanks to your employees for their hard work on this event.

Gloria, best wishes in your new post and thank you for your steadfast leadership and committment to the land and people. Call any time.

*Mike*

MIKE DOMBECK  
Chief

cc: Forest Supervisor, Lewis and Clark NF  
Regional Forester, Northern Region

*Wonderful work, Thanks!*





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## DECISION MEMORANDUM FOR THE SECRETARY

**THROUGH:** James R. Lyons  
Under Secretary, NRE

**FROM:** Mike Dombeck  
Chief

AUG 20 1998

*Mike Dombeck*

**SUBJECT:** Renewal of the Northwest Forest Plan Intergovernmental Advisory Committee

### ISSUE:

Renewal or re-establishment of the Intergovernmental Advisory Committee (IAC) to the Regional Interagency Executive Committee (RIEC) for the continued implementation and ongoing management activities of the Record of Decision (ROD) for the Northwest Forest Plan.

### BACKGROUND:

The IAC was chartered on August 9, 1994 (and rechartered on September 4, 1996) to obtain advice on coordination and implementation of the Northwest Forest Plan ROD. The IAC provides advice and recommendations to the RIEC to facilitate integration of forest management activities among Federal and non-Federal governmental entities throughout the region of the Northern spotted owl. It is essential to renew the IAC in order to maintain the participation of the intergovernmental organizations that have been providing advice to the RIEC. A copy of the departmental regulation to renew the charter of the IAC is enclosed.

One minor change has been made in the charter regarding IAC membership. We have added the Corps of Engineers (at its request) to the IAC. This results in 10 Regional Interagency Executive Committee members, and two additional Federal agency members to the IAC (Natural Resources Conservation Service (NRCS) and the Corps of Engineers). The Corps of Engineers has been instrumental in providing information on the impacts involved with Jobs in the Woods programs, which is a highly visible component of the Northwest Forest Plan. They have also been involved in aquatic habitat restoration efforts, and have contributed to scientific and monitoring projects that involve the same watersheds where other federal partners conduct most of their monitoring and survey work. The NRCS manages state and private lands and has contributed greatly to regional ecosystem restoration efforts that affect watersheds. In order to have a consistent and cohesive approach to implementing the Northwest Forest Plan, the Corps of Engineers and NRCS are essential additions to the group, as they both bring exemplary scientific and practical resources to the IAC.



**SUMMARY:**

The IAC was originally chartered because it was determined to be an efficient method to ensure interagency coordination for implementation of the ROD. That determination was based on discussions with Under Secretary Lyons, the Department of Interior, the Office of General Counsel, and the Department of Justice. In order to continue to benefit from the invaluable assistance provided by this forum, it is essential that the IAC charter be renewed.

I would be pleased to arrange a meeting if you would like to be briefed on this subject.

**OPTIONS:**

If the charter is not renewed, other efforts to obtain public input on implementation of the Northwest Forest Plan must be increased. Budget effect is negligible.

**RECOMMENDATION:**

I recommend that you renew the IAC charter.

**DECISION BY THE SECRETARY:**

Approve: \_\_\_\_\_ Date: \_\_\_\_\_

Disapprove: \_\_\_\_\_

Discuss with me: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Enclosure



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## DECISION MEMORANDUM FOR THE SECRETARY

**THROUGH:** James R. Lyons  
Under Secretary, NRE

**FROM:** Mike Dombeck  
Chief

AUG 20 1998

**SUBJECT:** Renewal of the Northwest Forest Plan Provincial Advisory Committees

### ISSUE:

Renewal of Provincial Advisory Committees (PACs) for the continued implementation and ongoing management activities of the Record of Decision (ROD) for the Northwest Forest Plan for 12 provinces.

### BACKGROUND:

The PACs were chartered on August 8, 1994 (and re-chartered in September 4, 1996) to obtain advice on coordination and implementation of the ROD for management of habitat for the Northern spotted owl. The PACs provide advice and recommendations to the Provincial Interagency Executive Committees (PIECs) to facilitate integration and coordination of forest management activities among Federal and non-Federal governmental entities. Each of the PACs also promotes an exchange of views on ecosystem management at the province level. A copy of the charter is enclosed.

There are four minor changes being made to the PAC charter: First, references in the charter to the committees have been changed from "PIEC Advisory Committees" to "PACs" to be consistent with common terminology and usage at the regional and local levels.

Second, a minor change in the first paragraph of the Purpose section in the PAC charter states that the charter provides for the renewal of the PACs to the 12 Provincial Interagency Executive Committees (PIECs) rather than "12 PACs." This slight change in wording will allow for future merging of two or more PACs, should that seem appropriate.

Third, the PAC charter will allow the addition of more State representation if the PIEC determines it is appropriate. We have visited with most PACs and they have pointed out the need to have more State agencies represented at the PAC meetings. This was further supported by members of the IAC, based on comments from their representatives at local meetings. Therefore, we have added the possibility of two additional state representatives on the PACs.



Fourth, in response to the Intergovernmental Advisory Committee (IAC) members from California, provision is made for the use of existing local groups (such as bio-regional or diversity councils) to serve on the PAC.

**OPTIONS:**

If the charter is not renewed, other efforts to obtain public input on implementation of the Northwest Forest Plan must be increased. Budget effect is negligible.

**RECOMMENDATION:**

Renewing the PACs has been determined to be one of the key methods to ensure public involvement for implementation of the ROD at the province level. In reaching this recommendation, I have worked closely with Under Secretary Lyons, the Department of Interior, the Office of General Counsel, and the Department of Justice.

I would be pleased to arrange a meeting if you would like to be briefed on this subject.

**DECISION BY THE SECRETARY:**

Approve: \_\_\_\_\_ Date: \_\_\_\_\_

Disapprove: \_\_\_\_\_

Discuss with me: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Enclosure



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File Code: 6130

Date: August 26, 1998

Dr. Paul R. Miller  
USDA Forest Service  
Forest Fire Laboratory  
4955 Canyon Crest Drive  
Riverside, California 92507

Dear Paul:

Congratulations on a long and dedicated career with the Forest Service. Your work on air pollution has been truly outstanding.

One of your great strengths as a scientist was your interest in collaboration with other researchers across a wide spectrum of scientific disciplines. This collaboration produced the classic example of a multiple stress interaction, involving ozone injury, drought, bark beetle infestation, and death of ponderosa and Jeffrey pines. I know that everyone who has worked with you recalls the collaboration with pleasure. It is a real accomplishment to know that your efforts were appreciated.

Your efforts on measuring and documenting the effects of ozone on ponderosa pine and other components of mixed conifer forests of the western United States and Mexico have been commendable. Perhaps one of the greatest contributions to air pollution research has been your review articles and book chapters documenting your study results in the San Bernardino Mountains and the Sierra Nevada Range. The soon-to-be-published book, edited by you and J.R. McBride, will be a worthy legacy of your illustrious career.

Paul, I want you to know how much we appreciate all you have done for the Forest Service. Your dedication, unselfish contributions to science, and your tremendous contributions to air pollution research will be long remembered. Thank you.

Sincerely,

MIKE DOMBECK  
Chief





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14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1550

Date: SEP 11 1998

Mr. Ronald S. Lauder  
President  
Jewish National Fund  
42 East 69th Street  
New York, NY 10021

Dear Mr. Lauder:

I sincerely appreciate your recent letter regarding the National Conference of the Jewish National Fund. I agree with you that water is a key issue, not only in the Middle East but also in the United States. Watershed restoration and protection is a major emphasis area in my Natural Resource Agenda for the 21st Century for the Forest Service. During my visit to Israel in April this year, World Chairman Shlomo Gravetz, Mr. David Nahmias, and I had an excellent and productive exchange. We recommitted our efforts to work together as we have for the past 10 years.

In addition to our collaborative program with Keren Kayemeth Leisrael, we have also funded the International Arid Lands Consortium (IALC) since 1993. We plan to provide a grant to IALC again in 1999. Your invitation to attend the dinner and accept our award on behalf of the Forest Service for support of IALC is very gracious. I will not personally be able to attend; however, I have designated Dr. Thomas Hoekstra to attend in my place.

Again, I appreciate your invitation and look forward to our continued cooperation.

Sincerely,

MIKE DOMBECK  
Chief





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Washington, DC 20090-6090

File Code: 6100

Date: SEP 11 1998

Honorable Byron L. Dorgan  
United States Senate  
713 Hart Building  
Washington, DC 20510-3405

Dear Senator Dorgan:

Thank you for your continuing interest in the management of the National Grasslands in North Dakota. I appreciate the assistance and cooperation between our staffs. Jim Fenwood's help was key in enabling us to advance new management direction for the grasslands. I enjoyed my recent visit to North Dakota's grasslands and have an even stronger appreciation of the issues that can only be realized by meeting with the people affected on the ground.

I am happy to agree to your July 7, 1998, request to extend Jim Fenwood's current assignment to your staff. We have worked out the administrative details to extend his assignment through October 9, 1998.

Please let me know if we can be of further assistance to you and your constituents.

Sincerely,

MIKE DOMBECK  
Chief





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Washington Office

14th & Independence SW  
F.O. Box 96090  
Washington, DC 20090-6090

File Code: 6170

Date: SEP 15 1998

Route To:

Subject: Encouraging Our Union Partners

To: Regional Foresters, Station Directors, Area Director, and IITF Director

In advancing the Forest Service Natural Resources Agenda, I have often stated that key to our success will be our ability to effectively engage in collaborative stewardship, be accountable to our stakeholders, maintain our financial health and develop solid partnerships. While these themes appear to be more externally than internally focused, I want to use this letter to remind and emphasize the over-arching requisite to our ultimate success-the **productivity and well being of our employees**. Toward that end, I have come to a greater realization and appreciation of how **internal partnering** can make positive contributions to both agency productivity and morale.

As an example of internal partnering, the Forest Service Partnership Council (FSPC) has established itself as an essential forum through which many of the significant policy and program changes affecting our employees are decided or recommended. I also know there are a number of labor-management partnership councils operating within our regions, stations, forests and job corps centers where union and management representatives have an opportunity to have input to proposed policies and resolve issues that will ultimately affect how our employees will contribute to our agency's success.

Although as an agency we have done well in working collaboratively with our union partners, there is much room for improvement. Results from the 1997 Continuous Improvement Process (CIP) show that there are still barriers preventing many units from operating as true partnerships. In the near future, you will receive a report from the FSPC which details the CIP results and provides recommendations intended to improve the effectiveness of local Councils. Take the time to review and follow up on apparent "hot spots," and to learn from units who are achieving success. We need to be practicing the "golden rule" of partnership, that is: **To have good partners, we must be good partners.**

Of course, this rule applies to the union as it does management. From a management perspective, being a good partner includes creating a workplace climate that encourages open communication, values employees and makes the necessary resources available to internal partners. Often times in our rush to meet resource-related targets, we fail to see the long-term values to the agency of cultivating a collaborative relationship with local union officials who have similar interests. A partnership built on trust and mutual respect yields dividends in terms of better ideas and creative solutions. Remember the ultimate axiom of partnerships is: **You couldn't have done it without them.**

MIKE DOMBECK  
Chief





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P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140/2300

Date: SEP 21 1998

Route To:

Subject: Outstanding Clemson Paper

To: Laura Blecker, Umpqua National Forest  
Thru: Regional Forester, R-6

Congratulations, Laura, on your outstanding paper from Clemson University's Recreation Short Course. Your paper titled, "Guidelines and Framework for Developing Scenic Byway Brochure," represents the highest level of quality and deserves recognition from both our academic partner, Clemson University, and within the USDA Forest Service. Selection of your paper for "Special Recognition" was unanimous amongst the national review team made up of senior level recreation managers and Clemson faculty. You join a very elite group with this honor.

While we are fortunate to enjoy a long and richly rewarding relationship with Clemson University, it is your personal commitment, exemplified in this paper, that ensures our future success. Your diligence mirrors my desire to see continuing education and training become more interdisciplinary, rigorous, and multi-organizational. More importantly your outstanding performance shows a deep, personal commitment toward enhancing competencies vital to our stewardship role with natural resource-based recreation. Your paper is being added to our research data base and will be referenced by future recreation managers.

A Certificate of Special Recognition from Clemson University is enclosed recognizing your mastery of this training. I encourage you to highlight this outstanding accomplishment when competing for new challenges in your career. I also asked that you share the skills and knowledge learned, expand your networking, and continue to enhance your performance through specialized education and training.

To succeed at our mission, we must have intelligent, innovative, and highly competent people at all levels. Again, thank you for your outstanding accomplishment and congratulations on a job well done!

MIKE DOMBECK  
Chief

Enclosure





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P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140/2300

Route To:

Date: SEP 22 1998

Subject: Outstanding Clemson Paper

To: Sara Schell, Monongahela National Forest  
Thru: Regional Forester, R-9

Congratulations, Sara, on your outstanding paper from Clemson University's Recreation Short Course. Your paper titled, "Integrating a National Forest Trailhead and Associated Facilities and Activities with the Strategic Nature Based Tourism Planning for Thomas, WV," represents the highest level of quality and deserves recognition from both our academic partner, Clemson University, and within the USDA Forest Service. Selection of your paper for "Special Recognition" was unanimous amongst the national review team made up of senior level recreation managers and Clemson faculty. You join a very elite group with this honor.

While we are fortunate to enjoy a long and richly rewarding relationship with Clemson University, it is your personal commitment, exemplified in the paper, that ensures our future success. Your diligence mirrors my desire to see continuing education and training become more interdisciplinary, rigorous, and multi-organizational. More importantly your outstanding performance shows a deep, personal commitment toward enhancing competencies vital to our stewardship role with natural resource-based recreation. Your paper is being added to our research data base and will be referenced by future recreation managers.

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To succeed at our mission, we must have intelligent, innovative, and highly competent people at all levels. Again, thank you for your outstanding accomplishment and congratulations on a job well done!

MIKE DOMBECK  
Chief

Enclosure





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File Code: 6140/2300

Route To:

Date: SEP 22 1998

Subject: Outstanding Clemson Paper

To: Nancy Woolsey, Sierra National Forest  
Thru: Regional Forester, R-5

Congratulations, Nancy, on your outstanding paper from Clemson University's Recreation Short Course. Your paper titled, "Interpretive Opportunities in Coordination with Recreation Service Partners," represents the highest level of quality and deserves recognition from both our academic partner, Clemson University, and within the USDA Forest Service. Selection of your paper for "Special Recognition" was unanimous amongst the national review team made up of senior level recreation managers and Clemson faculty. You join a very elite group with this honor.

While we are fortunate to enjoy a long and richly rewarding relationship with Clemson University, it is your personal commitment, exemplified in this paper, that ensures our future success. Your diligence mirrors my desire to see continuing education and training become more interdisciplinary, rigorous, and multi-organizational. More importantly, your outstanding performance shows a deep personal commitment toward enhancing competencies vital to our stewardship role with natural resource-based recreation managers.

A Certificate of Special Recognition from Clemson University is enclosed recognizing your mastery of this training. I encourage you to highlight this outstanding accomplishment when competing for new challenges in your career. I also ask that you share the skills and knowledge learned, expand your networking, and continue to enhance your performance through specialized education and training.

To succeed at our mission, we must have intelligent, innovative, and highly competent people at all levels. Again, thank you for your outstanding accomplishment and congratulations on a job well done!

MIKE DOMBECK  
Chief

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MEMORANDUM FOR JOHN SPARKS, ACTING DIRECTOR, OFFICE OF CIVIL RIGHTS

THROUGH: Deborah Matz  
Deputy Assistant Secretary, ADM

James R. Lyons  
Under Secretary, NRE

FROM: Mike Dombeck  
Chief

SEP 25 1998

SUBJECT: Affirmative Action Program for Persons with Disabilities

As requested in your memorandum dated August 10, 1997, we are providing the update and report of fiscal year (FY) 1997 Accomplishments for Persons with Disabilities and the FY 1998 Affirmative Action Program Plan.

Enclosure



AFFIRMATIVE ACTION PROGRAM PLAN UPDATE AND REPORT OF  
ACCOMPLISHMENTS FOR AGENCY WITH 1,001 OR MORE EMPLOYEES

AFFIRMATIVE ACTION PROGRAM FOR  
INDIVIDUALS WITH DISABILITIES

(Plan covers the period October 1, 1997, through September 30, 1998)

AGENCY: USDA FOREST SERVICE

AGENCY ADDRESS: P.O. BOX 96090  
WASHINGTON, D.C. 20090

NUMBER OF EMPLOYEES COVERED BY THIS PLAN: 29,891

Joyce M. Quintana  
NAME OF PERSON PREPARING THIS FORM

(703) 235-8102  
TELEPHONE NUMBER

Steve Nelson  
SIGNATURE OF RESPONSIBLE OFFICIAL

6/15/98  
DATE

Steve Nelson, Director, Human Resource Management  
NAME AND TITLE OF RESPONSIBLE OFFICIAL

Mike Dombeck  
SIGNATURE OF AGENCY HEAD

7/15/98  
DATE

Mike Dombeck, Chief

NAME AND TITLE OF AGENCY HEAD (Certifies that this report is in compliance with  
EEOC MD-713, "Affirmative Action for Hiring, Placement, and Advancement of  
Individuals with Disabilities")

*author:MPagan for Joyce Quintana:09/08/98*  
*I Concur:TLeeper:AD for HRM:09/08/98*  
*I Concur:JLopez:Acting Director for HRM:09/09/98*

*CT*  
*9/20/98*



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File Code: 6130  
Route To: 1700

*2*  
Date:

Subject: Update and Report of Fiscal Year 97 Accomplishments for Persons with Disabilities; and  
Fiscal Year 1998 Affirmative Action Program Plan

To: Director, Office of Civil Rights

Enclosed is the Fiscal Year (FY) 1997 Accomplishment Report and FY 1998 Affirmative Action Plan for Persons with Disabilities. If you have any questions regarding the accomplishment report or plan please contact Linda LeBlanc of the Civil Rights Staff at (703) 205-0816.

CLYDE THOMPSON  
Deputy Chief of Business Operations

Enclosure

*Quantum: 8/20/98*  
*Deeper: 8/31/98*  
*Fox: 8/31/98*  
*Spelman: 9/2/98*





United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1310

Route To:

Date: SEP 25 1998

Subject: Chief's Overview - Region 10

To: Regional Foresters, Station Directors, Area Director, IITF Director,  
and WO Staff

Enclosed are notes from the Chief's Overview (Overview) conducted September 3, with the Alaska Region.

I found the Overview to be extremely informative, particularly with regard to the subsistence issue. The welcome by the Juneau Tlingit dancers emphasized the Alaska Region's diversity, as did the smoked fish in the afternoon and the Philippine cuisine at dinner. I also appreciated the presentations by the Region's partners, which helped to set the stage for discussion.

I had the opportunity to meet with most Regional Office employees and want to thank them for their questions and views. I look forward to having time with other region and station employees in future overviews.

If you have any questions about the enclosed Overview notes, please contact Ann Loose (aloose/wo; (202) 205-1241).

MIKE DOMBECK  
Chief

Enclosure

## CHIEF'S OVERVIEW



Caring for the Land and Serving People

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United States  
Department  
of Agriculture

Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1310

Date: OCT 1 1998

Route To:

Subject: Chief's Overview - Region 8 and Southern Station

To: Regional Foresters, Station Directors, Area Director, IITF Director,  
and WO Staff

Enclosed are notes from the Chief's Overview conducted July 27-28 with the Southern Region and Station.

I am pleased with how the overview was conducted and particularly enjoyed the dinner and the entertainment provided by our EPA colleagues. The Region and Station took Southern hospitality to a new level. I also appreciate the significant pre-work done by the Region which allowed the Regional Forester and her staff to present clearly and succinctly the challenges facing them.

I had the opportunity to have lunch with and to meet with most Regional Office employees and want to thank them for their questions and views. I look forward to having time with other Region and Station employees in future Overviews.

If you have any questions about the enclosed Overview notes, please contact Ann Loose (aloose/wo; 202-205-1241).

MIKE DOMBECK  
Chief

Enclosure





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File Copy

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1000

Date: October 7, 1998

Mr. James P. Perry  
Office of the General Counsel-USDA  
Natural Resources Division  
Washington, DC 20250-1400

Dear Jim:

Your well-deserved retirement is certainly a bitter-sweet occasion for the Forest Service. While all here certainly are glad that you will now be able to have the time to "get to the places you haven't been to," we are also saddened by the fact that we will no longer have the benefit of your thoughtful and wise counsel. Our ability to navigate the legal waters of national forest stewardship will certainly be impaired by your absence.

Your long and distinguished career sets a standard for those who will follow you. We can only hope that your successors will bring the same energy, drive and insight to the task as you have.

Very truly yours,

MIKE DOMBECK  
Chief



Donor

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14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6170

Date: JUL 8 1998

Ms. Sheila R. Dykes, President  
National Federation of Federal Employees - Forest Service Council  
P.O. Box 148  
London, KY 40743

Dear Sheila:

On behalf of the Forest Services' Executive Leadership Team, I'd like to offer my congratulations on your recent election to a second 2-year term as President of the NFFE-Forest Service Council. You were only a few months into your first term, when I became Chief. In a sense we have had the opportunity to "learn" our jobs simultaneously.

One of the important lessons I've learned is that in order to meet the awesome challenges facing the Forest Service and its employees, it is essential the union and management work collaboratively. Fortunately, through your work and that of our respective predecessors, a strong relationship has been established between our two organizations upon which we can continue to build. As leaders, you and I have privilege and responsibility to insure that occurs. It is my hope and intent that the NFFE-FSC and Forest Service will continue to work together in a true partnership mode.

I wish you much success in the coming 2 years.

Sincerely,

MIKE DOMBECK  
Chief





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P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140-5  
Route To: 3200

Date: OCT 23 1998

Subject: Kennedy School of Government/Ford Foundation Innovations Award

To: Regional Forester, R-3

Please pass my congratulations on to all members of the Northern New Mexico Collaborative Stewardship team for winning first place in the Innovations in American Government competition. They have truly brought a special honor to the Forest Service. I am proud that they have brought us the first Innovations Award to have ever been won by a USDA agency.

I fully support the work the team has pioneered linking resource management and communities in new and positive ways. It exemplifies our mission, *"Caring for the Land and Serving People."* I also appreciate the significant challenge they were willing to undertake in pursuing the prestigious Innovations Award. It is a measure of the dedication with which they have approached their entire partnership.

I want to especially pass my thanks on to the representatives of the team who came to Washington, DC, to tell the story of how they approached collaborative stewardship. Crockett Dumas, Max Cordova, and Audrey Kuykendall were each invaluable ambassadors on behalf of the entire Forest Service.

I also want to recognize the critical roles played by Carolyn Bye and John Kirkpatrick in working directly with my staff in making this wonderful moment possible.

In closing, I want you to know that if there is any support the team needs in working with their \$100,000 grant, I will make it a high priority for my staff to assist them. We want to be sure the message of the team's work is heard by many and fully integrated into our Natural Resource Agenda.

MIKE DOMBECK  
Chief



United States  
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P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1000

Date: October 29, 1998

Route To:

Subject: Natural Resource Agenda Grant Proposals

To: All Employees

Thank you all for your enthusiastic response to the July request for Natural Resource Agenda grant proposals. Over 900 proposals were submitted covering a wide range of activities that advance the Natural Resource Agenda. In early October, a small team of field and Washington Office employees to complete the difficult task of recommending proposals. The team successfully met my direction of selecting a diversity of high quality projects that improve the health of the land and promote partnerships, collaboration and service to the people. The list of awardees is enclosed. I expect each unit leader to ensure that grant funds are expended by September 30, 1999.

I am very impressed with the wide variety of important and innovative projects that were submitted. They demonstrate a strong understanding among employees of the work needed to accomplish the Agenda. My only regret is that we could not fund more projects.

In future months and years, the National Leadership Team will continue to streamline our processes and to dedicate more of our resources to restoring land health and quality customer service.

The Deputy Chiefs and I look forward to visiting a number of the units who received grants over the coming year to see our successes on-the-ground.

*Mike Dombeck*

MIKE DOMBECK  
Chief

Enclosure



Project Name	Project Location	Award Amount
<b>NORTHERN REGION</b>		
Lemhi Pass and Lewis Clark National Historic Trail	Beaverhead-Deerlodge National Forest	60,000
Knock Out Knapweed and Fire the Firs	Bitterroot National Forest Stevensville Ranger District	33,000
Rocky Ridge Lake Campground	Clearwater National Forest	\$13,000
Blacklead White Bark Pine Restoration	Clearwater National Forest Lochsa Ranger District	15,000
Furbearer Inventory	Gallatin National Forest	8,000
Wildlife Habitat Brochure	Gallatin National Forest	10,000
Mid Whites Gulch Restoration	Helena National Forest Townsend Ranger District	10,000
Accessible Wildlife Viewing at Thompson Creek	Idaho Panhandle National Forests Coeur d'Alene River Ranger District	10,000
Tansy Ragwort Noxious Weed Management	Kootenai National Forest Libby Ranger District	18,000
Lolo Trail National Historic Landmark Project	Lolo National Forest Missoula Ranger District	20,000
Restoration of Native Vegetation along Lower Salmon River	Nez Perce National Forest Headquarters	20,000
<b>Total</b>		<b>\$233,500</b>

Project Name	Project Location	Amount Awarded
<b>ROCKY MOUNTAIN REGION</b>		
Paleontological Resource Management	Arapaho and Roosevelt National Forests Pawnee National Grasslands	5,000
Rawah Wilderness Water Works	Arapaho and Roosevelt National Forests	10,000
Abandoned Mines Safety Closures	Arapaho and Roosevelt National Forests	20,000
MacIntosh Fen Riparian Restoration	Black Hills National Forest	30,000
San Miguel Watershed Restoration	Grand Mesa, Uncompahgre & Gunnison National Forest	50,000
Corkscrew Gulch Recreation Improvement	Grand Mesa, Uncompahgre & Gunnison National Forest	10,000
Bad River Watershed Rehabilitation	Nebraska National Forest Headquarters	25,000
Buffalo Gap Mountain Plover Reintroduction	Nebraska National Forest	15,000
Seek and Destroy, A comprehensive control program for noxious weeds in the South Platte Watershed	Pike and San Isabel National Forest South Platte Ranger District	25,000
Soil Erosion and Fisheries Improvement	San Juan-Rio Grande National Forest Headquarters	6,000
Big Springs Creek Rio Grande Cutthroat Trout Restoration	San Juan-Rio Grande National Forest	15,000
Restoration Treasure Trove Mined Land Bioremediation	San Juan-Rio Grand National Forests Headquarters	5,000
Independence Pass Aspen Restoration	White River National Forest	54,000
<b>Total</b>		<b>\$264,000</b>

Project Name	Project Location	Amount Awarded
<b>SOUTHWESTERN REGION</b>		
East Fork Trailhead Access Road Construction	Carson National Forest Questa Ranger District	10,000
Spudpatch/Venado Meadow Rehabilitation	Cibola National Forest Mt. Taylor Ranger District	13,000
Riparian Recreation Area Enhancement	Coconino National Forest Beaver Creek/Sedona Ranger District	13,500
Griffith's Spring Environmental Study Area	Coconino National Forest Mormon Lake and Peaks Ranger Districts	57,800
Gila River Bank Restoration	Gila National Forest	30,000
Investigations at an 1869 Mescalero/Calvary Battle Site	Lincoln National Forest Headquarters	20,000
Antelope Pinyon/Juniper Treatment	Lincoln National Forest	15,000
Cow Creek Riparian Improvement	Santa Fe National Forest Pecos Ranger District	25,000
Roosevelt Dam Interpretive Outlook	Tonto National Forest Headquarters	30,000
Sierra Ancha Experimental Station Interpretive Site	Tonto National Forest Pleasant Valley Ranger District	10,000
<b>Total</b>		<b>\$224,300</b>

Project Name	Project Location	Amount Awarded
<b>INTERMOUNTAIN REGION</b>		
Current Creek Stream Stabilization and Rehabilitation	Ashley National Forest Flaming Gorge Ranger District	23,000
Saving Silver Creek: Riparian Restoration at Silver Creek Plunge Campgrounds	Boise National Forest Emmett Ranger District	45,000
Snake River Partnership	Bridger-Teton National Forest Jackson Ranger District	20,000
Wyoming Range Restoration	Bridger-Teton National Forest Greys River & Big Piney Ranger Districts	25,000
Cherry Springs Nature Area Riparian Education Program	Caribou National Forest Headquarters	12,000
East and West Hunt Creek Watershed Restoration	Dixie National Forest Powell Ranger District	8,000
Community Forestry Forum	Fishlake National Forest Beaver Ranger District	6,000
Chinese History in the American West	Humboldt-Toiyabe National Forest	20,000
Spring Restoration and Public Education AND Native Seed Propagation	Humboldt-Toiyabe National Forest Spring Mountain NRA	20,000
Great Society Road Obliteration	Sawtooth National Forest	10,000
McRenold's Reservoir Wetland Habitat Improvement	Targhee National Forest Teton Basin Ranger District	20,000
Diamond Fork Youth Forest	Uinta National Forest	15,000
Public Hollow Watershed Improvement	Wasatch Cache National Forest	10,000
<b>Total</b>		<b>\$234,000</b>

Project Name	Project Location	Amount Awarded
<b>PACIFIC SOUTHWEST REGION</b>		
Ridgerunner Road Closure	Eldorado National Forest Placerville Ranger District	43,000
Mono Basin Visitor Center Restoration & Exhibits	Inyo National Forest	10,000
Ghost Roads Inventory	Klamath National Forest Headquarters	15,000
Rainbow Interpretive Trail	Lake Tahoe Basin Management Unit	50,000
Endangered Plant Habitat Restoration	San Bernardino National Forest Palomar Ranger District	9,000
Isabella Lake Fish Habitat Improvement	Sequoia National Forest Isabella Lake Ranger District	15,000
Impacts and History of Hardrock in the Old Denny Historic Gold Mine	Shasta-Trinity National Forests Headquarters	10,000
Pananmik Landscape Restoration Demonstration	Six Rivers National Forest Orleans/Ukonom Ranger District	35,000
San Domingo Creek Watershed Education Team	Stanislaus National Forest Calaveras Ranger District	13,000
Upper Burlington Ridge Cooperative Trail Management	Tahoe National Forest Nevada City Ranger District	26,000
<b>Total</b>		<b>\$270,000</b>

Project Name	Project Location	Amount Awarded
<b>PACIFIC NORTHWEST REGION</b>		
Sandy River Delta Riparian Forest Restoration	Columbia River Gorge National Scenic Area	10,000
Dog Lake Wetlands Restoration	Fremont National Forest	38,000
Chewaucan Cooperative Burn	Fremont National Forest Paisley Ranger District	30,000
Big Creek Campground Amphitheater	Gifford Pinchot National Forest	7,000
Summit Fire Restoration	Malheur National Forest Long Creek/Bear Valley Ranger Districts	52,000
Chilliwack River International Watershed Inventory	Mt. Baker Snoqualmie National Forest	30,000
Diamond Lakes Trail and Campsite	Siuslaw National Forest Ken McCall/Oregon RD	35,000
Eagle Cap Wilderness Watershed Restoration	Wallowa-Whitman National Forest Eagle Cap Ranger District	19,200
Trail Volunteers Project	Wallowa-Whitman National Forest Baker Cap Ranger District	5,000
Water Quality Monitoring McKenzie Subbasin	Willamette National Forest McKenzie Ranger District	13,000
<b>Total</b>		<b>\$239,200</b>

Project Name	Project Location	Amount Awarded
<b>SOUTHERN REGION</b>		
Water Fowl Habitat Improvement Through Watershed Restoration	Caddo/LBJ National Grasslands and Grassland, Texas	25,000
Chattahoochee Urban National Forests Makes the Atlanta Connection	Chattahoochee-Oconee National Forest Headquarters	30,000
Conasauga River Watershed Restoration	Cherokee National Forest/Chattahoochee-Oconee National Forest	50,000
Aquatic Biota Info System	Daniel Boone National Forest Headquarters	20,000
Good Fishing for All on Lake Keokee	George Washington Jefferson National Forests Clinch Ranger District	20,000
Historic Warwick Mansion Improvements	George Washington Jefferson National Forests Warm Springs Ranger District	35,000
Restoration of Headwater Plant Communities	Kisatchie National Forest Winn Ranger District	15,000
Assessment of Stream Health	National Forest Mississippi Holly Springs	12,000
Gulf Coast Ecosystem Partnership Initiative	National Forests in Alabama Conecuh Ranger District	35,000
Horners Neck Educational Viewing Area	Ozark-St Francis National Forest St. Francis Ranger District	7,500
<b>Total</b>		<b>\$250,000</b>

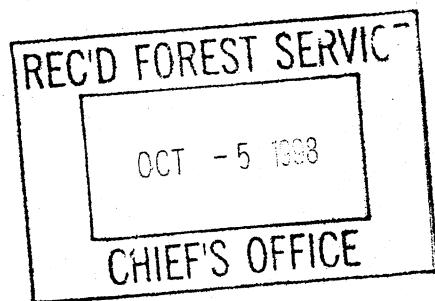
Project Name	Project Location	Amount Awarded
<b>EASTERN REGION</b>		
Establishment of a Demonstration Model for Watershed Quality Monitoring by Senior Americans	Allegheny National Forest Headquarters	13,800
Linkages in the North Country, Enhancing Keystone Species Through Exhibits and Demonstrations	Chequamegon-Nicolet National Forest	45,000
Edge of the Wilderness National Scenic Byway Improvements	Chippewa National Forest Deer River Ranger District	15,000
Finger Lakes Shrubland Habitat Restoration	Green Mountain/Finger Lakes National Forest	15,000
Clear Lake Education Center	Hiawatha National Forest Munising Ranger District	16,000
Roland Wetland Restoration	Hoosier National Forest Headquarters	5,000
Table Rock Lake Watershed Restoration	Mark Twain National Forest Ava/Cassville/Willow Springs Districts	50,000
Mouth of Seneca Cultural Site	Monongahela National Forest Cheat/Potomac Ranger District	30,000
Wild Rice Restoration	Ottawa National Forest	10,000
Laurentian Snowmobile Trails	Superior National Forest Tofte and Laurentian Ranger Districts	20,000
Greendale Wetland Watchable Wildlife	Wayne National Forest Athens Ranger District	9,000
<b>Total</b>		<b>\$228,800</b>

Project Name	Project Location	Amount Awarded
<b>ALASKA REGION</b>		
Cooper River Delta Conference	Chugach National Forest Cordova Ranger District	10,000
Seward Community Bark Beetle Awareness	Chugach National Forest Seward Ranger District	30,000
Streamwatch-Partners in Restoration	Chugach National Forest Seward Ranger District	32,000
Wilderness Kayak Rangers	Ketchikan Ranger District Misty Fiords National Monument Tongass National Forest	29,000
North Prince of Wales Collaborative Stewardship Project	Tongass National Forest Thorne Bay Ranger District	30,000
Cape Decision Lighthouse Trail	Tongass National Forest Petersburg Ranger District	16,000
Restoration of Fish Creek Bog	Tongass National Forest Juneau Ranger District	5,000
Youth Stewardship Camp with Discovery Foundation	Tongass National Forest Juneau Ranger District	20,000
Marx Creek Spawning Channel	Tongass National Forest Ketchikan Ranger District	20,000
<b>Total</b>		<b>\$190,000</b>

Project Name	Project Location	Amount Awarded
<b>STATE AND PRIVATE FORESTRY</b>		
Crop Tree Management Demonstration at Marsh Billings Park	Northeastern Area Durham Field Office	5,000
McKenzie Creek Watershed-Piedmont	Northeastern Area City of Piedmont Missouri	10,000
New York City Watershed Forest Health Monitoring, a Working Lab for Sustainable Management	Northeastern Area State University of New York College	50,000
Elk Lick Community Forest Restoration	Northeastern Area Morgantown, WV	17,000
Southeast Ohio Forest Stewardship Initiatives	Northeastern Area Morgantown, WV	53,000
<b>Total</b>		<b>\$135,000</b>

Project Name	Project Location	Amount Awarded
<b>Research</b>		
Logging Road and Skid Trail in Managed Northern Hardwood Forests; Impacts on Biological Diversity	North Central Research Station Southern Illinois University	20,000
Natural Canopy Gaps for Silviculture Does Dense Sugar Maple	North Central Research Station Southern Illinois University	19,000
Biochemical Indicators for Early Detection of Stress in Forest Trees	Northeastern Research Station FS-NE-4505	14,000
Demonstrating Sustainable Forest Ecosystem Management	Northeastern Research Station NE-4155	15,000
Assessment of Selected Water Quality Attributes of the Upper Verde River	RMRS-4302 Upper Verde River, Arizona	17,000
Restoration of Soldier Spring and Maverick	RMRS-RMU-4302 Cienega, Arizona	16,000
Effects of Prescribed Fire Conditions on <i>Carpenteria Californica</i> , a Rare Shrub from the Sierra Nevada	Pacific Southwest Research Station (With Sierra Nat'l Forest)	7,000
Hawaiian Internship in Watershed and Ecosystem Management	Pacific Southwest Station Institute of Pacific Islands Forestry	14,000
A Cooperative Monitoring Effort for Ramps ( <i>Allium tricoccum</i> )	Southern Research Station Clemson University	10,000
Soil Health and Sustainability Under Fire Management Regime in a Forested Ecosystem	Southern Research Station 4154, RTP North Carolina	15,000
Removal of Pollutants Using Natural Fibers- Stewart Lake Restoration and Watershed Management	Forest Products Laboratory Research Unit 4722	50,000
Alternative to Clearcutting in the Boreal Forest of Alaska; Effects of Shelterwood Harvesting on Native Corporation and State Lands	Pacific Northwest Research Station Fairbanks, Alaska	35,000
Assessment of Biodiversity Conservation Values	Pacific Northwest Research Station, Wenatchee and Ecological Applied Sciences Team Missoula	45,000
<b>Total</b>		<b>\$277,000</b>

MFS



Tennessee Valley Authority, 400 West Summit Hill Drive, Knoxville, Tennessee 37902-1499

Kathryn J. Jackson, Ph.D.  
Executive Vice President  
Resource Group

September 24, 1998

Contract No. TV-1721A  
Supplement No. 10

Mr. Mike Dombeck, Chief  
U.S. Department of Agriculture,  
Forest Service  
14<sup>th</sup> and Independence SW  
Post Office Box 96090  
Washington, DC 20090-6090

Dear Mr. Dombeck:

FONTANA RESERVOIR - SUPPLEMENT NO. 10 TO CONTRACT NO.  
TV-1721A - PROPOSED SALE OF 0.96 ACRES OF FORMER TVA LAND -  
PORTION OF TRACT NO. XTFR-3 (TRACT 6 OF CONTRACT NO.  
TV-1721A, SUPPLEMENT 1 - MAP NO. 27D)

This refers to the U.S. Department of Agriculture, Forest Service's (Forest Service) request that the Tennessee Valley Authority (TVA) consent to the sale of former TVA land in Graham County, North Carolina.

By agreement between the Forest Service and TVA dated February 24, 1947 (Contract No. TV-1721A), TVA transferred custody and control of certain lands acquired by TVA to the Forest Service for its use and benefit. Section 4 of said contract provides that none of the lands so transferred to the Forest Service shall be resold or exchanged or opened to entry except as may be agreed upon by the parties thereto.

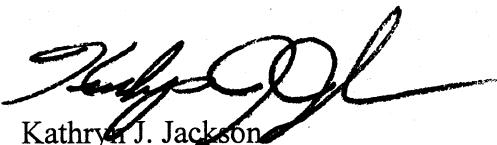
Forest Service representatives (Wayah Ranger District) propose to exchange a 0.96-acre parcel of this land (portion of Tract 6 of the 1951 agreement) in Swain County, North Carolina, pursuant to the *Small Tracts Act of 1983*. The sale would resolve existing boundary line encroachments and provide clear title to the owner of the house and lot at this location. The land involved in this proposal is more clearly defined on map Exhibits A and B, which are enclosed herewith and made part of this supplement.

Mr. Mike Dombeck  
Page 2  
September 24, 1998

The TVA Board of Directors has determined that the proposed sale would not be adverse to TVA's interests and has authorized consent thereto by TVA. Accordingly, TVA hereby consents to the Forest Service's sale of the above-described 0.96 acre of TVA land.

If the foregoing is acceptable, please evidence this fact by executing the original and three copies of this supplement. The copies should be returned to Darrell A. Cuthbertson, TVA Land Management, Suite 300, Highway 321 North, Lenoir City, Tennessee, 37771-6440. The original is for your records. This letter will constitute Supplement No. 10 to Contract No. TV-1721A between the Forest Service and TVA covering the sale and TVA's consent thereto.

Sincerely,



Kathryn J. Jackson

Accepted and agreed to this \_\_\_\_\_  
day of \_\_\_\_\_, 1998.

UNITED STATES DEPARTMENT OF  
AGRICULTURE, FOREST SERVICE

By Mike Dombeck NOV 2 1998  
Title Chief

DAC:BLM

Enclosures

cc (Enclosures):

Mr. Ken Alford  
U.S. Department of Agriculture,  
Forest Service  
Post Office Box 2750  
Asheville, North Carolina 28802

Mr. Hoot Gibbs  
U.S. Department of Agriculture,  
Forest Service  
Cheoah Ranger District  
Route 1, Box 16A  
Robbinsville, North Carolina 28771



United States  
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Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 2080/4000/3400

Route To: 2200

Date: NOV 21 1998

Subject: Forest Service Noxious Weed Strategy

To: Regional Foresters, Station Directors, Area Director, and ITTF Director

Noxious weeds and nonnative invasive plants are continuing to spread at an exponential growth rate. These unwanted plants are estimated to infest at least 17 million acres of Federal lands in the West and are expanding at a rate of 4,600 acres per day. The general public is voicing increasing concern about the noxious weed problem. Infestation of private and public lands by invasive weeds has become a major problem affecting livestock and recreation industries, biological diversity, wetlands, and other interests dependent upon healthy native ecosystems. This problem crosses all political, ecological, and land ownership boundaries. It requires active coordination of resources from National Forest Systems, State and Private Forestry, and Research. Any solution must include all interested and affected parties within a landscape.

The Forest Service (FS) has a long history of leadership among all Federal land management agencies on the issue of noxious weeds. The FS Natural Resource Agenda clearly articulates our natural resource priorities, including maintaining and restoring watershed health, and sustaining healthy forest and rangeland ecosystems. Dealing with the effect of exotic and invasive species must remain a major component of maintaining and restoring watershed, forest and rangeland health. Our goals to implement the FS Natural Resource Agenda must include objectives and strategies to abate the impact to ecosystems by invasive plants.

I am proud to announce the publication of *"Stemming the Invasive Tide: Forest Service Strategy for Managing Noxious and Nonnative Invasive Plants."* I fully support the goals outlined in the strategy:

- to increase internal and external awareness of noxious weed impacts;
- to develop and promote integrated pest management strategies;
- to institutionalize consideration of noxious weeds in planning and project analysis;
- and to continue to develop strong partnerships for a consolidated community-based approach.

Many of the most innovative approaches to noxious weed prevention and management such as Noxious Weed-free Forage, and the challenge cost-share partnerships of *Pulling Together* have been developed by FS employees. I commend those employees who have been dealing with this problem for years with limited resources and encourage their continuing efforts.

MIKE DOMBECK  
Chief

Enclosure





United States  
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14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6320

Date: NOV 2 [ 1998]

Route To:

Subject: Designation of Contracting Officer

To: Ronald E. Hooper

In accordance with the recommendation of the Department of Justice and the concurrence of the Office of General Counsel, I am designating you as Contracting Officer for the purpose of reviewing the original Exchange Agreements executed in conjunction with the Historic Aircraft Exchange Program. As Contracting Officer, you have full authority to act on behalf of the Forest Service in issuing a Final Decision concerning the status of those agreements. As Contracting Officer, you also have full authority, notwithstanding the limits of your existing Certificate of Appointment (warrant), to settle any and all claims that may result from your Final Decisions.

In performing under this designation, you shall comply with all applicable laws and regulations. This designation shall remain in place until resolution of all issues arising under or related to your Final Decisions or until revoked by the Chief of the Forest Service.

MIKE DOMBECK  
Chief





United States  
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14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1600

Date: November 2, 1998

Route To:

Subject: Words to Action: Conservation Leadership for the 21st Century

To: All Employees

I am sending each of you a copy of the speech that I delivered at last week's National Leadership Conference entitled: "Words to Action: Conservation Leadership for the 21st Century." Please read it carefully. It is important that we all work together in moving the Forest Service into the 21st Century. I appreciate all your good work and support.

The Conference was attended by about 70 field employees in addition to the usual attendees. I invited field employees to the Conference, because I felt it was important to improve communication and broaden understanding of the Natural Resources Agenda and our strategies to move ahead. I really appreciated their active participation and candid feedback, as well as the examples of on-the-ground work that is moving the Agenda forward.

A highlight of the Conference for me was a campfire under the desert stars on the shore of Bartlett Lake on the Tonto National Forest. The evening ended with a traditional Ponca Tribe ceremony that closed with a touching message that I ask each of you to contemplate often, **"remember you are managing the land for seven generations!"**

Enclosure





United States  
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of Agriculture

Forest  
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Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6170

Date: NOV 9 1998

Route To:

Subject: 1998 Combined Federal Campaign

To: Washington Office Employees

The 1998 Combined Federal Campaign (CFC) is underway! We have the opportunity to demonstrate our concerns for community and people by making donations through the CFC. "It All Comes Back To You" is the theme of the 1998 Campaign. This theme emphasizes that when employees give through the CFC, the rewards are felt throughout our local and global communities. The theme also serves as a call to action and stresses the responsibility we each have to help others through difficult times. I encourage you to reflect on how the lives of family and friends have been affected by some of these organizations, and to consider contributing to those that you care deeply about.

The Washington Office CFC will run through the month of November. During the campaign, several events will be held by the Deputy Areas. These are opportunities to learn about some of the organizations, and to join fellow employees in making our CFC a success.

Your staff Keyworker will provide each of you with a pledge card and a catalog listing organizations approved for inclusion in this year's Campaign. Any questions you have can be answered by your Keyworker, or by visiting the National Capital Area website at [www.cfcnca.org](http://www.cfcnca.org). Remember, success happens in the lives of so many because of gifts through our CFC.

MIKE DOMBECK  
Chief





United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1830  
Route To: 1830

Date: NOV 10 1998

Subject: Chief's Volunteers Program National Awards--1998

To: Mac Adams  
Thru: Regional Forester, R-4

In celebration of National Volunteer Week, I would like to express my sincere appreciation to you for your volunteer service to the Forest Service.

It is impossible to measure or overestimate the importance, usefulness, and value of the volunteer work accomplished and the public service provided by volunteers. In light of the existing budget constraints under which we operate, your personal contribution has added immeasurable benefits to this agency. Your caring, unselfish attitude and dedication have allowed us to provide a quality of service to the public and care for the land that otherwise would never have been possible. Because of your service, we are more readily able to accomplish our mission.

In recognition of your outstanding service, it is my pleasure to present you with the enclosed certificate. Your service is commendable and you exemplify what the Forest Service stands for, "Caring for the Land and Serving People." You can look at your volunteer service with the Forest Service with satisfaction and pride.

MIKE DOMBECK  
Chief

Enclosure





United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 3000

Date: NOV 12 1998

Route To:

Subject: Framework for a Customer-Driven Forest Service

To: Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

On March 17, 1998, I forwarded to each of you the "Framework for a Customer-Driven Forest Service" that established the critical importance of customer service in the context of our Natural Resource Agenda, and outlined my expectations for the "service image" that I would like us to convey to the American People in our day to day activities. I asked the National Customer Service Team to follow up with each of you about how viable the objectives of the Framework are and how each of you plan to accomplish them.

Collectively, your response was unprecedented, as I received feedback from every Regional Forester, Station Director and the Area Director. I want to take this opportunity to thank each of you for the personal time you invested in assessing this direction, and for your personal letters of response and action plans that provide a wealth of ideas for creating "Customer Service-- Second to None."

Enclosed is a list of action items that I have selected from each of your letters or implementation plans. I am asking the National Customer Service Team to monitor the progress of these items for two reasons:

1. These ideas have great potential for improving our service and image with our customers: They are an investment I personally want to follow up on.
2. Sharing these ideas among peers and with front-liners across the agency will allow us to take full advantage of this wealth of opportunities, service-wide.

In the coming year, I will follow up with you on how well we are accomplishing the objectives in the "Framework," and specifically, on your progress in implementing the actions outlined in the enclosure. In addition to our continuous feedback from comment cards and national customer surveys, we will evaluate the programs you have submitted. Demonstrating and capturing quantifiable results will help support future budget proposals and the GPRA.

MIKE DOMBECK  
Chief

Enclosure



## Implementing Framework for Customer-Driven Forest Service Selected Action Items for Chief's Review

### Region 1

- Design computerized methodology to monitor and assess public facilities.
- Coordinate with Montana and Idaho (MOU) in recreation and tourism.
- Continue to provide public popular pamphlets despite budget cuts.
- Customer comment cards reviewed in RO then sent to FS for follow-up.
- Promote and highlight customer service efforts in Northern Region News.
- Customer service training at Regional Training Academy, 1999.

### Region 2

- REI partnership: inter-agency information and interpretation center to open 1999.
- Reinvention Lab to redesign VIS positions and improve information and delivery systems.
- Publicize and highlight customer service trends, accomplishments and achievements, in "*Customer Corner*" column of *Pulse of the Rockies* newsletter.
- Comment cards available at all contact areas, reviewed in RO, sent to units for action.
- "*Corporate Image*": Lyle Laverty's proactive program to ensure R-2's positive Forest Service image.

### Region 3

- "*Company's Coming*": *Customer-Driven Work Emphasis Strategy*, a day-to-day commitment to being a Customer-Driven organization.
- Continuously keep abreast of our customer's changing needs (product mix) and respond.
- Customer dictates where resources and skills will be utilized.
- Continual commitment and follow through to ensure success of Customer-Driven work strategy.

### Region 4

- Customer Service Pledge and Comment Cards displayed and accessible and used to assess customers needs.
- Implement action plans in Timber, Grazing, Information/Education, and Minerals, Oils and Gas.
- Renewed emphasis on customer service training. New Learning Centers at forest locations offer variety of training (including FS Web sites), mediums and flexibility.
- Goal: Create "*Lasting Impressions*" by involving customers with employees.

### Region 5

- Use feedback from Comment Cards to improve customer service.
- Use information from surveys in Recreation; Information and Education; and Special Use Permits (Recreation Program Strategy and Fee Demo Project) for decision making process.
- Improve maintenance of facilities, including campgrounds and trails.
- Provide more comment card distribution opportunities, e.g., field-going personnel and in 50% of fleet vehicles by FY99.
- Respond to customers by making specific information available at FS offices on wildlife, history and safety hazards.

### Region 6

- Review funding for customer services & seek creative solutions to deal with budget cuts; focus on the actual delivery of products and services. Continue training, comment card program and customer surveys.
- **One-Stop Shopping:** Co-located Ranger Districts with Chambers of Commerce; *Nature of the Northwest Information Center*, information on recreational, natural and cultural resources on public lands in Oregon and Washington and the Seattle *Outdoor Recreation Information Center* (an innovated public, commercial and nonprofit partnership).
- Develop web site around customer-defined information needs: *Gifford Pinchot National Forest Recreation Pages*; implement on other forests WWW technology to deliver accurate current conditions information in standard format.
- Meet varied needs of **Special Forest Products Customers**; e.g., multi-cultural needs of commercial mushroom harvesters based on National Customer Survey results.

### Region 8

#### Regional Implementation of:

- Regional Reward System and methods to measure performance and customer satisfaction;
- Respond to every customer who completes a comment card;
- Integrate customer service values into everyday business practices;

### Region 9

- **Commit to level of customer services declining resources will allow:** How to get the most service delivery from our resources. Leverage resources by forming external partnerships to coordinate efforts by combining and sharing resources.
- Improve our interface with the customer in the business or process end of what we do.
- Reengineer basic processes and overall information management of the organization.

### Region 10

- Customer comment card requests are handled in a timely and efficient manner and feedback shared at weekly regional staff meetings.
- Customer Service training module included in 1999 Communications University.
- Customer Service and product delivery increased through community outreach efforts.

### Northeastern Area

- Pledge and comment cards prominently displayed at Radnor and all field office locations. Card enclosed with every mailing. We, at Area's expense, seek information and respond directly to our customers.
- Implement changes based on feedback from Cooperative Management Reviews, Northeastern Area Association of State Foresters and Roundtable Notes, National Research Council Report and other program reviews.
- "One-Stop Shopping": for customers of Research and State and Private for NE Area and Station.
- **Simple Business Processes:** e.g., streamline grants management process using electronic applications for payment and monitoring.
- **Quick access to people, assistance and information:** Corporate data base for key information as well as publications and documents .
- Award top customer service performers with cash awards and recognition at staff group meeting and write-up in Area's quarterly newsletter.

### Northeastern Research Station

- Implemented three customer service projects: Trails for the Massabesic Experimental Forest; Photographic Exhibit of Historic Landmarks at Grey Towers and Printing of poster, *"Life, Death, and Rebirth of a Tree."*

#### Keep public Informed about new research and Technology:

- Research Work Unit Descriptions and publications on Internet. Web site advertised in association and stewardship publications.
- Customer feedback mechanism for publications.
- Easy/convenient access to past research and out-of-print publication and links between projects and results (publications, etc.)
- *"What's New"* section on web site for general audience, update monthly.

### North Central Experimental Station

**Station Internet Web Page:** Provides current information on the organization, personnel and work of the Station. It links our cooperators to other Forest Service sites and hosts the IUFRO site for forest inventory and monitoring on an international scale. Site includes comprehensive database of customer's needs and interests; quick access to client base and research products; and on-line database of growth and condition of forest resources in each of the 11 States NC inventories. Customers can comment and ask for assistance (3,000 hits monthly).

- Information Staff is a clearinghouse for natural resource information in all forms (printed materials de-emphasized).
- New phone Service, October 1998: better access to our administrative and scientific personnel.
- Collaborative effort with University of Missouri, private industry, State of Missouri for Anheuser-Busch Natural Resources Building at the University of Columbia.

### Pacific Northwest Research Station

- **Pledge and Comment Card:** Poster displayed and cards available at every lab and Station Headquarters; cards sent with each publication request. Respond to customer questions and comments; provide feedback to Station employees. Re-assess customer service needs annually.
- **Customer Convenience through communication and technology:** Provide access through TDD phone lines for orders of publications and information; reorganize publication web page by topic and list of scientist by area of expertise with email links. Develop a searchable database using keywords. Within two years have all Station publications on-line.
- *PNW Science Findings*, a monthly series providing information in a nontechnical format.
- Recognize employees who provide outstanding customer service.

### Pacific Southwest Forest and Range Experiment Station

- **Creating a "Service Image":** Encourage strong partnerships with diverse clientele. Involve partners in selection of research priorities.
- **One-Stop Shopping:** Web Page provides PSW publications produced (last 3 years) and feedback mechanism for requesting information and customer comments. Station working with Region to consolidate services and simplify processes.
- Publications group and Forest Service National Library team to develop an on-line list of publications.
- Voice mail at most locations.
- Reception areas include displays of research results and informational brochures.
- Employee training: employees cross-trained and all receive customized Customer Service training.
- Develop local performance measures for special products and services and use feedback from comment cards to measure performance.

### **Rocky Mountain Research Station**

- **Natural Resource Research Center:** High-tech yet friendly, centralized location for "One-Stop Shopping" of local natural resource research agencies (ground breaking fall of 1998).
- All field labs display Pledge and Comment Cards. Comment cards enclosed with publication distribution, and personnel and contracting mailings.

**Internet and Intranet Web Pages:** Up-to-date information on personnel, experimental forests, laboratories, publications and research programs, support units, maps, health and safety issues and staff photos. Includes a response link for customer suggestions and comments (8,700 visits since 10/97).

Every RMRS facility is a well maintained Customer Service Center with access to all. Lobby displays research, brochures and literature, user-friendly "job search" table and well trained front desk employees.

### **Southern Research Station**

**Every Forest Service office/site/facility is a Customer Service Center; Every FS employee a Customer Service Representative:**

- Pledge and cards prominently displayed at Station and Research work units;
- Convenient Hours and access. Welfare to Work position created allowing extra coverage.
- Customer Service bulletin board maintained providing "tips," on meeting customer needs and Criteria for customer service awards.

**Update reception area:** Computer access to Intranet/Internet locations and display of National Forest materials.

- **One-Stop Shopping:** Coordinate with National Forests of North Carolina. Inform and educate customers on procedures, assistance, comments or complaints about products or services. Expand outreach efforts for wider audience who can benefit from our work (8,000 copies of new Strategic Plan distributed).
- Tear-out evaluation sheet included in each publication so customers can rate publications.
- Annual Report to Customers.

### **Forest Products Laboratory**

- **Investigate and Streamline publication Process:** To reduce the publication costs, not all publications will be offered, customers will be informed where publication can be obtained.
- **All research information on Internet.** All current publications automatically scanned and added to the listing on FPL home page.
- **Disseminate Information:** "Inquiry Help Drawer on IBM made accessible to all employees , includes "Refer them Elsewhere"; subject indexes; educational resources; packet information and other resources.
- Software program to track grants and agreements.
- Brochure to clarify procedures for obtaining a patent (internal and external customers).

**Inform customers of survey results and actions taken:** Information sheet included in major mailing of Dividends; monitor customer service through use of comment cards and performance monitored through telephone calls and inquiries from our customers.

November 13, 1998

MASTER MEMORANDUM OF UNDERSTANDING  
between  
The Natural Areas Association  
and the  
United States Department of Agriculture  
Forest Service

AUTHORITY

THIS MEMORANDUM OF UNDERSTANDING (MOU) is made and entered into by and between THE NATURAL AREAS ASSOCIATION ("NAA") and the United States Department of Agriculture, FOREST SERVICE ("FOREST SERVICE"), under the provisions of the by-laws and policies for the NAA, and under the provisions of the following for the FOREST SERVICE: P.L. 86-517, Multiple Use Sustained Yield Act (16 U.S.C. 528-531), P.L. 95-307, Forest and Rangeland Renewable Resources Planning Act of 1978 (16 U.S.C. 1600 et seq.), P.L. 95-307, Forest and Rangeland Renewable Resources Research Act of 1978 (16 U.S.C. 1641 et seq.).

PURPOSE

The purpose of the MOU is to provide a framework for cooperation and coordination in the context of Forest Plan development and implementation, research, and State and private forestry with respect to a wide range of natural areas and biodiversity conservation activities, including, but not limited to, the following: conducting inventory, research, monitoring, protection, and other management and educational activities necessary to conserve fish, wildlife, plants, ecosystems and other biological diversity on National Forest System and other lands which would appropriately serve the best interests of the people of the United States. The framework for cooperation and coordination is especially needed with regards to Research Natural Areas, federally designated threatened or endangered plant and animal species, Forest Service designated sensitive species, and rare or potentially threatened vegetation communities.

INTRODUCTION

Both the NAA and the FOREST SERVICE have responsibilities and expertise in the preservation, conservation, and management of biological diversity and natural areas.

The FOREST SERVICE is a land management agency dedicated to the wise management of the Nation's resources, and through its National Forest System, State and Private Forestry, and Research programs, and Federal law and regulations of the Secretary of Agriculture, has major responsibility for the protection and management of fish, wildlife, and plant habitats including providing special protection for threatened, endangered, and sensitive plant and animal species, as well as designation and management of Research Natural Areas and other categories of protected areas. The FOREST SERVICE accomplishes much of this work by initiating and developing cooperative relationships and effective partnerships.

The NAA is a private, non-profit professional organization whose mission is to advance the preservation of natural diversity. The NAA works to inform, unite and support persons engaged in identifying, protecting, managing, and studying natural areas and biological diversity. The NAA seeks to unite local, state, and federal programs in a common purpose and understanding of the values of natural areas and biodiversity protection. The NAA has experience in supporting the management and study of natural areas, and places particular emphasis on the identification, protection, and stewardship of biological diversity such as exemplary occurrences of species, natural communities, and landscapes in an ecosystem context. NAA desires to pursue cooperative opportunities with the FOREST SERVICE in maintaining and improving biological diversity on National Forest System lands.

It is the desire of both parties to cooperate with each other in matters relating to the management and conservation of biological diversity and Research Natural Areas through efforts including, but not limited to:

1. Sponsorship of NAA annual conferences;
2. Information sharing (including meetings, workshops, and Natural Areas Journal);
3. Educational activities;
4. Inventories and surveys;
5. Identification of potential special management areas, (Research Natural Areas and Special Interest Areas, for example);
6. Management planning and monitoring;
7. Habitat improvement, restoration, maintenance, or conservation;
8. Interpretative programs and displays;
9. Input to Forest Plan development in a manner consistent with applicable laws and Forest Service Land Management Planning Regulations; and
10. Sharing of personnel and other resources within the limits of the laws pertaining to Federal employees and Federal resources.

NOW, THEREFORE, in consideration of the above premises, the parties hereto agree as follows:

THE NAA SHALL

1. Work with FOREST SERVICE staff on issues concerning natural areas, Research Natural Areas and special interest areas.
2. Share technical information and research results relating to the management and protection of federal, state, and local natural areas.
3. Involve the FOREST SERVICE in the planning of NAA conferences and workshops.
4. Cooperate fully with the FOREST SERVICE in carrying out the projects which the parties thereto provide support.
5. Enter into agreements to accomplish agreed upon work projects which may be supplemental to this MOU and are consistent with applicable laws and Forest Service Regulations.
6. As determined by specific agreement, provide support for the implementation of projects which further the NAA'S mission of conserving biological diversity.
7. Meet as needed, with representatives of the FOREST SERVICE, to implement projects that are in support of this MOU and not in conflict with the Forest Service's authority as administrator of National Forest Service lands.

THE FOREST SERVICE SHALL

1. Cooperate with NAA within the framework of this MOU and applicable laws and Forest Service Regulations for the futherance of biodiversity conservation, research, and management on National Forest System lands.
2. Participate in the planning of NAA conferences to a mutually agreed upon extent;
3. Cooperate with the NAA in carrying out activities in support of natural areas and biological diversity conservation.
4. Enter into agreements to accomplish agreed upon work projects which may be supplemental to this MOU and are consistent with applicable laws and Forest Service Regulations.

5. Consistent with forest land management plans and other regional plans, provide leadership for the planning, implementation, and monitoring of projects or administrative studies undertaken pursuant to this MOU.
6. Meet as needed with representatives of the NAA to implement projects that are in support of this MOU and that are consistent with the Forest Service's authority as administrator of National Forest System lands.

IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE PARTIES THAT

1. This MOU, or supplements hereto, in no way restricts the FOREST SERVICE from participating with other public and private agencies, organizations, and individuals.
2. No part of this MOU, or supplements hereto, shall entitle the NAA to any share or interest in activities other than the right to use and enjoy the same under the existing regulations of the FOREST SERVICE.
3. No member of, or delegate to, Congress, or Resident Commissioner, shall be admitted to any share or part of this MOU or to any benefit that may arise therefrom.
4. Nothing in this MOU shall be construed as obligating the FOREST SERVICE to expend, or as involving the United States in any contract or other obligation for the future payment of, any amount in excess of appropriations authorized by law and administratively allocated for this work.
5. This MOU may be revised as necessary by the mutual consent of the parties, upon issuance of a written amendment, signed and dated by both parties.
6. Either party may terminate this MOU by providing 60 days' written notice to the other party. Unless terminated by written notice, this MOU will remain in force indefinitely.
7. The principal contacts for this agreement are:

FS liaison to NAA  
USDA Forest Service

HARRY R. TYLER, Jr.  
President  
Natural Areas Association  
P.O. Box 1504  
Bend, OR 97709

EFFECTIVE DATE

IN WITNESS WHEREOF, this MOU is effective as of the last written date below.



MIKE DOMBECK  
Chief  
U.S. Department of Agriculture  
Forest Service

HARRY R. TYLER, Jr.  
President  
Natural Areas Association

Date:

Date: NOV 13 1998



United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1600

Date: NOV 13 1998

Route To:

Subject: Retiree Involvement and Communication

To: Deputy Chiefs and WO Staff Directors

On June 30, 1998, during our National Leadership Conference at the National Arboretum we signed a revised Memorandum of Understanding (MOU) with our local Forest Service Retirees Club (FSX) here in Washington. The purpose of this letter is to remind you of this agreement and emphasize your role in strengthening our relationships with retirees.

Our retirees are a valuable resource that we want to keep informed and involved in our daily activities and special projects. It is up to us, our retirees, and retiree organizations to find creative and efficient ways to do this.

We have formed a WO Retirees Communication and Involvement Team, with representatives from Deputy Areas and FSX to coordinate and carry out actions that cut across all staffs. Forest Service representatives on the Team are Dr. Robert Lewis representing the Chief's Office; Glen Contreras, Research; Larry Payne, State and Private Forestry; Larry Gadt, National Forest System; Don Hansen, Operations; Denver James, Office of Communication; and Kevin Elliott, Programs and Legislation. FSX representatives are Jay McConnell, FSX President; Bob VanAken, FSX Vice President; and Dick Pfifl, FSX Webmaster.

I ask you to review this MOU and discuss how it applies to your staff. At the MOU signing, I proposed involving retirees in resource monitoring activities, program, and activity reviews. Retirees could provide great benefit through participation in policy and issue history papers, file archiving, training, and I am sure you can identify many other opportunities. Our local retirees organization, together with our WO Retiree Team, can help you identify retirees in the Washington area or service-wide for involvement.

I have asked the WO Retiree Team to provide me with a report of retiree communication and involvement for FY 1999. They will provide you with a format for your input to that report in the near future.

A copy of the MOU is enclosed for your use. Please direct any questions you may have with regards to communicating with and involving our retirees, to any member of the WO Retiree Team.

MIKE DOMBECK  
Chief

Enclosure



**MEMORANDUM OF UNDERSTANDING  
between the  
FSX CLUB OF WASHINGTON, DC  
and the  
UNITED STATES DEPARTMENT OF AGRICULTURE FOREST SERVICE  
WASHINGTON OFFICE**

This Memorandum of Understanding (MOU) is made and entered into by and between the FSX Club of Washington, DC, hereinafter referred to as FSX Club, and the United States Department of Agriculture Forest Service, Washington Office, hereinafter referred to as the Forest Service. This MOU replace MOU number 96-MOU-83.

**I. PURPOSE**

The purpose of this MOU is to provide a general framework of cooperation between the parties in order to improve the two-way communications between the Forest Service and its retirees and utilize available knowledge and skills of retirees in Forest Service program activities. Such cooperation is meant to benefit the continued health and productivity of public and private forest lands and the furtherance of forestry and related research.

**II. STATEMENT OF MUTUAL BENEFITS AND INTERESTS**

The phrase, **"Caring for the Land and Serving People,"** captures the Forest Service mission. As set forth in law, the mission is to achieve quality land management under the sustainable multiple-use management concept to meet the diverse needs of people. The Forest Service has a broad array of programs to achieve its mission, including:

**Forest Research and Development:** The Forest Service has one of the most respected research organizations in the world that provides the scientific foundation for sustainable forest development in the United States and other regions of the world. Many of the scientists have international respect for their accomplishments.

**State and Private Forestry:** Assistance, not regulatory control, is provided to State and private landowners. About 59 percent of the Nation's commercial forests are owned and managed by nonindustrial private owners.

**National Forests and Grasslands:** The Forest Service cares for about 191 million acres of public land, which comprise 8.5 percent of the total land area in the United States. These public lands are some of the Nation's greatest assets and have major economic, environmental, and special significance for all Americans.

**International Forestry:** The Forest Service has an ongoing program of international forestry assistance and exchange that was expanded in the International Forestry Cooperation Act and 1990 Farm Bill.

**Business Operations:** The Forest Service provides leadership, direction, quality assurance, and customer service in carrying out agency business and human resource programs. The Forest Service administers a number of senior, youth and volunteer programs that employ, train or educate specific groups of people. Examples include Job Corps Civilian Conservation Centers, Senior Community Service Employment Program, Volunteers in the National Forests and Youth Conservation Corps.

The FSX Club of Washington D.C. is an organization of Forest Service retirees in the Washington, D.C. area with the purpose of maintaining the ideals, principles and objectives upon which the Forest Service was founded and by which it has been governed, and serving as an organization through which previously active members of the Forest Service "family" can continue to share with each other the ties of friendship, common purpose, mutual achievement and interest.

The FSX Club and the Forest Service have interests in the management and conservation of natural resources. The parties agree that public natural resources need to be conserved and managed to meet growing public demand for these resources.

In consideration of the above premises, the parties agree as follows:

**III. FSX CLUB SHALL:**

1. Maintain a list of members and provide it to the Forest Service at their discretion.
2. Maintain a list of Regional Retiree Association Contacts, and provide it to the Forest Service at their discretion, as well as rosters of memberships of regional retirees clubs, when these lists and rosters are provided by the regional retiree clubs for use by the Forest Service.
3. Consider providing a volunteer(s) for staffing a national retiree contact "desk" to develop and distribute information approved by the Forest Service for retirees on current events and issues affecting the Forest Service. The Desk may be at a location in the Forest

Service National Headquarters office, or at a retirees personal computer station linked to the Forest Service computer system.

4. Provide at the request of the Forest Service, a communications link between the Forest Service and individual retirees and retiree groups around the Nation.
5. Dedicate space on the Forest Service Retirees home page on the internet for use by the Chief of the Forest Service to communicate directly with retirees.
6. Coordinate with Forest Service designee in preparing an annual report to the Chief and retirees club officers on activities undertaken as a consequence of this MOU, and the results therefrom.

#### **IV. THE FOREST SERVICE SHALL:**

1. Establish a national retiree contact desk, including working space, computer, telephone, and other communications facilities as necessary to develop and distribute Forest Service approved information for retirees on current events and issues affecting the Forest Service.
2. Provide the retiree contact desk with copies of issue summary reports prepared for Forest Service management that have been edited for public release.
3. Provide personnel information of interest to retirees as allowed by federal regulation.
4. Provide public information on specific issues including staff "expert" contacts and briefings.
5. Establish a contact point on the DG/615 system(s) and remote access to the DG/615 system for use by the retiree contact desk volunteer(s).
6. Link the FSX Club World Wide Web home page to the Forest Service home page on the internet.
7. Include consideration of retirees' potential contribution to ongoing and planned programs and regularly communicate opportunities for interested retirees to assist.
8. Provide a Forest Service contact point for encouraging and coordinating retiree involvement in FS program activities.
9. Encourage Agency-wide communication and involvement of retirees through communications from the Chief to Forest Service leadership.

10. Coordinate with a retiree designee in preparing an annual report to the Chief, Forest Service leadership and retiree club officers on activities undertaken as a consequence of this MOU, and the results therefrom.

**V. IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE SAID PARTIES THAT:**

1. Meetings will be scheduled regularly to discuss and identify opportunities for mutually beneficial improvements and activities that meet the intent of this MOU. This will include FS and Retiree participation in a formally recognized Retiree Communication and Involvement Team.
2. The parties will cooperate in a annual event to introduce current Forest Services employees to Forest Service retirees.
3. The parties shall consider participating in mutually agreed upon projects or educational efforts, subject to all applicable laws and procedures.
4. This instrument is neither a fiscal nor a funds obligation document. Any endeavor involving reimbursement, contribution of funds or any transfer of value between the parties to this instrument will be handled in accordance with applicable laws, regulation, and procedures including those for Government procurement and printing. Such endeavors will be outlined in separate agreements that shall be made in writing by representatives of the parties and shall be independently authorized by appropriate statutory authority. This instrument does not provide such authority. Specifically, this instrument does not establish authority for noncompetitive award to the cooperator of any contract or other agreement. Any contract or agreement for training or other services must fully comply with all applicable requirements for competition.
5. Any press releases which reference this MOU, or the relationship established between the parties of the MOU, shall have prior approval of both parties.
6. This instrument in no way restricts the Forest Service or the FSX Club from participating in similar activities with other public or private agencies, organizations, and individuals.
7. Pursuant to Section 22, Title 41, United States Code, no member of, or delegate to, Congress shall be admitted to any share or part of this instrument, or any benefits that may arise therefrom.
8. Nothing herein shall be considered as obligating the Forest Service to expend or as involving the United States in any contract or other obligations for the future payment of money in excess of funding approved and made available for payment under this instrument and modifications thereto.

9. Modifications within the scope of this instrument shall be made by the issuance of a bilateral executed modification prior to any changes being performed.

10. Either party, in writing, may terminate this instrument in whole, or in part, at any time before the date of expiration.

11. This instrument is executed as of the last date shown below and expires on June 30, 2003, at which time it will be subject to review, renewal or expiration.

12. The principal contacts for this instrument are:

**For retiree communication:**

George Lennon,  
Director, Office of Communication  
USDA Forest Service  
P.O. Box 96090  
Washington, D.C. 20090-6090  
(202) 205-1760

Jay McConnell  
President, FSX Club  
4324 Ashford Lane  
Fairfax, VA 22032-1435  
(703) 978-4786

**For retiree involvement:**

Dr. Robert Lewis, Jr.  
Acting Associate Chief,  
for Natural Resources  
USDA Forest Service  
P.O. Box 96090  
Washington, D.C. 20090-6090  
(202) 205-1760

Jay McConnell  
President, FSX Club  
4324 Ashford Lane  
Fairfax, VA 22032-1435  
(703) 978-4786

IN WITNESS WHEREOF, the parties hereto have executed this MOU as of the last written date below.

**/s/ Mike Dombeck**  
Mike Dombeck  
Chief,  
USDA Forest Service

June 30, 1998  
Date

**/s/ Jay McConnell**  
Jay McConnell  
President  
FSX Club Washington, DC

June 30, 1998  
Date



United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1600  
Route To:

Date: NOV 13 1998

Subject: Retiree Involvement and Communication

To: Regional Foresters, Station Directors, Area Director and Director ITTF

**REPLY DUE DECEMBER 4, 1998**

On June 30, 1998, during our National Leadership Conference at the National Arboretum we signed a revised Memorandum of Understanding (MOU) with our local Forest Service Retirees Club (FSX) here in Washington. I encourage you to use the enclosed MOU as a model for you and your Forests, Districts and Research work units to develop similar relationships.

At the MOU signing, I proposed involving retirees in resource monitoring activities, program and activity reviews. Retirees could provide great benefit through participation in policy and issue history papers, file archiving, training, and I am sure you can identify many other opportunities.

We have formed a WO Retirees Communication and Involvement Team with representatives from each Deputy Area and FSX to coordinate and carry out actions that cut across all staffs. Forest Service representatives on the Team are Dr. Robert Lewis representing the Chief's Office; Glen Contreras, Research; Larry Payne, State and Private Forestry; Larry Gadt, National Forest System; Don Hansen, Operations; Denver James, Office of Communication; and Kevin Elliott, Programs and Legislation. FSX representatives are Jay McConnell, FSX President; Bob VanAken, FSX Vice President; and Dick Pfifl, FSX Webmaster.

To coordinate our efforts to inform and involve retirees nationwide, I ask that you forward the name and contact information of a person on your staff who will serve as a retiree communication and involvement coordinator for your region, station or area. My office and the WO Retiree Team will work with your coordinator to identify opportunities to improve our communication and involvement efforts. Please provide the retiree contact information to Denver James, WO Office of Communication (djames/wo or 202-205-1781) by December 4, 1998.

I have asked the WO Retiree Team to provide me with a report of retiree communication and involvement for FY 1999. They will provide you with a format for your input to that report in the near future. Please direct any questions you may have with regards to communicating with and involving our retirees, to any member of the WO Retiree Team.

MIKE DOMBECK  
Chief

Enclosure



**MEMORANDUM OF UNDERSTANDING  
between the  
FSX CLUB OF WASHINGTON, DC  
and the  
UNITED STATES DEPARTMENT OF AGRICULTURE FOREST SERVICE  
WASHINGTON OFFICE**

This Memorandum of Understanding (MOU) is made and entered into by and between the FSX Club of Washington, DC, hereinafter referred to as FSX Club, and the United States Department of Agriculture Forest Service, Washington Office, hereinafter referred to as the Forest Service. This MOU replace MOU number 96-MOU-83.

**I. PURPOSE**

The purpose of this MOU is to provide a general framework of cooperation between the parties in order to improve the two-way communications between the Forest Service and its retirees and utilize available knowledge and skills of retirees in Forest Service program activities. Such cooperation is meant to benefit the continued health and productivity of public and private forest lands and the furtherance of forestry and related research.

**II. STATEMENT OF MUTUAL BENEFITS AND INTERESTS**

The phrase, **"Caring for the Land and Serving People,"** captures the Forest Service mission. As set forth in law, the mission is to achieve quality land management under the sustainable multiple-use management concept to meet the diverse needs of people. The Forest Service has a broad array of programs to achieve its mission, including:

**Forest Research and Development:** The Forest Service has one of the most respected research organizations in the world that provides the scientific foundation for sustainable forest development in the United States and other regions of the world. Many of the scientists have international respect for their accomplishments.

**State and Private Forestry:** Assistance, not regulatory control, is provided to State and private landowners. About 59 percent of the Nation's commercial forests are owned and managed by nonindustrial private owners.

**National Forests and Grasslands:** The Forest Service cares for about 191 million acres of public land, which comprise 8.5 percent of the total land area in the United States. These public lands are some of the Nation's greatest assets and have major economic, environmental, and special significance for all Americans.

**International Forestry:** The Forest Service has an ongoing program of international forestry assistance and exchange that was expanded in the International Forestry Cooperation Act and 1990 Farm Bill.

**Business Operations:** The Forest Service provides leadership, direction, quality assurance, and customer service in carrying out agency business and human resource programs. The Forest Service administers a number of senior, youth and volunteer programs that employ, train or educate specific groups of people. Examples include Job Corps Civilian Conservation Centers, Senior Community Service Employment Program, Volunteers in the National Forests and Youth Conservation Corps.

The FSX Club of Washington D.C. is an organization of Forest Service retirees in the Washington, D.C. area with the purpose of maintaining the ideals, principles and objectives upon which the Forest Service was founded and by which it has been governed, and serving as an organization through which previously active members of the Forest Service "family" can continue to share with each other the ties of friendship, common purpose, mutual achievement and interest.

The FSX Club and the Forest Service have interests in the management and conservation of natural resources. The parties agree that public natural resources need to be conserved and managed to meet growing public demand for these resources.

In consideration of the above premises, the parties agree as follows:

### **III. FSX CLUB SHALL:**

1. Maintain a list of members and provide it to the Forest Service at their discretion.
2. Maintain a list of Regional Retiree Association Contacts, and provide it to the Forest Service at their discretion, as well as rosters of memberships of regional retirees clubs, when these lists and rosters are provided by the regional retiree clubs for use by the Forest Service.
3. Consider providing a volunteer(s) for staffing a national retiree contact "desk" to develop and distribute information approved by the Forest Service for retirees on current events and issues affecting the Forest Service. The Desk may be at a location in the Forest

Service National Headquarters office, or at a retirees personal computer station linked to the Forest Service computer system.

4. Provide at the request of the Forest Service, a communications link between the Forest Service and individual retirees and retiree groups around the Nation.
5. Dedicate space on the Forest Service Retirees home page on the internet for use by the Chief of the Forest Service to communicate directly with retirees.
6. Coordinate with Forest Service designee in preparing an annual report to the Chief and retirees club officers on activities undertaken as a consequence of this MOU, and the results therefrom.

#### **IV. THE FOREST SERVICE SHALL:**

1. Establish a national retiree contact desk, including working space, computer, telephone, and other communications facilities as necessary to develop and distribute Forest Service approved information for retirees on current events and issues affecting the Forest Service.
2. Provide the retiree contact desk with copies of issue summary reports prepared for Forest Service management that have been edited for public release.
3. Provide personnel information of interest to retirees as allowed by federal regulation.
4. Provide public information on specific issues including staff "expert" contacts and briefings.
5. Establish a contact point on the DG/615 system(s) and remote access to the DG/615 system for use by the retiree contact desk volunteer(s).
6. Link the FSX Club World Wide Web home page to the Forest Service home page on the internet.
7. Include consideration of retirees' potential contribution to ongoing and planned programs and regularly communicate opportunities for interested retirees to assist.
8. Provide a Forest Service contact point for encouraging and coordinating retiree involvement in FS program activities.
9. Encourage Agency-wide communication and involvement of retirees through communications from the Chief to Forest Service leadership.

10. Coordinate with a retiree designee in preparing an annual report to the Chief, Forest Service leadership and retiree club officers on activities undertaken as a consequence of this MOU, and the results therefrom.

**V. IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE SAID PARTIES THAT:**

1. Meetings will be scheduled regularly to discuss and identify opportunities for mutually beneficial improvements and activities that meet the intent of this MOU. This will include FS and Retiree participation in a formally recognized Retiree Communication and Involvement Team.
2. The parties will cooperate in an annual event to introduce current Forest Service employees to Forest Service retirees.
3. The parties shall consider participating in mutually agreed upon projects or educational efforts, subject to all applicable laws and procedures.
4. This instrument is neither a fiscal nor a funds obligation document. Any endeavor involving reimbursement, contribution of funds or any transfer of value between the parties to this instrument will be handled in accordance with applicable laws, regulation, and procedures including those for Government procurement and printing. Such endeavors will be outlined in separate agreements that shall be made in writing by representatives of the parties and shall be independently authorized by appropriate statutory authority. This instrument does not provide such authority. Specifically, this instrument does not establish authority for noncompetitive award to the cooperator of any contract or other agreement. Any contract or agreement for training or other services must fully comply with all applicable requirements for competition.
5. Any press releases which reference this MOU, or the relationship established between the parties of the MOU, shall have prior approval of both parties.
6. This instrument in no way restricts the Forest Service or the FSX Club from participating in similar activities with other public or private agencies, organizations, and individuals.
7. Pursuant to Section 22, Title 41, United States Code, no member of, or delegate to, Congress shall be admitted to any share or part of this instrument, or any benefits that may arise therefrom.
8. Nothing herein shall be considered as obligating the Forest Service to expend or as involving the United States in any contract or other obligations for the future payment of money in excess of funding approved and made available for payment under this instrument and modifications thereto.

9. Modifications within the scope of this instrument shall be made by the issuance of a bilateral executed modification prior to any changes being performed.

10. Either party, in writing, may terminate this instrument in whole, or in part, at any time before the date of expiration.

11. This instrument is executed as of the last date shown below and expires on June 30, 2003, at which time it will be subject to review, renewal or expiration.

12. The principal contacts for this instrument are:

**For retiree communication:**

George Lennon,  
Director, Office of Communication  
USDA Forest Service  
P.O. Box 96090  
Washington, D.C. 20090-6090  
(202) 205-1760

Jay McConnell  
President, FSX Club  
4324 Ashford Lane  
Fairfax, VA 22032-1435  
(703) 978-4786

**For retiree involvement:**

Dr. Robert Lewis, Jr.  
Acting Associate Chief,  
for Natural Resources  
USDA Forest Service  
P.O. Box 96090  
Washington, D.C. 20090-6090  
(202) 205-1760

Jay McConnell  
President, FSX Club  
4324 Ashford Lane  
Fairfax, VA 22032-1435  
(703) 978-4786

IN WITNESS WHEREOF, the parties hereto have executed this MOU as of the last written date below.

**/s/ Mike Dombeck**

Mike Dombeck

Chief,  
USDA Forest Service

June 30, 1998

Date

**/s/ Jay McConnell**

Jay McConnell

President  
FSX Club Washington, DC

June 30, 1998

Date



United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1630/1640  
Route To: 1600

Date: NOV 13 1998

Subject: Natural Resource Agenda Publication and Video

To: Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

When I announced the outline of the Natural Resource Agenda last March, I promised continued attention to the vision, the policies and the actions that will help us turn our words to results. At the National Leadership Conference in Arizona, I introduced two new tools to help communicate and implement the Natural Resource Agenda.

The publication, "Charting Our Future...A Nation's Natural Resource Legacy," is the latest and most detailed presentation of the Forest Service Natural Resource Agenda. In 71 pages, it traces the history of the Forest Service and the conservation movement, showing the "gradual unfolding" of a national purpose for public land protection and use. It illustrates how the Forest Service Natural Resource Agenda responds to the public's call for greater environmental sensitivity, and the changing needs of our citizens for the benefits provided by public lands.

The new seven minute video, "Natural Resource Agenda," provides an introduction to the Natural Resource Agenda, and offers a personal challenge to viewers to participate with us in caring for our Nation's great natural resources.

The Natural Resource Agenda is a call to action. We cannot delay. We are in the midst of a profound social change, a change of values and priorities. Our challenge is to manage the peoples' forests and grasslands with watershed health, ecosystem health, and the health of the land, as the primary objectives. I ask that you use these tools with our employees and with our interested public partners and customers to increase understanding and commitment to action on the agenda.

Copies of the publication and the video are being distributed now through the mail to the Regions, Stations, Area and IITF for further distribution to field units. If you have a question about the distribution, or need additional copies, contact the Office of Communication Publications Manager, Valerie Baca at vbaca/wo or by telephone 202-205-1059.

MIKE DOMBECK  
Chief





United States  
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of Agriculture

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Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1000  
Route To:

Date: November 13, 1998

Subject: Field Deputy Desk

To: Regional Foresters, Station Directors, Area Director, and IITF Director

### **REPLY DUE DECEMBER 11, 1998**

One finding from the Chief's Overviews is that relationships between the Washington Office and field need to be stronger. Success is dependent on meaningful and frequent communication between all levels of the organization. One of my highest priorities is building strong bridges between headquarters and the field. I am establishing a Field Deputy Desk in the Chief's Office to help move the Forest Service toward achieving this goal and, by this letter, I am inviting candidates to apply.

The Field Deputy Desk will function as a rotating assignment open to natural resource and administration employees including Field Representatives, Project Leaders, District Rangers, Forest Supervisors, Forest Program Managers, and similar field positions. Participants must represent the diversity in our workforce, and be individuals with strong potential for assuming future leadership positions.

The Field Deputy assignment requires the participant to identify and resolve important field issues of concern by working with headquarters staffs. Each prospective Field Deputy must accomplish the following:

1. Submit a one-page write-up identifying issue(s) to resolve during the detail. The issue should be one that your peers agree requires attention and can be solved at headquarters.
2. If chosen, upon arrival brief me on the issue and a strategy to address it.
3. Coordinate with appropriate deputy areas and staffs to find solutions.
4. Hold closeout briefing with me on issue resolution and Field Deputy experience.

Field Deputies are expected to spend from 2-4 weeks at headquarters, and will have a permanent desk in my office. The Field Deputy is also invited to participate with me in meetings as appropriate. Assignments will begin in January 1999. Please submit a list of no more than four interested individuals and proposed issues for solution along with a one-page biography via E-mail chief/wo by December 11. This is considered a training assignment. All costs will be supported by the sending region, station, or area. If you have any questions, please contact Leslie Weldon at (202) 205-2961.



I look forward to working with Field Deputies and to the progress we will make in building relationships and resolving important issues together.

/s/ **Mike Dombeck**  
**Mike Dombeck**  
**Chief**



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of Agriculture

Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: NOV 23 1998]

Route To:

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Mary Chapman, NA

Thru: Michael Rains, Director

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

I also appreciate your feedback on the overall process. It will be used to improve future grants processes. It was a pleasure to get to know you a little during the lunch we shared. Thank you for sharing your thoughts on the direction our Agency is taking. Best wishes to each of you through the Holidays and into the next year.

MIKE DOMBECK  
Chief





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P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: NOV 23 1998

Route To:

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: DelAnne Ferguson, Umatilla National Forest

Thru: Forest Supervisor

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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Chief





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File Code: 6140

Route To:

Date: NOV 23 1998

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Susan Ford, State and Private Forestry, R-2

Thru: Lyle Laverty, Regional Forester

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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MIKE DOMBECK  
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Washington, DC 20090-6090

File Code: 6140

Route To:

Date: NOV 23 1998

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Allison Hill, Research and Development

Thru: Deputy Chief

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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Chief





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Washington, DC 20090-6090

File Code: 6140

Date: NOV 23 1998

Route To:

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Clara Johnson, National Forests in Mississippi

Thru: Forest Supervisor

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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MIKE DOMBECK  
Chief

*Thanks for all your  
work and my regards  
to Karl.*





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File Code: 6140

Route To:

Date: NOV 23 1998

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Galen Johnson, Wayne National Forest

Thru: Forest Supervisor

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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MIKE DOMBECK  
Chief





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File Code: 6140

Route To:

Date: NOV 23 1998

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Susan Johnson, Office of Communications

Thru: George Lennon, Director

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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MIKE DOMBECK  
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Route To:

Date: NOV 23 1998

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Bryce Stokes, Research and Development

Thru: Deputy Chief

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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MIKE DOMBECK  
Chief





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File Code: 6140

Route To:

Date: NOV 23 1998

Subject: Letter of Appreciation to 1998 Chief's Grants Review Panel

To: Jack Waide, Research and Development

Thru: Deputy Chief

Thank you for reviewing and recommending proposals for the Chief's Grants in support of the Natural Resource Agenda. I know this was a daunting task with over 900 submissions covering a wide range of projects. It was important to choose a panel with direct knowledge of activities to review these proposals. Your work as a team fully met my expectations. The projects selected will implement work to improve our watershed, recreation, and sustainable ecosystems and roads resources, while fostering partnerships. I appreciate the time you took away from your regular duties to assist with this effort.

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MIKE DOMBECK  
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Washington, DC 20090-6090

File Code: 6140

Date: DEC 2 1998

Mr. Tony Garrett  
Chief, Media and Graphics Production  
BLM National Training Center  
9828 N. 31st Avenue  
Phoenix, AZ 85051

Dear Tony:

I want to express my sincere appreciation to you and your staff for an incredible response to a huge task.

I realize we asked you for a great effort with very little time for planning, editing, or production. Both George Lennon and Diane Maxwell have said repeatedly how generous and helpful your folks were in putting this program together and I would ask that you personally thank Kim Menning, Art Ferraro, Bill Deegan, Ron VanAlstine, Mark Phillips, and Ken Sparks, for me and the Forest Service family.

I do want you to give my special thanks to Chip for making it all work and to Kim Menning for her tireless production of the video segments. You have a first class team!

Again, please share my thanks with all involved. I look forward to working with you and your staff again soon.

Sincerely,

MIKE DOMBECK  
Chief





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14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 2 1998

Ms. Liz Agpaoa  
Forest Supervisor  
2113 Osuna Road NE, Ste. A  
Albuquerque, NM 87113-1001

Dear Liz:

I want to personally thank you for your participation in our "Advancing the Natural Resource Agenda" panel and teleconference on October 29, 1998.

Your willingness to make the time to be part of the broadcast team is greatly appreciated. It is because of leaders like you that our Natural Resources Agenda will continue to grow in scope and in success.

Sharing this conference with the rest of our Forest Service family is important to me. The closer we bring the Washington Office, the Regional Offices, the Stations, and the field; the more real dialogue and positive results will emerge.

You did a fine job as a panelist and we all learned from and enjoyed the experience.

Sincerely,

MIKE DOMBECK  
Chief





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14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 2 1998

Mr. Denny Bschor  
Forest Supervisor  
Mt. Baker-Snoqualmie National Forest  
21905 64th Avenue West  
Mountlake Terrace, WA 98043

Dear Denny:

I want to personally thank you for your participation in our "Advancing the Natural Resource Agenda" panel and teleconference on October 29, 1998.

Your willingness to make the time to be part of the broadcast team is greatly appreciated. It is because of leaders like you that our Natural Resources Agenda will continue to grow in scope and in success.

Sharing this conference with the rest of our Forest Service family is important to me. The closer we bring the Washington Office, the Regional Offices, the Stations, and the field; the more real dialogue and positive results will emerge.

You did a fine job as a panelist and we all learned from and enjoyed the experience.

Sincerely,

MIKE DOMBECK  
Chief





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14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 2 1998

Ms. Janice McDougle  
USDA Forest Service, S&PF  
P.O. Box 96090  
Washington, D.C. 20090-6090

Dear Janice:

I want to personally thank you for your participation in our "Advancing the Natural Resource Agenda" panel and teleconference on October 29, 1998.

Your willingness to make the time to be part of the broadcast team is greatly appreciated. It is because of leaders like you that our Natural Resources Agenda will continue to grow in scope and in success.

Sharing this conference with the rest of our Forest Service family is important to me. The closer we bring the Washington Office, the Regional Offices, the Stations, and the field; the more real dialogue and positive results will emerge.

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Sincerely,

MIKE DOMBECK  
Chief





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P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 2 1998

Mr. Howard Morgan  
c/o Fishing Has No Boundaries Inc.  
P.O. Box 175  
Hayward, WI 54843

Dear Howard:

I just want to thank you for joining us on October 26-27, 1998, at our leadership conference in Mesa, Arizona.

I personally want to report, the "Fishing Has No Boundaries" event at Bartlett Lake was a great success. It pleases me that the Forest Service plays a forward role in bringing opportunities to fish to many who might otherwise never venture out on the water and enjoy such recreation.

Delvin Lopez, the District Ranger at Cave Creek, did an excellent job of describing the Tonto National Forest event at our meeting and encouraged other forests to "get involved."

I will stop in to see you the next time I am back home in Hayward. Give my regards to the board.

Sincerely,

*Mike*

MIKE DOMBECK  
Chief

*Sorry we didn't get a  
chance to visit in  
Mesa. Hello to all  
the old timers!*





United States  
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File Code: 6140

Date: DEC 2 1998

Ms. Eleanor Towns  
Regional Forester  
Southwestern Region  
517 Gold Avenue, SW  
Albuquerque, NM 87102

Dear Ellie:

I want to personally thank you for hosting our National Leadership Conference in Southwestern Region.

From my perspective, the 3 days were a big success. I was pleased at how well the agenda unfolded and the strong level of participation by both the national leadership team and field employees. This gathering has positioned us to move ahead as a team to implement the National Resource Agenda.

I was also impressed with the spirit and quality of our day at Bartlett Lake. Delvin and his staff created a cordial and informative event and I ask that you pass on my appreciation to all involved.

Again, thank you for your leadership. I look forward to many more positive visits to the Southwest Region.

Sincerely,

MIKE DOMBECK  
Chief





United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 2 1998

Mr. Charles Bazan  
Forest Supervisor  
Tonto National Forest  
2324 E. McDowell Road  
Phoenix, AZ 85006

Dear Chuck:

I want to personally thank you and your employees for being such gracious hosts to the participants of the National Leadership Conference during our stay in Mesa, Arizona.

As you well know, the environment and conference arrangements can make or break a big meeting like this. As far as I could tell, it all came together perfectly - especially the day at Bartlett Lake. Your District Ranger and staff are to be commended for creating a great event - the activities, food, and entertainment, and setting were truly impressive. Please thank all of the district folks for me.

In addition, we had great support from the Mesa Ranger District. Their computer experts took care of our conference back-up needs and I would appreciate your passing on my thanks.

I look forward to more opportunities in bringing the National Leadership Conference out west. You and your forest has set a new standard for future conferences.

Sincerely,

MIKE DOMBECK  
Chief





United States  
Department of  
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Service

Washington  
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14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 12 1998

Mr. Delvin Lopez  
District Ranger  
Cave Creek Ranger District  
40202 N. Cave Creek Road  
Scottsdale, AZ 86262

Dear Delvin:

I wanted to personally thank you and your district employees for the extraordinary effort and hospitality you extended to the participants of the National Leadership Conference.

Our day at Bartlett Lake was a real treat; a full and interesting array of activities, first-class food and entertainment, the ideal setting and perfect weather - what more could you ask for! It was an event we will all remember.

Additionally, I want to congratulate you on your "Fishing Has No Boundaries" event that you hosted the weekend prior to our conference. I know these activities require a tremendous amount of work and your efforts on behalf of these individuals mean a great deal to me and to the agency.

Please share my appreciation with your folks and let them know that I know it is always our employees that make the Forest Service the great organization it is.

Sincerely,

MIKE DOMBECK  
Chief





United States  
Department of  
Agriculture

Forest  
Service

Washington  
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14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 2600

Date: DEC 12 1998

Mr. Charles Gauvin  
President, Chief Executive Officer  
Trout Unlimited  
1500 Wilson Boulevard, Suite 310  
Arlington, VA 22209-2310

Dear Mr. Gauvin:

Last year I informed you that we were evaluating concerns with State and Forest Service Master Memorandum of Understanding. Last fall, we asked each region to provide feedback on their use of a cooperative approach with State agencies in the identification and resolution of fisheries management issues. We have completed that regional assessment and a summary of each region's response is enclosed.

In reviewing these responses, it is apparent that in general there is adequate communication and coordination between Forests and State fish and game agencies for resolution of issues raised by Trout Unlimited. Many regions provided descriptions of situations where such issues were successfully resolved through cooperation. It is possible that in limited instances, the Forest Service may be genuinely unaware of a stocking activity which may be affecting Federal interests. We believe these to be extremely rare due to the extensive field direction regarding Federal and State roles in fish stocking. These guidelines emphasizing protecting Federal interests. Therefore, it is unlikely that forests are unaware of these kinds of situations.

The responses indicate that, in at least part of one region, there are some unresolved issues. In southern Idaho, the Forest Service has been unable to resolve concerns related to fish stocking effects on amphibians and native trout populations, and to whirling disease. The region is aware of these unresolved issues and is working with the Forests and State to resolve them. There also appears to be disagreement between the Forest Service and some States on what is meant by some of the International Association of Fish and Wildlife Agencies MOU definitions and criteria; yet it appears that both the Forest Service and the State fish and game agencies are moving beyond these disagreements by developing specific MOU's or cooperative management plans for specific waters.

In summary, our evaluation shows that the unresolved issues relative to fish stocking, are not nationwide or even region-wide in extent. They are focused on specific waters within certain forests. The existing MOU's appear to provide an adequate framework for identification and resolution of these issues.



Mr. Charles Gauvin

2

Once again, I appreciate Trout Unlimited's efforts to safeguard and improve the health of native aquatic species and their habitat. I value your continued input on the effectiveness of our efforts to protect and restore aquatic ecosystems. Please feel free to contact me or my staff if you would like to discuss these or any other concerns.

Sincerely,

A handwritten signature in black ink that reads "Mike". The signature is fluid and cursive, with a large, stylized "M" at the beginning.

MIKE DOMBECK  
Chief

Enclosure



United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 6140  
Route To: 6100

Date: DEC 3 1998

Subject: Senior Executive Service Candidate Development Program

To: Deputy Chiefs, Regional Foresters, Station Directors, Area Director,  
IITF Director, and WO Staff

Congratulations to the following eight Forest Service personnel who were selected for the Department's Senior Executive Service Candidate Development Program (SESCDP).

Catherine Beaty, R-6  
Tamara Hanan, R-4  
Ruth McWilliams, WO-CF  
John Toliver, RM

Sally Collins, R-6  
Joel Holtrop, WO-RGE  
Jimmy Reaves, WO-R&D  
Eurial Turner, R-8

These candidates were recommended by the Deputy Chiefs and Executive Team and selected by the Department. Competition for the program was keen with over 300 candidates applying for 50 slots. Due to the number of candidates recommended and supported Department-wide, a total of 63 employees were finally selected.

The development program will extend for 18 months and involve a considerable amount of the candidates' time. Each candidate will spend a minimum of 120 days on a mobility assignment and also will be attending some formal training classes in addition to performing their regular duties.

This program will be exciting and challenging. We ask each supervisor of the candidates to encourage the candidate, as well as to make work adjustments should it become necessary. If you have any questions concerning the SESCDP, please contact Denise Howell Parker, Human Resources Management (703) 605-5200 extension 3051.

MIKE DOMBECK  
Chief



United States  
Department  
of Agriculture

Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 9 1998

Route To:

Subject: Completion of Training Courses

To: Rodney W. Brown

Thru: Regional Forester, R-2

Congratulations, Rodney, on your completion of all courses within the Lands Series offered through the Distance Learning Program at George Mason University.

Your diligence mirrors my desire to see continuing education and training become more interdisciplinary, rigorous, and multi-organizational. I appreciate the hundreds of hours you have committed over several years to complete this critical training. More importantly, your tenacity shows a deep, personal commitment toward enhancing competencies vital in sustaining our ability to provide quality management of this Nation's natural resources.

I have signed and enclosed a Certificate of Completion recognizing your mastery of this training. I encourage you to highlight this outstanding accomplishment when competing for new challenges in your career. I also ask that you share the skills and knowledge learned, expand your networking, and continue to enhance your performance through specialized training.

To succeed at our mission, we must have intelligent, innovative, and highly competent people at all levels. Again, thank you for your personal commitment and congratulations on a job well done!

MIKE DOMBECK  
Chief

Enclosure





United States  
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of Agriculture

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Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 9 1998

Route To:

Subject: Completion of Training Courses

To: Samuel W. Bunge

Thru: Regional Forester, R-10

Congratulations, Samuel, on your completion of all courses within the Lands Series offered through the Distance Learning Program at George Mason University.

Your diligence mirrors my desire to see continuing education and training become more interdisciplinary, rigorous, and multi-organizational. I appreciate the hundreds of hours you have committed over several years to complete this critical training. More importantly, your tenacity shows a deep, personal commitment toward enhancing competencies vital in sustaining our ability to provide quality management of this Nation's natural resources.

I have signed and enclosed a Certificate of Completion recognizing your mastery of this training. I encourage you to highlight this outstanding accomplishment when competing for new challenges in your career. I also ask that you share the skills and knowledge learned, expand your networking, and continue to enhance your performance through specialized training.

To succeed at our mission, we must have intelligent, innovative, and highly competent people at all levels. Again, thank you for your personal commitment and congratulations on a job well done!

MIKE DOMBECK  
Chief

Enclosure





United States  
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P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6140

Date: DEC 9 1998

Route To:

Subject: Completion of Training Courses

To: Sandra A. Raun

Thru: Regional Forester, R-10

Congratulations, Sandra, on your completion of all courses within the Lands Series offered through the Distance Learning Program at George Mason University.

Your diligence mirrors my desire to see continuing education and training become more interdisciplinary, rigorous, and multi-organizational. I appreciate the hundreds of hours you have committed over several years to complete this critical training. More importantly, your tenacity shows a deep, personal commitment toward enhancing competencies vital in sustaining our ability to provide quality management of this Nation's natural resources.

I have signed and enclosed a Certificate of Completion recognizing your mastery of this training. I encourage you to highlight this outstanding accomplishment when competing for new challenges in your career. I also ask that you share the skills and knowledge learned, expand your networking, and continue to enhance your performance through specialized training.

To succeed at our mission, we must have intelligent, innovative, and highly competent people at all levels. Again, thank you for your personal commitment and congratulations on a job well done!

MIKE DOMBECK  
Chief

Enclosure





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P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1230

Route To:

Date: DEC 9 1998

Subject: Forest Service Head of the Contracting Activity Authorities

To: Robbie Chrishon, Director  
Acquisition Management

By letter dated July 17, 1996, the USDA Procurement Executive designated the Forest Service as a Departmental Contracting Activity within Natural Resources and Environment, and me as the Head of the Contracting Activity (HCA). This designation and Agricultural Acquisition Regulation (AGAR) Subpart 402.101 permit me to designate one other individual in the Forest Service to act as HCA. Effective December 7, 1998, I hereby delegate that authority to you, and request that you act for me in managing the contracting function. This delegation coincides with your appointment as Director of the Acquisition Management Staff. I expect to be advised of any situations of unusual nature, as well as those which may have major significance for the Forest Service.

All functions specified in the Federal Acquisition Regulations, the AGAR's, or the Forest Service Acquisition Regulations which require HCA approval must be approved personally by you or me. This does not preclude further delegation of those functions as permitted in the Departmental HCA designation letter or by the AGAR's.

This designation will be incorporated in the Forest Service supplement to the AGAR's.

MIKE DOMBECK  
Chief





United States  
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Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1000

Date: DEC 9 1998

Honorable Larry E. Craig  
United States Senate  
313 Hart Senate Office Building  
Washington, D.C. 20510-1201

Dear Senator Craig:

Thank you for meeting with me last month to discuss National Forest System related issues. I would like to follow-up on our conversation by outlining for you some of the national issues and policies that we will be working on in the coming months.

As we discussed, my objective as Chief of the Forest Service is to leave in place an up-to-date business foundation and incentive system that helps maintain and restore the health, diversity, and productivity of public land for the use and enjoyment of present and future generations. For this reason, we are making great efforts to improve the financial health and integrity of the Agency, to bring greater accountability to Agency management actions, and to simplify and bring greater transparency to Agency processes. By accomplishing these objectives we can direct more resources to field managers, improve accountability to taxpayers and Congress, and make a credible case with the American people about the imperative of making investments in the lands and waters that sustain all of us.

It is important to recognize that the complexity surrounding Agency fiscal and accountability issues developed over many years. Correcting these problems in a systematic way will take time.

"Quick-fixes" to these problems without addressing their long-term underlying causes will create new problems without addressing old ones. I would be pleased to report our progress to you on a regular basis.

I know that Agency accountability has long been a concern of yours and in recent years the Forest Service has come under intense criticism due to concerns over its financial health and management accountability. Several General Accounting Office audits and congressional hearings criticize Forest Service budget processes, financial tracking mechanisms, and management oversight as confusing and in need of greater public scrutiny, internal consistency, and congressional oversight.

One of the areas often criticized is the Agency's use and management of permanently appropriated trust funds. As you know, these funds are replenished primarily through the sale of timber from National Forest lands. In the coming year, we will examine how we can bring greater transparency and openness to these accounts and still accomplish the essential activities they finance.

Below-cost timber sales also generate intense public concern and controversy. I believe this debate often fails to consider the changing face of the Agency's forest management activities.



As indicated by our fiscal year (FY) 1997 forest management report, the emphasis of our forest management continues to shift from commodity timber sales to sales with primarily stewardship objectives. In FY 1993, commodity-oriented timber sales represented over 80 percent of our timber sale program. In FY 1999, we project such sales will comprise less than half of the sale program.

The composition of our timber sale program is also changing. For example, in FY 1989 "green" timber sales, made up primarily of saw log dimension wood, comprised 80 percent of our timber sale program. Today, such green sales represent approximately half of our program. During the same time period, the amount of wood fiber harvested from National Forests fell by approximately two-thirds.

These changes demonstrate our responsiveness to shifting social values, public demand, and our evolving understanding of how to best manage ecologically sustainable ecosystems. As we strive to manage healthier, diverse, and more productive forests, the success of our forest management program - as measured in short-term financial losses or profits - becomes less meaningful as a measure of Agency performance. Forest ecosystem management may often appear to cost more in the short-term, but the long-term dividends, as measured in cleaner water, healthier forests, and more abundant wildlife and fish populations, yield enormous long-term benefits to society.

Typical Agency performance measures based on profitability and outputs of wood fiber do not adequately display the benefits to land health accomplished through forest management. For that reason, we are developing land health performance measures that we will use to evaluate managers' performance, develop budgets, and set priorities.

Providing a steady supply of wood fiber remains an important multiple-use goal of the Forest Service. Yet, timber production must take place within the ecological limits of the land. Performance measurements and indicators based on land health will help us to better account to the American people and Congress how we are meeting multiple-use objectives through forest management.

A significant challenge currently confronting the Agency is that quite often the only tools that field managers can use to accomplish forest ecosystem restoration are commercial timber sale and service contracts. A manager's selection of forest treatments designed to improve water quality or wildlife habitat, return an area to its historic range of variability, or remove exotic tree species and allow regeneration of native species, should not be constrained by the requirement of making a timber sale profitable.

Stewardship contracting is a step in the right direction, as it recognizes the broader need to accomplish restoration objectives. Yet, it still may require that commercial timber sales finance restoration. As I stated above, we need to make the case for investments in the land - with or without commercial timber harvest. For that reason, we wish to work with Congress to develop options to fund forest ecosystem restoration that involve alternatives to commercial timber sale contracts to accomplish land health objectives.

Earlier this year we announced a proposal to suspend the construction of new roads in most roadless areas of the National Forest System. I anticipate this policy will be finalized in the coming weeks. The objective of the interim suspension is to safeguard the significant environmental and social benefits of roadless areas while we develop a new long-term road policy. I believe that Agency leadership on this

issue helped to avoid a contentious fight over road funding during the FY 1999 congressional appropriations process for the first time in many years.

The long-term road policy will likely have four primary objectives: First, more carefully consider decisions to build new roads in roadless, as well as already roaded areas; Second, prioritize restoration needs and decommission "uninventoried" and other unneeded roads that contribute to ecological degradation; Third, upgrade appropriate roads to meet changing use and demand patterns; Fourth, adequately fund restoration and access management needs.

The Forest Service will work with Congress to target restoration such as road upgrading or decommissioning, noxious weed removal, and other job-providing restoration to those communities most affected by the road and roadless area policies, and other policies designed to improve the health, diversity, and productivity of forests and grasslands. As resource professionals, it is our obligation to make people aware of the benefits of ecosystem restoration and the consequences of inaction. Similarly, we must ensure that the communities most affected by our work will support the restoration itself and the needed maintenance thereafter.

Finally, as you know, Secretary Glickman commissioned a Committee of Scientists to develop recommendations for new planning regulations that will govern management of National Forests and Grasslands. Their draft recommendations focus on the need to manage forests and grasslands for ecological sustainability. This is consistent with my personal and professional beliefs as well as existing law and policy. I intend to see that our draft regulations are consistent with their recommendations.

The Forest Service is the finest natural resource management agency in the world. It is my firm belief that we must assume a leadership role in addressing these and other natural resource and conservation issues that are of concern to you and affect National Forests and Grasslands. I look forward to working with you and other members of Congress in the coming year to make that happen. Thank you for your abiding interest in Forest Service related issues and for the dialogue that you and I enjoy.

Sincerely,



MIKE DOMBECK  
Chief



United States  
Department  
of Agriculture

Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1680/5590

Date: DEC 14 1998

Subject: Forest Centennial 1898-1998

To: Forest Supervisor, Los Padres National Forest

In his monograph, "The Beginning of the National Forest System," historian Harold K. Steen cites Chief John R. McGuire's opinion of the National Forest System as "an experiment in land management." The passage of the Forest Reserve Act of 1891 made the creation of Federal forest reserves, which became the first elements of the National Forest System, possible. Since their beginning in 1891, the National Forests have continued to be a laboratory for public stewardship of important natural resources. It is this legacy that we celebrate by presenting you with this copy of the original Presidential proclamation that established the Los Padres National Forest, under President William McKinley on March 2, 1898. The expression "a century of service" recognizes the continuing role of the people of the Los Padres National Forest in managing its natural resources.

I am proud to present to you a reproduction of the original proclamation on behalf of the Secretary and myself. I am confident that you will continue to do an excellent job of "caring for the land and serving people" into the future.

MIKE DOMBECK  
Chief





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Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6610

Date: DEC 17 1998

Route To:

Subject: Year 2000 Business Continuity

To: Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

You are all aware of the potential threat to business continuity posed by the inability of some computer technology to properly recognize dates after December 31, 1999. You also need to be aware of the critical milestones for the Forest Service in dealing with the Year 2000 (Y2K) problem.

The President has ordered that all aspects of the Federal infrastructure and operations must be Y2K compliant by March 31, 1999. The Forest Service Chief Information Officer (CIO) has been working with your staffs to ensure that our computer systems will be compliant. For the Forest Service, this includes shutting down our Data General system which is not currently Y2K compliant. Enclosure 1 is a summary of major actions all offices must take to meet the deadline. Some of you are making satisfactory progress on these actions, but others are not. Those of you who are falling behind will receive further guidance from the CIO.

Correcting our internal computer systems alone will not ensure business continuity into the 21st century. If you exchange data electronically with other organizations, you need to be sure that those exchanges can still occur. Other aspects of the Forest Service infrastructure (communications equipment, laboratory equipment, heating and air conditioning systems, security systems, etc.) that could fail must be repaired or replaced. As described in previous direction on these requirements, all these actions also must be accomplished by March 31, 1999.

Despite our best efforts, some systems or equipment may fail. The Forest Service Y2K Business Continuity and Contingency Plan contains milestones for identifying and testing alternate procedures for doing our work (see [http://fsweb.wo.fs.fed.us/im/year\\_2000/bcp](http://fsweb.wo.fs.fed.us/im/year_2000/bcp)). If you have not yet organized a "Y2K Business Resumption Team," you should do so now. As described in the plan, it should be a multidisciplinary team tasked to ensure business continuity for your office.



Finally, you need to be leaders in your communities, sharing information about sources of information and help. Enclosure 2 contains information resources compiled by the Office of Communications to provide assistance for your role in Y2K outreach. I expect the Forest Service to use our expertise in dealing with threats to life and safety to become a model for effective response to the Y2K problem.

Thank you for your support in meeting this challenge.



MIKE DOMBECK  
Chief

Enclosures

CC:

Jim Lyons, Under Secretary, NRE  
Anne F. Thompson Reed, OCIO/USDA  
IRM Directors  
Y2K POC's

## **Major Actions Required For Y2K Compliance And Data General Phase-Out**

### ***POLICY***

- As mandated by the President, all aspects of the Forest Service infrastructure and operations will be Y2K compliant by March 31, 1999.

### ***AS PART OF ACCOMPLISHING THIS:***

- All DG computers will be decommissioned (taken out of production and removed) from all Ranger Districts (and similar subunits service-wide) by January 31, 1999.
- Regions and Stations will decommission all remaining DG computers (and all other non-Y2K compliant computers), with the exception of no more than three DG computers per Region, or one per Station, by March 31, 1999.
- All DG computers remaining in operation after March 31, 1999, (a maximum of 50 service-wide, including WO, Regions, Stations, detached units, etc.) will utilize only:
  - Y2K compliant software (AOS/VS, COTS packages, etc.),
  - functional userids for minimal operations (no personal userids), and
  - approved, Y2K certified, nationally supported, applications (no generic applications, including CEO or other general purpose software, whether Y2K compliant or not).
- All nationally supported, Y2K certified applications will:
  - be fully implemented on the IBM, including data migration and production operation, at all required locations within 60 days of National release -- supplanted DG applications will cease operations by that same deadline, and
  - similar policy and controls will be implemented for all locally supported applications.
- Control and tracking of these policies will be carried out through the National Y2K database.
- Line Officers will certify completion of the above actions by March 31, 1999.

## Information Resources on Y2K

### *What do your customers need to know?*

- That they should check out the systems and equipment they have to make sure it is "Y2K compliant," and
- That help is available.

### *Where can they get the information?*

First stop is the World Wide Web. Simple Q&As on the problems, checklists, and even step-by-step instructions for government and small businesses on correcting Y2K problems are available at several websites. Two good ones are:

<http://www.sba.gov/y2k> - Small Business Administration Y2K site

<http://www.reeusda.gov/y2k> - USDA's Y2K Community Outreach site

These sites are hyperlinked to other sites within government and industry.

### *What if they don't use the Web or have Internet access?*

Try the local county extension agent. USDA's Extension Service (CSREES) has mailed out a Year 2000 Program Toolkit to every county extension office in the country. It contains the "Time is Running Out!"/"Why should I care?" brochure; news release aimed at communities and businesses; audio tape of Y2K public service announcements; and various briefing sheets including talking points, Q&As, "Creating a Year 2000 Computer Action Plan" and "Is Your Computer Ready for Y2K?"

If you want to provide the information direct to your customer, you can download most of the toolkit material along with a "Time is Running Out!" Y2K poster from the CSREES site at:

<http://www.reeusda.gov\y2k\y2k.htm>



United States  
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Forest  
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Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1310

Date: DEC 17 1998

Route To:

Subject: Chief's Overview - National Forest System Deputy Area

To: Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

Enclosed are notes from the Chief's Overview conducted on November 10, 1998, with the National Forest System (NFS) Deputy Area.

The Overview focused on how the NFS Directors are improving integration across programs and Deputy Areas and how they are implementing the Natural Resources Agenda. I was pleased to have the opportunity after the Overview to recognize those individuals who worked so hard to develop our roads policy.

If you have any questions about the enclosed Overview notes, please contact Ann Loose (aloose/wo; 202-205-1241).

MIKE DOMBECK  
Chief

Enclosure



**CHIEF'S OVERVIEW  
NATIONAL FOREST SYSTEM  
NOVEMBER 10, 1998  
NOTES**

Gloria Manning, Associate Deputy Chief for NFS, set the tone for the Overview by describing the three areas the National Forest System (NFS) wished to focus on: program integration, support to field operations, and support to the Natural Resources Agenda (Agenda). The Chief, noting the number of new players in NFS, asked that participants look ahead of the headlights and identify the big issues on which the agency should be focusing significant attention.

**Program Integration:** Examples of integration across boundaries included the Yellowstone bison issue, the Southwest Strategy, the 10 percent road and trail fund implementation, coordinated purchase of aerial photography, and a current effort to evolve the Washington Office (WO) into a paperless office. NFS realized that the paperless effort required full participation from other WO Deputy Areas, and as a result this effort is now underway with an inter-Deputy team. The Chief, in support of the effort, asked if he should set an objective to move towards a paperless office. Efforts to move forward on this are underway.

**Support to Field Operations:** NFS described the 15 detached WO field units that support field operations, pointing out that these units receive over half of the NFS Deputy Area's funds and FTEs. These units provide technical expertise and support to the field and their programs of work are driven by field needs. For example, the Engineering detached units have committees composed of a cross section of the agency that determine the work to be done by those units. A spinoff benefit of those units located at institutes of higher learning is contact with future employees. This led the Chief to raise the issue of skill mix and demographics, a common theme in previous overviews. How the service provided by these units to their customers is measured includes a questionnaire, use statistics, and other mechanisms. The bottom line is that if the customers (the field) are not satisfied, they will not fund a detached unit.

**Support to the Natural Resources Agenda:** Gloria Manning stated that the shift to outcomes is important to the public and that the challenge for NFS is integrating the NFS staff functions so that they support the Agenda. Examples of an integrated approach to watershed restoration by the Watershed, Soil and Air, Minerals and Geology, and Lands staffs included implementing the Clean Water Action Plan, abandoned mine land reclamation, and hydro-power relicensing. Discussion focused around overcoming the barriers to abandoned mine land reclamation including definitional differences between agencies and problems created by funding differences in the Departments of Agriculture and the Interior Appropriations. The need to improve cost recovery for hydro relicensing was also raised. NFS' integrated approach to sustainable forests and rangelands was exemplified by the coordinated approach to invasive species (which crosses staffs and Deputy areas), conservation of species under the Threatened and Endangered Species Act (which involves collaboration with a number of partners), and restoration and maintenance of forested environments (which shows a shift from large diameter timber harvest to small diameter non-sawtimber sales). NFS also developed a coordinated roads policy to implement the Agenda which involves individuals from a number of staffs. An integrated approach to the recreation component was exemplified by the development of the Agenda recreation strategy.

which moves the agency from custodial management to a full partnership in tourism with local communities. Implementation of the recreation reservation contract, with internet reservation availability in January and trip planning capabilities in the future, was described. The current effort to streamline special use permits, including those for recreation, was highlighted. Barriers to a streamlined special use permit system include overcoming resistance to a new approach which utilizes modern technology, lack of adequate staffing and heavy workloads, and benign neglect. It was suggested that a behavior modification approach, which familiarized individuals with the new way of doing business by focusing on a number of specific activities, might be of help in overcoming resistance to the new approach to special use permit management.

**Systems to Support the Agenda:** Other activities that support the Agenda were briefly highlighted, including the use of partnerships and the decision process recently developed by the Ecosystem Management Staff.

The Chief was asked to provide his expectations of the role the directors should play in implementing the Agenda, and the Deputy for Research asked for more discussion of the relationship between directors and field managers. He asked how WO Directors were held accountable. The NFS Directors have committed to learn each others programs and champion each others priorities, In addition, they meet twice a month to work on common issues. Each is responsible for contacting an assigned regional forester once a week to discuss any appropriate NFS issues. They share accountability for accomplishments with the regional foresters.

The Chief concluded the Overview by asking NFS to help make progress with land based performance measures, noting that we cannot do streamlining without accountability and that measures must be quantifiable and must resonate with large groups of people. He then presented awards to all those who assisted in the development of the roads policy.



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File Code: 1310

Date: DEC 17 1998

Route To:

Subject: Chief's Overviews - North Central Station and Forest Products Lab

To: Regional Foresters, Station Directors, Area Director, IITF Director,  
and WO Staff

Enclosed are notes from the Chief's Overviews (Overviews) of North Central Station (September 29) and the Forest Products Lab (September 30).

I enjoyed the lively discussion which took place during both Overviews. I found the questions about future direction raised by North Central Station to be of particular interest. They dealt with issues that had not been previously raised. The Forest Products Lab presented a new perspective of their mission, especially as it relates to the Natural Resources Agenda, which I found exciting. I appreciate the significant prework which both the Station and the Lab did to make both of these Overviews interesting and productive. The "brat" fry at the Lab was a pleasant end to an exciting trip.

At both units, I had the opportunity to meet with employees and want to thank them for expressing their questions and views.

If you have questions about the enclosed Overviews notes, please contact Ann Loose (aloose/wo; (202) 205-1241).

MIKE DOMBECK  
Chief

Enclosure



**CHIEF'S OVERVIEW  
NORTH CENTRAL STATION  
SEPTEMBER 29, 1998  
NOTES**

The North Central Station (Station) focused its presentations on the implications of today's choices for tomorrow. They set the scene by describing the world as human dominated and transformed through our actions. They asked what will the human species do to cope with the changes we have instituted by altering major biochemical cycles, and specifically, what will be the role of the Forest Service in sustaining the high demands on all lands, not just National Forest System (NFS) lands.

**Feeding Fiber to a Hungry Nation:** The worldwide demand for wood fiber is increasing exponentially, with nontraditional approaches to increasing forest productivity being sought. North Central (NC) has developed a short-rotation hybrid poplar, an acre of which is ten times more productive than an acre of forest land. Discussion following from this presentation focused on research and development (R&D) encompassing basic science and social outcomes while mindful of demands, and the necessity of having a product, being physically accessible, personally committed and accepting that every client wants 80 percent of your time. There was recognition that R&D contains time dependent components and that perceived needs depend upon the extent of your vision. R&D was described in marketing terms as finding a need and filling it. In response, the Station is trying to develop integrated programs through the use of various screens, which will result in focusing their research on four or five key areas. The Chief described the discussion as an excellent presentation which focused not just on fiber production, but on achieving a desired future condition; one where we are funding what will support the landscape condition we want. The Chief Operating Officer observed that the Station's approach closely emulated that which is advocated by Peter Drucker, a prominent management expert.

**Managing the Back Forty: The Forest Service Role in the Nonindustrial Private Forests:** A second discussion focused on service to non-industrial private forest (NIPF) lands, since 57 percent of the lands served by the Station are NIPF lands. People are moving into the woods and parceling them up and the diversity of landowners makes it hard to meet their needs. Half of the NIPF landowners surveyed did not know how to get information on managing their forests, and most did not want books, journals, or videos. In response, the Station has begun to prepare brief technical fact sheets. Also, they are assessing public attitudes and have found that although people do not like disturbance, if the end result is a condition that they value, they are more willing to tolerate the disturbance. It was suggested that there is commercially available social value research services which the Station might capitalize on. The Station also asked how they can invest in NIPF research if they continue to invest the current level of energy in meeting NFS needs. The Deputy for Research noted that Research, NFS, Extension, and the University Deans plan a summit to develop a package which focuses on the Nation's forests.

**FACE-ing the Facts of Global Change: Expensive Science for Global Good—What is Our Role?** The Station raised concerns over the ability of the planet to sustain resource use as population continues to grow. They pointed out that northern forests are essential to understanding the effects of ozone and carbon dioxide on growth and ecophysical processes and that their experiments have shown high levels of ozone and carbon dioxide lead to greater pest

infestations. They asked if we should be involved in "Big" science and if we are willing to take findings forward to the national and international arenas. The resounding answer was "yes," although it was noted that congressional support was essential.

**What Have You Done for Me Lately? Strengthening the Forest Service's Urban**

**Constituency:** Using the example of the Asian Long Horned Beetle, the Station asked how we can hold onto urban constituencies once we build them. It was suggested that we need to better link NFS, State and Private, and Research and ensure that urban constituencies understand the linkages. Presence in urban areas was also mentioned as important and it was also pointed out that urban attitudes are increasingly found in rural areas. The question was asked if there was support from urban congressional delegations. The response was yes, but how can this be translated to active support.

**Administrative Work: Whose Job is it anyway?** The presentation focused on the impacts to employees and supervisors of automating processes, while eliminating administrative staff with technical expertise. It was pointed out that the new systems have better controls which significantly reduce the need for technical expertise. It was also noted that we have been the victim of our own success in a number of instances where we have been ahead of the curve initially, but have later been passed by those who benefited from our early success.

Notes compiled by Ann Loose

**CHIEF'S OVERVIEW  
FOREST PRODUCTS LAB  
SEPTEMBER 30, 1998  
NOTES**

The Forest Products Lab (FPL) Overview included "Renewing Ties," a lively all employee meeting with the Chief and a "brat" fry for lunch. During the Overview there was animated discussion involving the FPL staff and the leadership team. The focus of the discussions was around Sharing a Common Vision and Working Better.

***Sharing a Common Vision: Focusing FPL's Program on Forest Service Needs:***

Since FPL is focused on sustainable forest ecosystem management for both the birds and people, FPL's role as a national laboratory for forest products research goes well beyond simply providing support to the timber industry. FPL employs an array of scientific disciplines and engages in public-private partnerships to produce and implement the technology necessary to ensure long term sustainability of forest resources. Current research emphases include sustainable ecosystems, conservation of forest resources, environmental technologies, social and economic vitality, fundamental research, and public service.

***Caring for the Land: Use of small-diameter timber:*** FPL has been in the forefront of research and development surrounding the utilization of small-diameter timber. Outcomes include offsetting the costs of forest management activities, reducing insect and fire threats, revitalizing forest-based communities, community based stewardship, and developing common ground for environmental groups, industry and rural communities.

***Serving People - FPL R&D contributions to increasing Forest Service impact and visibility:*** FPL's strengths are in utilization, problem solving and resource management; as well as its track record of contributions, partnerships, scientific credibility and its reputation as an unbiased source of information. The FPL program has a high benefit/cost ratio. Key areas of accomplishment include savings in annual wood use through better utilization, improved efficiency in use, recycling, and environmental technologies. Development of safe, economic and durable housing is another key area in which FPL touches the public.

Initial discussion focused on the escalating demand for wood fiber, and how FPL can contribute to the solution by offering the non-industrial private forest (NIPF) landowners an economic incentive through its small-diameter timber technology. There was debate over how communities could become sustainable, possibly through becoming integrated into the merchandising of wood materials from both NFS and NIPF lands. The point was also raised that through utilizing small-diameter timber, industry could become not just a consumer, but a helper in managing forests. Another potential technology is the use of chlorine-free bleaching plants for pulp such as are currently in use in Finland. There is no question that with the proper approach, this type of pulping will make it economical to site much smaller mills. This was used as an example of why it falls to FPL and the public sector to look ahead, since the private sector tends to focus on the near term.

The Chief expressed excitement about the opportunities and suggested that FPL think about one or two other potential technologies that could be used to convince others to make forward looking investments. He stated that we need to talk about values beyond the value of the wood

itself; benefits to the land and to the communities. We need to talk in terms of the condition we want the land to be in, and the investments that will get us there. The Chief also suggested that FPL needs to be better at communicating the value it contributes to the Nation. It was also suggested that a marketing approach, developed with outside consultants, might be an answer.

**Working Better: Recruiting a Diverse Workforce:** FPL has developed a Quality in Hiring (QIH) approach to deal with problems of too few qualified candidates, an inconsistent process, little employee involvement and a lack of diversity on certificates. They have also developed a proactive partnership with Clark Atlanta University which brings students to FPL for summer internships. They are working with local high schools to develop a pool of candidates in the trades. It was suggested that FPL look at expanding its program beyond Clark Atlanta to Hispanic, Native American and Asian dominated colleges. The lack of competitive salaries, especially for chemical engineers, was also mentioned. A study to analyze the scientific capacity in natural resource areas is being developed by NFS and Research Deputy Areas to deal with this issue in a broad sense. The Deputy for Research stated that the competitiveness of salaries must be addressed.

**Innovative Funding for Infrastructure:** It was pointed out that without sufficient infrastructure, FPL , as well as other Forest Service units, cannot function effectively. FPL infrastructure, including major scientific equipment, is aging and in need of replacement. Key points were that infrastructure health needs to be a priority like financial or forest health; aging facilities are inefficient and costly; and all viable funding approaches need to be explored. An animated discussion, which focused on innovative funding sources, took place. A movement at the Office of the Management and Budget to recognize that capital investments require a different budgeting process was mentioned, as was the lack of good information about infrastructure agencywide. Also discussed was a USDA task force which is looking at all research facilities.

Notes compiled by Ann Loose (aloose/wo)



United States  
Department  
of Agriculture

Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1310

Date: DEC 17 1998

Route To:

Subject: Chief's Overview - Region 3

To: Regional Foresters, Station Directors, Area Director, IITF Director, and WO Staff

Enclosed are notes from the Chief's Overview conducted October 21, 1998, with the Southwest Region (Region).

I was pleased with the discussions stimulated by the Overview, particularly the discussion of workforce planning. It is crucial that we develop the means to deal with the facts of an aging workforce and changing skill mix. The Region's "Company's Coming" approach was exemplified by both the Overview itself and the other events surrounding it. The field trip helped reinforce issues discussed in the Overview.

I had the opportunity to meet with many regional office employees and want to thank them for their questions and views. I look forward to having time with other region and station employees in future overviews.

If you have any questions about the enclosed Overview notes, please contact Ann Loose (aloose/wo; 202-205-1241).

MIKE DOMBECK  
Chief

Enclosure



**CHIEF'S OVERVIEW**  
**SOUTHWESTERN REGION (Region)**  
**OCTOBER 21-22, 1998**  
**NOTES**

The meeting started with an all employee meeting at the historic Kimo Theatre, where the Chief presented a series of awards to regional employees. The Camino Real District, Carson National Forest, was recognized for their collaborative efforts and their status as a finalist for the Ford Foundation's Innovations in American Government Awards. (Note: They did receive the award.) Following the Overview was a half-day field trip to see, at first hand, the issues discussed in the Overview. The focus was on "Implementing the Natural Resource Agenda through Company's Coming." The stage was set by the Regional Forester and the Rocky Mountain Station Director.

**Recreation - A Growth Industry in Southwestern National Forests:** The Region is a culturally diverse place where old and new values meet; one which draws approximately 102 million visitors annually and is experiencing explosive population growth. Its niche is in providing a diversity of landscapes, cultures, and communities, with more than 50 sovereign tribes and a landscape of prehistoric sites. The fee demo has been implemented Region-wide. Fees are being used to fund a K9 enforcement unit and for ATM-type fee machines to enhance customer service and accountability. The Region has also created a business approach to managing fee demo with a designated regional board of directors which guides the implementation of projects. For example, a regional loan and grant program was created for new business ventures, which should result in 30 operating projects by the year 2001, collecting an estimated 12 million dollars to enhance visitor services.

Discussion focused on the Region's consensual approach to decisionmaking and how successful implementation of fee demo is built on an upfront involvement of interested parties to determine where fees would be spent. Tribal use of national forest lands was discussed, as was the crucial role of law enforcement, with the Region noting that the Tonto National Forest is using all its fee demo funds for this purpose. The Chief stated that for success: 1) Financial management must be effective. 2) We must not incentivize fee demo as we did timber. 3) We must ensure that fee demo does not replace our normal appropriation. The Regional Forester summarized by saying that recreation is a large part of the Southwestern economy and that the Region is relying on fee demo, collaboration, and partnership to provide recreation.

**Workforce Diversity:** The discussion on recreation triggered a lively discussion of workforce diversity and planning. New Mexico is the first State to have a minority majority and as a result the Region is in the forefront, with over 28 percent minority employees (national average is 16 percent). The Region sees its challenges as: 1) Being a source of diversity in leadership positions for the rest of the agency. 2) Expanding their Hispanic Recruitment Initiative to include administrative positions and Native Americans. 3) Helping address the age distribution problem facing the agency.

Significant discussion took place around the issue of the aging workforce and how to provide for the future, since only 6 percent of the workforce is under 30. This was seen as an opportunity to do successional planning and adjust workforce skills. The need for detailed analysis and a

carefully developed plan for the future, rather than reacting in a crisis mode, was stressed. The Director of Human Resources and his staff are working on this issue and it was agreed that this is an important agencywide issue and would require significant top level involvement.

**Riparian - Scarce Resources, High Demand:** The Region manages 240,000 acres of riparian habitat (1 percent of the landbase). Over 50 percent of all dispersed recreation and 66 percent of developed sites occur in riparian areas, 40 percent of sensitive species and many community water supplies depend on riparian habitat. Given the choices of litigation or collaboration, the Region is working with partners to solve riparian issues collaboratively. Examples include the Gila Monster Watershed Council and work with Catron County, New Mexico. However, local agreements take time, must be honored nationally to be effective, need better collaborative skills, and need more flexible funding options.

**Wildland Urban Interface - A Home among the Trees:** The wildland urban interface is critical to implementation of the Natural Resources Agenda (Agenda) in the Southwest. Since over 600,000 acres of wildland urban interface exist, with a huge potential for escaped fire and loss of life and property, it is essential to gain constituent support for fuels reduction. The Region has taken a collaborative approach working with landowners and communities.

The point was made that reducing fuels was a 20-year or more project and that it would be hard to keep interest high for that length of time span. The need for congressional support was also discussed, with the Chief stating that the challenge is to convince the western delegations that fuels reduction is important in moving us to presettlement conditions where fire was part of the landscape.

**The Business of the Agenda:** To see how they were situated to implement the Agenda, the Region recast their budgets of the last 5 years to reflect the Agenda priorities as shown in fiscal year (FY) 2000 budget instructions. Based on their analysis, they identified three challenges: a need to better balance watershed health among affected programs; low operational funds for base programs in some cases; and balancing fragmented accounts to get to desired outcomes. With regard to financial health, the Region characterized themselves as "running a fever and not looking too well." They identified steps they are taking to "reduce the fever," and made a plea for avoiding a false start with FFIS implementation. The Region is sharing information technology infrastructure and data/information with other Federal agencies. Barriers to expanding sharing opportunities require coordinating applications across the agency and with business partners, using a business case approach for information technology investments, and consistent policies to guide technology implementation across partnerships.

The Chief described the Overview as exciting, saying that the agency needs to take the success stories described by the Region and tell them to the public. He said we have a tremendous story to tell.

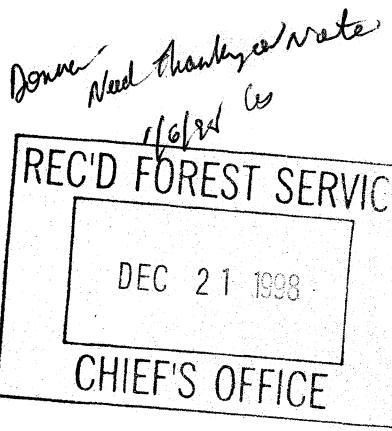
**Reflections From a Departing DRF:** John Kirkpatrick closed the Overview by reflecting on his career as a third generation career Forest Service employee and encouraging the Chief to continue with the Agenda.



# NATIONAL WILDLIFE FEDERATION®

People and Nature: Our Future Is in the Balance

Office of the President



December 15, 1998

The Honorable Michael Dombeck  
Chief, United States Forest Service  
P.O. Box 96090  
Washington, DC 20090-6090

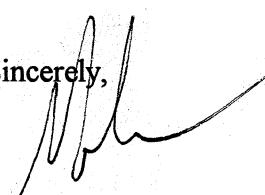
Dear Mike:

I have heard so many nice comments from our Affiliate Executive Directors about your attendance at the get together we had at our house last week. Thanks again for coming and for giving folks the opportunity to get to know you.

I am enclosing a copy of a video, *Protecting our Water: Who's Got the Power?* which was produced this year by the Delaware Nature Society, our state affiliate. This video is a fine example of the work that is being done on the local level to conserve resources and to motivate citizens to undertake conservation measures where they live. This particular video is but one aspect of a broad watershed protection program by the Delaware Nature Society. I thought you would be interested in seeing what this state group is doing.

Best wishes for the new year!

Sincerely,

  
Mark Van Putten  
President

MVP/ehs

Enclosure

c: Peter Flint, Chair, Delaware Nature Society  
Mike Riska, Executive Director, Delaware Nature Society  
June MacArtor, Affiliate Representative, Delaware Nature Society  
Chip Brown, NWF Regional Director



United States  
Department  
of Agriculture

Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 6100

Date: DEC 22 1998

Route To:

Subject: Combined Federal Campaign

To: All Washington Office Employees

The 1998 Combined Federal Campaign (CFC) has ended successfully. I personally thank each of you for your participation. Because of your generosity, there are many who will receive help from the organizations supported by the CFC. This year the Forest Service raised over \$127,000, and we had fun doing it with bake sales, a chili feed, a silent auction, and lots of enthusiastic work by team captains and keyworkers.

The theme "It all comes back to you!" reminds us that we have made a difference. That is what the Combined Federal Campaign is all about: people connecting with people; people trusting that there will be someone there to help them; people like you and me. Once again, thank you for making a difference.

MIKE DOMBECK  
Chief





United States  
Department  
of Agriculture

Forest  
Service

Washington Office

14th & Independence SW  
P.O. Box 96090  
Washington, DC 20090-6090

File Code: 1000  
Route To:

Date: December 22, 1998

Subject: Holiday Greeting  
To: All Employees

As this year comes to a close, I want to thank each of you for the contributions you make to the Forest Service mission, "Caring for the Land and Serving People." My travels to the field in 1998 brought me to almost every part of the country. In visiting with many of you, I learned much about both your challenges and your many accomplishments. I am extremely proud of Forest Service employees. Our success in natural resources stewardship is due to the dedication and energy you bring to the Forest Service. I see this commitment in National Forest System, Research and Development, and State and Private Forestry.

Rapidly changing times such as we are experiencing can be challenging times, but with challenge comes opportunity. In 1998, we set high goals for the Forest Service through the Natural Resources Agenda, improving financial management, customer service, and creating a work environment where every employee is valued and treated with dignity and respect. As we look toward the New Year we again have the opportunity to "raise the bar," to do our best and be the conservation leaders of the next millennium. The Forest Service has an important role and the New Year is a chance for each of us to again do our best.

I thank you for your land ethic and commitment to our stewardship responsibilities. The health of the land and quality of life for future generations depends on our work and leadership.

May you and your loved ones have a joyous and safe Holiday Season, and health and happiness to each of you in 1999.

MIKE DOMBECK  
Chief





United States  
Department of  
Agriculture

Forest  
Service

Washington  
Office

14th & Independence SW  
P. O. Box 96090  
Washington, DC 20090-6090

File Code: 1510

Date: DEC 22 1998

The Honorable Mark Udall  
U.S. House of Representatives  
Washington, D.C. 20515

Dear Congressman-Elect Udall:

Today in this nation, we who are involved in the management of natural resources, have the privilege to walk in the footsteps of giants; giants like Aldo Leopold, Gifford Pinchot, and your father. Morris Udall will forever hold a prominent place in our hearts and in the history of conservation and environmental leadership. He was a personal inspiration to me, a dedicated public servant, and a determined protector of our public lands. I know he believed deeply that we hold such lands in trust for future generations of Americans.

Please accept my condolences for your family's loss. Your father was truly a heroic figure, whose ideals will continue to inspire us all in the years ahead.

Sincerely,

MIKE DOMBECK  
Chief

