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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: 1830
Route To: 1830

Date: APR - 1 1999

Subject: Chief's Volunteers Program National Awards--1999

To: Cec Houtari
Thru: Regional Forester, R-9

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. Over the last year, we have put agency-wide emphasis on watershed health and restoration, recreation, forest roads, business management, and customer service. Your caring, unselfish attitude, and dedication have allowed us to pursue these goals 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





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Washington, DC 20090-6090

File Code: 1830
Route To: 1830

Date: APR - 1 1999

Subject: Chief's Volunteers Program National Awards--1999

To: Mary and William Lafrance
Thru: Regional Forester, R-1

As we celebrate National Volunteer Week, I would like to offer my sincere congratulations on your selection as an awardee for the 1998 Chief's Volunteers Program National Award.

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. Over the last year, we have put agency-wide emphasis on watershed health and restoration, recreation, forest roads, business management, and customer service. Your caring, unselfish attitude and dedication have allowed us to pursue these goals that otherwise would never have been possible. Because of your service, we are more readily able to accomplish our mission.

In recognition of your exemplary service, it is my pleasure to present you with the enclosed plaque. 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

Route To: 1300

Date: APR 1 1999

Subject: Pacific Southwest Reinvention Lab - Enterprise Business Recruitment

To: Regional Foresters, Station Directors, Director NA, Director IITF, WO Staff

OPTIONAL REPLY DUE APRIL

In August 1997, the Pacific Southwest Region and Station were designated by Vice President Gore and Chief Dombeck as a Reinvention Lab that authorizes them to experiment with innovative methods to accomplish the business of the agency. A goal of the Lab was to create an internal market economy through the establishment of enterprise businesses. Currently there are twelve businesses licensed to work under the authority of the Lab. These businesses deliver products and services that support the core mission of the agency and utilize business plans to operate.

Early indications reflect a successful implementation of creating an internal market economy through the establishment of these internal enterprise businesses. As a result, the Lab's governing Steering Committee has requested to expand this experiment and test new markets in the agency. Therefore, I am authorizing the recruitment and approval of not more than five new enterprise businesses that will operate with employees outside the Pacific Southwest Region and Station. Line Officers must understand that those employees who successfully receive a license to operate under the authority will remain employees of their existing organization but will utilize the support structure that has been put in place by the Reinvention Lab including the working capital fund financial structure. We are deliberately limiting the scale of this expansion, so that we can work out the details, as needed.

If you want to participate in this opportunity please pass this onto employees who might want to operate an internal enterprise business. Employees must review the attached documents which outline the phases required to be completed in order to receive their operating license. The attached memorandum of understanding between the Forest Service and NFFE-Forest Service Council describes procedures and arrangements for the establishment and use of enterprises as part of this Reinvention Lab.

Questions can be addressed to Mike Duffy, Director of the Reinvention Lab, at (707) 562-8836. More information about this program can be obtained by accessing the Lab's website at <http://fsweb.r5.fs.fed.us/program/enterprise> or by e-mailing questions to rl/r5.

Phil Janik
Chief Operating Officer

Enclosures



Licensing Procedures for Enterprise Businesses under the PSW Reinvention Lab authority

Phase I - Submission and Approval of Business Prospectus

A. Obtain Sponsor(s)

Sponsor(s) are line managers that support the Enterprise employee(s) idea. Acceptable sponsor(s) would be Forest Supervisors, Regional Staff Directors, Assistant Station Directors, or the PSW Reinvention Lab Director. A sponsor's role is to mentor, counsel and be a missionary for the Enterprise business.

B. Post Enterprise Proposal notice to the Intranet

Positing notices provide an initial exposure for the enterprise idea in its formative stages to share business ideas, establish partnerships and/or attract potential customers.

Notices should include, 1) the business name, 2) statement describing the business products and/or services, and 3) point of contact (i.e., owner) including phone and e-mail addresses.

Notices are to be posted 14 days prior to the end of the recruitment period.

Notices are to be sent to rl/r5

C. Business Prospectus

The bulk of work under this phase requires the potential enterprise to complete and return the attached Business Prospectus.

Completed prospectuses are to be sent to, USDA Forest Service, Reinvention Lab Staff, 1323 Club Drive, Vallejo, CA 94592 or e-mail to rl/r5.

D. Business Prospectus Review and Approval

Prospectuses are reviewed by the Reinvention Lab Steering Committee. Those approved go on to phase II.

Phase II - Development of Business Plan and Submission of Business Plan

A. Required comprehensive Enterprise Business Development training

- Understanding business principles
- Development of entrepreneurial skills
- Development of the Business Plan including financial and market plans and risk assessments
- Preparation of oral presentation (phase III)

This intensive training is delivered in three parts over approximately seven weeks. Training period and dates to be determined. All enterprise members will be expected to attend these sessions and sponsor(s) are encouraged to attend.

B. Submission of Business Plan

Employees completing the training are required to submit their Business Plan to the Reinvention Lab for review prior to oral presentations under phase III.

Phase III - Approval and Issuance of Business License

A. Oral Presentation of Business Plan

Presentations are delivered to the Enterprise Approval Committee. This committee consists of the Reinvention Lab Steering Committee, Regional Forester representative(s), Washington

Office representatives and various professional external business experts. Presentation date to be determined.

B. Review and Approval of Business Plans

After the presentation and review of business plans the Enterprise Approval Committee decide which enterprise businesses are to be approved. The following criteria will be applied:

1. Clearly defined products and/or services for which there is a strong competitive advantage and that support the agency's mission.
2. Viability in the long term (sustainability and growth potential)
3. Projected time to break-even point
4. Skill and competency of business owner(s) and associate(s)
5. Return on investment for the agency
6. Quality and clarity of the business proposal

C. Issuance of Business License

Business licenses are issued to approved Enterprise Businesses that authorize them to operate under the Reinvention Lab authority. (operation occurs at least 30 days after approval)

Business Prospectus

Business Name: _____
Owner(s): _____
Business Address: _____
Sponsor: _____

Provide a one page narrative, per topic, that addresses the topic's elements:

Business Description

1. Business Concept and the business
2. Vision and mission of your business and how it relates to that of the Forest Service and the Business Activities of the Forest Service
3. Product(s) or service(s) of your business
4. Benefits (not features) of your product(s) or service(s)
5. Business Organization: What is the organization (people) of your business? Identify key personnel and their skills
6. "Owner" qualifications, education and/or credentials
7. Identify Key staff and their skills
8. Discuss past successes you've had with the business and/or similar activities thereof

Business Costs and Profitability

1. Anticipated cost of your product(s) or service(s) and what you think clients would be willing to pay
2. Estimate your sales projection
3. Describe any incentives or bonuses you offer to your staff
4. Economics of the Business: Describe the approximate cost to operate the business and approximately what you would need for start up capital. State the projected number of months it will take for your business to break even
5. Research and development requirements for the product(s) or service(s)

Marketing and Sales

1. Describe why people would buy your product(s) or service(s)
2. Market Research: Who are your customers?
3. Market size and trends
4. Estimate your market share
5. Describe the competition and your competitive edge
6. Market Plan: Describe your Plan to enter the market and any strategy to grow in the market
7. Describe your advertising strategy

Business Risk and Contingencies

1. Identify and assess risks and describe your contingency or response plan; discuss in specific any seasonal influences in your business that may affect your staffing; describe what would happen to your staff if your business folds
2. Non-billable hours (vacation, sick, holidays, enterprise support)
3. Legal or political influences or potential impacts
4. Describe dependencies your product or service may have

Memorandum of Understanding
between
The USDA-Forest Service and NFFE - Forest Service Council
on
Procedures and Arrangements for the Establishment and Use of Enterprise Teams

This Memorandum of Understanding between Management, the USDA Forest Service (FS), and the Union, National Federation of Federal Employees - Forest Service Council (NFFE-FSC), collectively referred to as the Parties, sets forth the procedures and arrangements under which the FS will establish and operate Enterprise Teams as defined in this MOU. The terms and conditions of the MOU pertain to FS local management units (Master Agreement Article 3.8) sponsoring Enterprise Teams.

I. Definitions

1. **Enterprise Team:** is a FS sponsored team of one or more people with an approved written **business plan** which operates as an independent **financially self sustaining** business that is paid by its customers/clients who choose to obtain products and/or goods and services from the Enterprise. A line officer must approve the written business plan.
2. **Business Plan:** in Enterprise, a business plan will include the following components:
 - ~ Business Description
 - ~ Business Costs and Profitability
 - ~ Marketing and Sales
 - ~ Business risk and contingencies
 - ~ Organizational structure
 - ~ Job Descriptions
 - ~ Monitoring Plan
3. **Financially self sustaining:** means the enterprise generates revenues to cover all its operational costs, including
but not limited to actual salary and overhead, training, equipment, and supplies.
4. **Reinvention laboratory in Region 5:** designation by the National Performance Review to establish an internal market economy, using enterprise teams, to improve efficiency of managing national forest in California. In so doing, the Region is authorized to waive USDA organizational and administrative rules, exclusive of civil rights, to facilitate achieving these goals. Only Region 5 has received such designation within the FS. This designation does not preclude other FS units outside Region 5 from sponsoring enterprise teams, absent the waiver authority. Further, it is understood that this designation does not permit FS management to unilaterally waive any provisions of the Master Agreement.

II. Establishing Enterprise Teams

1. For Enterprise Teams Sponsored within Region 5.

A. R-5 will continue to use it's existing process, as negotiated between the intermediate level parties, to advertise enterprise opportunities, soliciting enterprise proposals from prospective entrepreneurs within Region 5, use established steering team to screen proposals and approve enterprise business plans. Approval will include the enterprise team leader(s) and position descriptions for that job.

B. Employee(s) who are authors of approved enterprise business plans will be placed into those team leader positions because they are the creator(s) of the business being established and the position(s) is unique to that individual.

C. Simultaneously with the selections of the enterprise team leaders, R-5 will review the WRAPS list in accordance with Article 32 to determine if: there are any employees with the same series and grade as that of the enterprise team leader positions which were established, compatible geographic preferences, and whether they expressed interest in becoming an entrepreneur. For those employees who meet that criteria, a determination will be made to determine whether they possess the general knowledge/skills/abilities requisite to becoming enterprise team leader. If any employees are identified, regardless of duty station, they will be provided the resources and assistance on business plan preparation as well as a time limited period in which to submit a business plan to Region 5 on any potential enterprise for consideration. If the business plan is approved, the employee will be selected to fill the enterprise team leader position and begin enterprise operations sponsored by Region 5. If not approved, no further consideration for enterprise positions will be provided.

D. Employees identified in subsection 1.C above who are invited to submit an enterprise business plan will remain on the WRAPS list until action is taken by R-5 on their business plan proposal. While on the WRAPS list, employees are subject to placement offers including directed reassignments. In the case of directed reassignments, reasonable reporting dates will be established if proposed business plan is not approved by Region 5.

E. Employees must submit enterprise plan proposals to Region 5 within 60 days after receiving business plan resource materials. Date of receipt is date of mailing plus 3 days.

F. If employee fails to submit a plan, Region 5 has no further obligation to the employee and will notify the employee's home unit.

2. Enterprise Teams outside of the Region 5 Reinvention Laboratory

A. This section only pertains to Enterprise teams that meet the definition as contained in this MOU. Those local management units who sponsor enterprise teams which fail to meet that definition must comply with the appropriate Master Agreement provisions, including Article 32, in conjunction with filling any position on those teams.

B. Those local management units who sponsor enterprise teams which meet the definition as contained in the MOU, will advertise entrepreneur opportunities using locally developed methods to solicit enterprise proposals from prospective entrepreneurs, screen proposals and approve business plans. Approval will include selection of the enterprise team leader(s) and position description(s) for that job.

C. Employee(s) who are authors of approved enterprise business plans will be placed into those positions because they are the creator of the business being established and the position is unique to that individual.

D. Simultaneously with the selections of the enterprise team leaders, sponsoring local management units will review the WRAPS list in accordance with Article 32 to determine if: there are any employees with the same series and grade as that of the enterprise team leader positions which were established, compatible geographic preferences, and whether they expressed interest in becoming an entrepreneur. For those employees who meet that criteria, a determination will be made to determine whether they possess the general knowledge/skills/abilities requisite to becoming enterprise team leader. If any employees are identified, regardless of duty station, they will be provided the resources and assistance on business plan preparation as well as a time limited period in which to submit a business plan to sponsoring local management unit on any potential enterprise

for consideration. If the business plan is approved, the employee will be selected to fill the enterprise team leader position and begin enterprise operations sponsored by that local management unit. If not approved, no further consideration for enterprise positions will be provided.

E. Employees identified in subsection 2.D above who are invited to submit an enterprise business plan will remain on the WRAPS list until action is taken by the sponsoring local management unit on their business plan proposal. While on the WRAPS list, employees are subject to placement offers including directed reassignments. In the case of directed reassignments, reasonable reporting dates will be established if proposed business plan is not approved by the local management unit .

F. Employees must submit enterprise plan proposals to the local management unit within 60 days after receiving business plan resource materials. Date of receipt is date of mailing plus 3 days.

G. If employee fails to submit a plan, the local management unit has no further obligation to the employee and will notify the employee's home unit.

III. General Terms and Conditions

1. An enterprise team must be organized so as to have a clear **chain of command**. An enterprise team leader will normally be the supervisor of record for those employees permanently assigned to the team. The supervisor of record must be aware of their labor management obligations, including knowledge of this MOU.

2. The existing FLRA certification in conjunction with assigned duty location and sponsoring unit will be used to determine the **bargaining unit status** of employees . Enterprise teams will normally be assigned to management units where the supervisor of record is located. Parties may elect to petition the FLRA for a clarification of unit decision when the existing certification can not be applied to the actual situation. Until an FLRA decision is received, the parties will maintain the status quo.

3. **Union representation** of enterprise team employees will be provided by the geographically closest union official consistent with provisions of the Master Agreement.

4. Consistent with the Master Agreement (Article 16.2) and the FS merit promotion plan, absent an adequate candidate pool, the **area of consideration** used when advertising for enterprise positions may be expanded beyond the minimum permitted.

5. In lieu **contracting out**, an enterprise team will attempt to have FS employees do the enterprise's work. If the work is not done by FS employees, the reasons will be documented.

6. Employees on an enterprise team will be afforded access to **training opportunities, equipment and supplies** provided to similarly situated employees on the sponsoring unit. (e.g. defensive driving training, civil rights training, IBM access and equipment).

7. Each business plan will include a **monitoring/evaluation plan**. The team's sponsor will be responsible for the monitoring/evaluation. Minimum components of Monitoring /Evaluation plans for an Enterprise:

- ~ o Assessment of Enterprises' goal accomplishments
- ~ o Intangible Costs Benefits from customers and sponsors' perspectives. The sponsor must included

the cost of sponsorship and the effects on program.

- ~ o Financial assessment : including profit / loss
- ~ o Impacts of Enterprise on Forest Service work force and organization

The evaluation will be done at a minimum annually as of October 1 with results available by December 1.

IV. Safety Net

1. Employees leaving ongoing Enterprise:

A. Enterprise employees are Federal employees. All rules, regulations, laws and case law, policies and the Master Agreement apply to adverse actions based on performance or conduct, as with any other employees. Consequently, an Enterprise employee who is suspended, demoted or removed will have the same procedural protections and the same grievance and appeal rights as any other similarly situated employee.

B. If a permanent Enterprise employee voluntarily or by mutual agreement leaves the Enterprise, the Enterprise supervisor of record should consider an appropriate award to recognize that employee's contribution of the success of the Enterprise

C. If a permanent Enterprise employee leaves an Enterprise position via a management directed reassignment, an enterprise supervisor of record will provide upon request by the employee, Union, or to other appropriate designated representative, a written reason for the reassignment out of the Enterprise.

D. If an employee performing Enterprise duties on a detail, collateral or part-time basis voluntarily or by mutual agreement leaves the Enterprise, the Enterprise supervisor of record should consider an appropriate award to recognize any special contribution to the success of the Enterprise. If an detail, collateral or part-time assignment to Enterprise duties is ended earlier than originally planned, the Enterprise supervisor of record will provide upon request, a written reason of this management decision.

2. If an Enterprise Operation is Down sized or Disbanded:

A. Permanent Enterprise Positions (position of record): If an Enterprise with one or more permanently assigned employees is downside or disbanded, the provisions of Article 32 (WRAPS) will apply in terms of identifying and placing the affected employee(s), just as would be true for non-Enterprise employees. Prior to any decision to down size or disband an Enterprise, management will explore alternatives such as restructuring, and checking for additional work to help the Enterprise remain viable.

B. Detail, Collateral and Part-time Enterprise Positions: In the event that the Enterprise is disbanded, employees assigned to that Enterprise on a detail, part-time or collateral basis will return to their position of record. Down sizing of detail, part-time or collateral Enterprise positions may involve renegotiating the duration, hours and/or percentage of time with the Home Unit Supervisor, or the termination of the Enterprise assignment.

C. Finances of a Disbanded Enterprise: A viable enterprise with a positive net worth whose original business plan has ended for any reason, may request approval of that new business plan and retention of its assets and personnel. If a new business plan is not requested or not approved, the enterprise operation shall begin dissolution as described in its original business plan and any assets or liabilities that remain outstanding after disbandment become the responsibility of the sponsor.

3. Unit Down sizing:

When a local management unit finds it necessary to down size, work done by the Enterprise must be included in the Work force Analysis required by Article 32. Funds received by an Enterprise

from other units or agencies will not be available for non-enterprise purposes; however, Unit work and funds contracted to Enterprise shall be considered in the Work force Analysis. Provisions of Article 32 pertaining to the identification of employees subject to displacement will be applied consistently to Enterprise employees and non-Enterprise employees in the same competitive area.

4. Reduction In Force:

A. Competitive areas for any reduction in force will be applied in accordance with terms of the Master

Agreement, currently located in Art 35.10.

B. Consistent with Article 35, if it becomes necessary to RIF, Enterprise positions and employees will be processed as any other positions or employees. Employees working in an Enterprise on a detail, part-time or collateral basis, remain in the RIF competitive area of their home unit / position of record.

5. Employees Not in Enterprise:

When an employee leaves a position to become an Enterpriser, management may fill the position, eliminate the duties or the position, or distribute the work of the position to other employees. If the work is redistributed, the appropriate Parties may address the effects on the impacted employee(s) through Partnership or Article 11 negotiations.

6. Distribution:

Each employee submitting an enterprise proposal in the future, and each employee assigned to an enterprise team will be given a copy of this MOU.

Agreement: December 4, 1998

For the Union: /s/ George E. Christopher
George E. Christopher
Chairperson
NFFE- FSC Negotiation Committee

Mgmt.

For Management: /s/ Pete Rockx
Pete Rockx
Labor Relations Officer
WO-Human Resources

Addendum:

During negotiations, the Parties failed to reach agreement on the issue of whether Enterprise operations could cause the displacement of other permanent FS employees who were not assigned to the enterprise. It was agreed that this issue would be "tabled", until such time the Union could offer a written proposal to management specifying terms to be negotiated. In turn, Management would evaluate the proposal for negotiability and respond accordingly. This MOU will be amended to reflect the outcome of any future negotiations or third party resolution on this issue. In the interim, it was agreed that management would not abolish any encumbered positions as the direct result of enterprise team operations.



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

File Code: 1410
Route To: 1000

Date: APR - 1 1999

Subject: Chief's Overviews of NE/NA and International Programs/IITF

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

Enclosed are notes from the Chief's Overviews of the Northeastern Area and Northeastern Station on February 17 and International Programs/International Institute of Tropical Forestry on February 24.

Both Overviews resulted in discussion of issues of significance to the Forest Service as whole such as nonnative invasive species and fire. Both Overviews provided outstanding examples of how National Forest System, State and Private, International Programs and Research and Development can work together to achieve agency goals. It is worth noting that the 60th anniversary of International Institute of Tropical Forestry is approaching and that the Forest Service is considered the leader in tropical forestry research.

I appreciated the opportunity to visit with Area and Station employees and present outstanding employees with recognition of their achievements. I want to thank them for their hospitality.

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

MIKE DOMBECK
Chief

Enclosure

ALoose:orq:3/16/99:spfdep/correspondence/ce/naneiitf
REWRITE:LWeldon:3/22/99





United States
Department of
Agriculture

Forest
Service

Washington
Office

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

File Code:

Date: April 1, 1999

Ms. Carlyne Orr
USDA Forest Service
Rocky Mountain Region
PO Box 25127
Lakewood CO 80225

Dear Ms. Orr:

I am so sorry to have missed the opportunity of meeting you. I would have liked to personally congratulate you and have the privilege of presenting your award to you.

Your life's story is a remarkable one and an inspiration to young and old. How fortunate we are to have you as part of the Forest Service.

MIKE DOMBECK
Chief





File Code: 1000

Date: April 2, 1999

Route To:

Subject: Status of Marketing Resource Group and Phase I Report

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

Engaging our public and communities of interest, embracing and incorporating social research into decision making, and applying business processes to our approach to work, are essential elements vital to our mission, Caring for the Land and Serving People, and to the implementation of our Natural Resources Agenda. Our agency is long recognized for its near one hundred years of premier natural resource management, yet the very challenges ahead of us as we move into the 21st century are in our ability to address social expectations in the context of natural resource stewardship.

For this reason the Chief placed priority on strengthening our skills in this field by establishing the Marketing Resource Group (MRG), a team of employees from across each level and mission area of the agency. In addition, the team is being guided by Robert S. Shulman, a nationally recognized marketing expert, author and advisor. The team is undergoing an extensive study of market science principles in preparing the Forest Service for the future of Service wide implementation of the Recreation Fee Demonstration Program and its applicability in natural resource decision making. Marketing is a broad and powerful business tool that includes consumer research, data analysis, priorities, and communication. All these features are focused on developing a quality experience for our customers. Team members are dedicating up to thirty percent of their time learning and applying marketing principles to agency programs and services.

Based on the unique opportunity presented by the Recreation Fee Demonstration program, it was selected as a platform to use in this education as a demonstration of the application of marketing principles. As the MRG team moves forward it has four priority focus areas or phases:

Phase I: Extensive review of the first implementation of the Recreation Fee Demonstration program and develop a "learning" from this experience.

Phase II: Identify model sites and develop a core marketing plan where projects would be started and transformed by incorporation of market science principles. The two markets that will serve as the model sites are the Pacific Northwest and Sedona, AZ located on the Coconino National Forest.

Phase III: Use of an internal and external communications plan to introduce the concept and benefits to key constituencies and to achieve Forest Service acceptance.

Phase IV: Conduct assessments of the model sites to include financial performance, cultural/organization impact, customer satisfaction and resource and facilities impact. In addition develop a strategic marketing plan for Service wide use.

These marketing tools are essential to establish relevancy with an increasing sophisticated society, one which is now living primarily in urban environments, and an audience which require contemporary communication techniques to compete for securing their attention and



involvement. Simply stated, we must determine what our customers need and determine how to deliver it to them. Engaging people, good social research applied to decision making and the utilization of marketing as a business tool are the very contemporary tools we need to use as we move into the 21st Century.

Attached you will find the MRG's team Phase I report. I encourage each of you to read this report, and draw possible applications to your program of work. Members of the team are available to assist you with integrating these principles. For a list of team members, minutes and other documents, feel welcome to download information from their Intranet site at <http://fsweb.r3.fs.fed.us/cr/mrg.htm> or contact your regional representative on the team.

/s/ Phil Janik

PHIL JANIK
Chief Operating Officer

Enclosure

cc: Mike Dombeck, Chief

USDA FOREST SERVICE

NATIONAL MARKETING RESOURCE GROUP

PHASE I REPORT

Recently, the Forest Service launched an effort to improve and expand marketing skills within the Forest Service beginning with recreation. The National Marketing Resource Group is an effort that involves a team of cross-sectional talented and enthusiastic Forest Service employees. In addition, the team is being guided by Robert S. Shulman, a recognized marketing expert.

Recreation is of great importance to the American people both economically and socially. The Forest Service is the largest supplier of outdoor recreation opportunities in the world and as is evident from our RPA program, recreation is expected to provide a nearly \$100 billion annual stimulus into the economy by the year 2000. Recreation demand has continued to grow rapidly; however, resources for improving and maintaining recreation areas are not matched by concurrent investment in the Forest Service recreation program and our recreation estate. In this environment we must be prepared for the challenge to continue to provide a high quality experience while protecting the resource which the American people have entrusted to our care.

In the work of the National Marketing Resource Group, (MRG) the Chief has decided to take a market driven approach (based on market science principles) in preparing the Forest Service for the future of Service wide implementation of the Recreation Fee Demonstration Program. Marketing is a broad and powerful business tool that encompasses consumer research, data analysis, market definition, product quality customer service, pricing determination, creating investment priorities, communication and the like all focused on developing the best possible recreation experience for our customers. This approach will be a four phased project spanning two years to achieve this goal.

One of the first tasks or first phases of the MRG is to analyze the Recreation Fee Demonstration Program, learn from it and enhance existing projects by sharing this information with managers, partners and customers. This learning will also serve as the foundation for the design of pilot/model marketing driven programs in the future. This report focuses on that first phase. We have reviewed the existing Recreation Fee Demonstration programs, focusing on (1) the implementation of the business plan; (2) each project's financial planning and reporting; (3) guidelines of a communications plan and (4) the extent research was used in designing the project. In preparation to learn from this information which we have provided in this report, we have included a fifth section or "marketing" section that details the process on how we selected model/pilot "markets" to test the knowledge we have learned from the analysis of the existing recreation fee demonstration projects.

The Marketing Resource Group hopes to prove that by utilizing marketing as a business practice we will listen to our constituencies, provide goods, services and experiences that meet our customer needs and do so in such a manner that resources or valuable outcomes are produced that can be translated into continual improvement.

At its first meeting, The MRG agreed on the goals of marketing in the Forest Service:

- Provide Responsive Stewardship
- Yield Additional Financial and Other Resources
- Facilitate Achievement of Quality Standards
- Enhance Efficiency of the Agency/provide information for decisions
- Promote Support from the public
- Identify and Address Public Needs

The MRG also wanted to provide a derivative benefit to the recreation fee demonstration program and therefore has conducted an analysis of the 62 existing rec fee projects gathering all relevant information surrounding each site. From that information we developed a "learning" which is reflected in this report.

The MRG divided into five sub teams: 1) Business; 2) Financial; 3) Communications 4) Research and 5) Marketing. Except for the marketing team, the teams analyzed the existing recreation fee demonstration programs in order to find out how each project utilized each of these four components. After reviewing each project, and learning what worked and what did not, each team developed an "ideal" or template of what is needed to ensure a successful recreation fee demonstration project. This is what is included in this report and will be shared with recreation fee managers and others. The fifth team, the marketing team, developed criteria to select future "markets". Eventually these markets would be the "laboratory" used by the MRG to test the ideal knowledge they learned from the analysis of the existing recreation fee demonstration projects.

Business Plan Report

All recreation fee demonstration projects were required to develop and implement a business plan. In general the projects followed the criteria provided by the Washington office. However, we saw room for improvement in describing the project's business goals in terms of service outcomes (not just raising money to fix things up). Also there was a lot more emphasis on pricing than business planning and there often was an absence of clear outcomes in the plan. The "quick start" aspect of the Fee Demonstration test required innovation and learning to be developed and applied as the test continued.

Each site began with an outline of a business plan. However the design was often modified throughout the implementation stage of the project. Many of the sites created new or

amended their existing business plan. Additionally, the ability of the field units to identify and assess their market potential varied considerably, suggesting that qualitative improvement in this area may need to involve support from the regional offices and research units. Some of the key elements that most of the business plans did include were

- targeting of customers
- projected revenue
- current visitor demographics
- marketing strategy
- accounting
- personnel
- planning/training

Our recommendations to new sites include:

- focus on the "why's" and rationales
- define clearer outcomes -other than money
- need for common language/glossary of term for future plans

Marketing Research Plan

Woven into the business plan are the nine elements of a marketing plan: 1) Market analysis, 2) Targeting, 3) Positioning, 4) Product line, 5) Pricing, 6) Communications plan, 7) Customer Service plan, 8) Sales plan, and 9) Measurement plan. Each element of the plan has requirements for information. Some information is likely to already exist or is simply decided by management with acknowledgment of legislative mandates and agency policies. Other information will best come from interaction with current visitors, and yet other critical information will be obtained from a larger community of past, future, and potential visitors and other populations affected by agency policy (the general public). An important follow-up information need is to monitor and evaluate the effects of the marketing plan.

Business/Marketing Plan Template

1. Executive Summary - A one or two page synopsis of the most important aspects of the business plan. For most reviewers, it should serve as a standalone document. Although placed at the beginning of the plan, this section must be written last to faithfully reflect the contents of the plan.
2. Project Overview - Discuss the environment you are operating within: what is the major socioeconomic/political forces at work, who are the producers/suppliers, and who are the customers you serve? Within this framework, what is your business/public service concept? What are the products or services you plan to offer in relatively broad terms? What is the project goal, and how is it consistent with national missions and goals (e.g., Natural Resource Agenda)?

Remember that your goals are the motivating element of the project and they are meaningless unless you have committed the resources necessary to attain them.

Targeting :In essence, targeting refers to the selection of client groups in the marketing process. Because resources are limited (physically, financially, and politically), the agency must identify which wants or benefits and which segments of society (target markets) possessing these wants it will serve (within legislative mandates); and to what degree. Target markets are homogeneous groups of people or organizations possessing similar service preferences with whom the agency seeks exchange/transfer.

The selection of target markets and smaller more homogeneous segments depends on the agency's goals and objectives at the various organizational levels. Unlike the private. Unlike the private sector which can commit resources via profit motives to the most responsive target markets, public sector target market selection is always constrained by equity considerations across current and future societal segments.

A. . Macro level

1. Agency must have clearly specified goals and objectives at appropriate organizational level.
2. What are the populations influenced? These groups take on greater importance in public sector marketing than it would in the private sector. Segments here could come from a number of different dimensions. Businesses are prime examples. These can be further segmented into local and nonlocal, direct support (outfitting, lodging) and indirect support (trucking, wholesalers) and competing (extractive industries). Other markets would be local and regional governments, and the general public.
3. How do we inform (educate) voters (the public) about our purpose and policies?

B. Micro level

1. Target markets or segments must be identified and sized. These target markets exist on a number of different dimensions. The most obvious are the various consumer segments. For recreation, these could include avid users, occasional users, and potential users. These groups could be further segmented by activity, location, and/or other demographic considerations.

- a. Who are the site users most dependent on this site/service?
- b. Who are potential users?
- c. What benefits are most desired?

3. Business Environment - Take a detailed view of your marketplace. What trends are driving outdoor recreation? How are the markets changing? Who in your business provides similar services or whom do you have comparative advantage with and/or collaborators? What are the relationships between yourself and these other suppliers? Divide your current and potentially served market into customer segments based on demographic and/or consumption behaviors. How are the market segments likely to change?

Market Analysis: The market analysis is intended to evaluate the environment in which the Forest Service operates. What goods/services does the Forest Service provide and where do these goods and services fit within the larger market context of outdoor recreation? This assessment of current conditions and trends that will influence future conditions includes demographic and socioeconomic factors, demand for outdoor recreation, and comparative advantages held by the Forest Service, all analyzed in light of the Forest Service mandate and mission.

A. Who are we, the USDA FS, with respect to other providers of our goods and services?

1. What is our relation to comparative or complementary suppliers?

- a. other federal land management agencies
- b. state and local land management agencies
- c. private sector land owners

2. What are our authorities, legal responsibilities and policy directions?

3. What are our comparative advantages, strengths and opportunities e.g., superb natural environments, relatively unrestricted access and use for a variety of goods and services (multi-resource) e.g., decentralized and in nearly every state

4. What are our weaknesses, constraints, or limitations (physical, financial, political)?

4. Business Strategy - Describe in detail what you have to offer that creates a comparative advantage in the marketplace. What organizational, technological, or physical assets create this distinction? Why will your customer segments choose your products and service?

Discuss project roll-out/start-up procedures. How have you assured success in terms of pricing, product design, and distribution channels? How have you mitigated civil rights (i.e., equity) issues? Discuss cash handling, accounting payments, employee safety, compliance and staffing equity. In addition, integration with other Agencies, and partners.

Positioning: Giving a product or provider meaning that distinguishes it from other products and induces people to buy it. How do different segments of public value the place and how does the public describe unique characteristics?

A. Understanding of the personal and societal (community) meanings of Forest Service sites.

B. Contrasting these meanings with other sites (private, state, NPS, etc.)

C. Contrasting the sites and services with public lands.

D. At the simplest level, what are the motivations for visits currently?

E. At the deeper level, what are the emotional, symbolic and functional relationships people have with these places (level of dependence, attachment, involvement, commitment)?

F. What are the potential or desired meanings the public (or segments of the public) may attribute to Forest Service sites?

G. Will visitors possess substitute or complementary sites or activities for the places/activities with the new fee?

- H. What is the effect of fees on attitudes toward stewardship responsibilities?
- I. What role does the public perceive the Forest Service has in providing desired experiences?
- J. Assess knowledge of public about Forest Service services.
 - 1. interpretation
 - 2. visitor centers
 - 3. opportunities to commune with nature
 - 4. safety (search and rescue services)
 - 5. survival skills

Product Line: Product line describes the array of recreational opportunities produced through the combination of natural resources and capital inputs with human effort and management. To design the product line, the following information is needed:

- A. visitor origins, by recreational activity
- B. number of visitors, by activity and site
- C. Attributes of recreational sites that are most important to visitors (e.g., scenic vistas, water falls, solitude)
- D. Conflicts between recreational uses (e.g., bikes and horses)
- E. Complementarity and substitutability between sites. What activities/sites are typically consumed together?
- F. Ecosystem impacts related to recreational use.
- G. Compatibility of product attributes with commercial sponsorship (Coke, Subaru, etc.?)
- H. Conflicts between experience expectations/motivations and private recreation industry involvement.
- I. Additional products (nonrecreational, commodity, etc.)

Pricing: Steps:

- 1. Examine the environment
- 2. Tie pricing to target, positioning, and product
- 3. Examine alternative pricing strategies
- 4. Study costs and their relation to demand
- 5. Understand sensitivity to price
- 6. Choose optimal price

This discussion of pricing assumes knowledge of target, position, and product (a specification of the experience being offered or made accessible).

- A. What is the cost to run the project? Need to consider any capital expenditures needing to be made as well as operating and maintenance.
 - B. Are there other objectives besides offering the experience or access to the public?
- Such things as:

- Do you want to shift the pattern of demand/use in time or space?
- Do you want to appeal to specific or other/additional user groups?
- Do you want to change the user profile or activity profile at the site?

C. Study and assess demand.

1. What is the current cost to participate in the experience?
 - a. Existing fees, parking, travel (i.e. is this a remote site or one close to user populations?)
 - b. Baseline information to assess response to changes in cost (expenditures and visitation).
2. Willingness to pay (WTP) or demand functions for the experience/good.
 - a. Price elasticity of demand of target and nontarget groups. How sensitive is use to changes in cost of participation?
 - b. Are there different elasticities for alternative mechanisms of imposing and collecting fees.
 - c. Intention to comply.
3. Likelihood of undesirable (or desirable) effects on target or nontarget groups.
 - a. Do fees affect use of the site or resource? Will imposition of a fee or a particular collection mechanism change the experience being offered by the Forest Service or sought by the user?
 - b. Will imposition of a fee change the way users relate to the site?
4. Estimate the effect of a fee and fee collection mechanism on current users--both target and nontarget groups.
 - a. Are there equity issues to consider?
 - b. Consider differential pricing for particular groups?
 - c. Consider some means for nonmonetary pricing, such as in-kind contributions, work in lieu of fees, etc.?
 - d. Consider a mechanism for donations in addition to fees?
 - e. Will imposition of a fee and associated new projects result in fewer users or draw new users to the site? An increase in price would imply fewer users but if the price increase were associated with reduced congestion or an increase in services or enhanced quality of the experience, the net effect could go either way. Where will displaced users go? Where will new users come from?
5. Are there market analogs available for the experiences being offered at the site?

5. Financial Statement - Describe the projected costs and revenues associated with the project in spreadsheet format. How will revenues be spent? Follow the criteria outline in the Recreation Fee Pilot Demonstration authorizing legislation.

Revenue projection/Sales plan - Information needs consist primarily of data to allow revenue projections, most of which has already been collected in other elements, and obtaining preference information to guide distribution and terms of the fee.

A. Current visitation

B. Anticipated changes in visitation

C. Price

D. Costs

E. Anticipated compliance

F. Preferences for distribution

-cash only/credit cards

-office only/widespread availability

-internet availability/phone/mail

G. Preferences for terms

annual/daily/hourly/weekly/monthly

6. Communications Plan - In a marketing-driven organization, we develop a product based on knowledge of what the consumer wants, then we have to tell them we have it. In a public lands context this is a broader issue than with single product marketing because agencies must balance all uses and, ipso facto, communications must take on this complexity, e.g., might need to explain to potential users why they can't do some activities or explain the potentially disruptive other users they might encounter. A communications plan focuses on reach and frequency. Reaching the identified target audiences with the highest frequency possible. Some possible information needs prior to development of a communications plan are:

A. What communication tools (newspapers, radio, tv, organization meetings, etc.) does each target audience/segment utilize, with what frequency?

B. Does the target audience/segment make the "purchase" decisions or do we need to focus communications on decision-makers as well?

C. What has research found to be the most effective communication tool for the target audience/segment to influence decisions?

D. What types of messages/images influence the target audience/segment?

E. What do we want our internal target audience/segments to do? What is the best tool to influence that internal target audience/segment?

F. Of the tools used by the target audience/segment, which ones are the most cost-effective? Which ones are most effective in promoting our product?

G. Which tools will reach target audience/segment most specifically? (i.e. organization newsletters, magazines, links from popular internet sites, etc.)

H. What frequency of delivery is optimal for target audience/segment to choose our product? (given cost and influence on decision-making)

7. Customer Service : From a pure marketing perspective, this element is the relationship a company has with its customers at every point of contact or interaction (L. Berry, 1980). In this phase of marketing the product we might focus on customers (outdoor recreationists) key experiential attributes and how they are defined and measured. Research into for-profit service industries by

Berry and his colleagues has defined a five dimension approach: reliability, assurance, tangibles, empathy and reassurance (RATER for short, cf. Parasuraman, Berry & Zeithaml, 1988). This is one conceptual model that has been used to define customer service attributes. Other conceptual models have been developed and tested in settings where public service or non-profit status dominates the transaction. Included are studies by our own staff for NFS sites (DeLaney & Cowles, 1997; Absher, 1998). Results here have suggested dimensions of facilities, services and information instead of RATER. These variations in approach notwithstanding, there are differences between for-profit sector marketing and ours. In order to make allowances for differences in the nature of FS products, and our relationship with recreation customers, the ideal form of research for the customer service element operationally requires that we proceed in three steps : 1) accurate models of the customer service process in outdoor recreation, 2) protocols/instruments to gather information about the key attributes of the goods and services we provide, and 3) ways to measure the manner (success? visitor satisfaction?) with which the product is delivered or received. In a Forest Service recreation context examples of questions to visitors about, say, facility maintenance (a tangible attribute) or staff responsiveness, might be:

- A. The campground is well maintained SA A N D SD(Don't know)
- B. On-site staff were very helpful and courteous SA A N D SD(Don't know)

Typically there will be as few as 3 or 4 attributes, or as many as 30 or 40, depending on the complexity of the product, or the type of data being gathered. At times simpler data gathering protocols may be warranted (e.g., comment cards) to gauge success against established performance benchmarks. To date, step 1 research is not definitive, and more work needs to be done on all three aspects of this element.

8. Measurement plan - The measurement planning aspect of marketing basically is a requirement for monitoring and evaluation of the effects of implementation of the plan. We want to be able to report results such as the proportion of people who do comply with the new policy, the amount of revenue or other resources generated, the impacts the policy has on visitors and other interested parties, how the public feels about the investments made in response to input from the public, and a perception of whether the mandates of the agency are being met (protection of resources, providing recreation access).

- A. Compliance rate
- B. Revenue generated
- C. Obtrusiveness measures (impacts on visitor experiences)
- D. Visitor response to investments
- E. Resource and social conditions

9. Action Plan - Describe how you intend to carry out your business plan. Point out proposed changes in management or the organization, as well as new policies or procedures that will be put in place. Be specific as to timing. Identify additional skills needed to make the plan work. Outline your internal and external communication strategy

Financial Plan Report

Collecting recreation fees and returning them to the site where they were collected is relatively new business for the Forest Service. When Congress authorized the Recreation Fee Demonstration program, many sites began charging and collecting fees immediately with little time for financial planning. And the law directed a test of a variety of fees to determine what works best. Hence each site took adopted a different approach to accounting for collections and expenditures.

The financial sub team reviewed the FY 1998 GAO Midyear Report (8/98) to Congress in their analysis of the financial data for each site. Key observations area as follows:

- Objective and consistent definitions need to be developed/improved. Currently specific reporting requirements are sometimes being interpreted inconsistently.
- Better tracking is needed for national projects such as the Golden Passport and Heritage Expedition Programs.
- Data improvements needed, especially for general project information and visitation.
- Expenditures were often not reported accurately nor consistently from project to project. Reporting and expenditures associated with both collection costs and site-specific uses of revenues is complicated by the frequent use of appropriated funds to meet collections costs.
- Project changes make year to year comparisons difficult.
- The reports are often difficult for projects to complete. Project managers are generally unfamiliar with the software or have difficulty with the instructions, spreadsheet format, and/or the math.

Recommendations for the development of new projects and for future fiscal assessments include:

- The degree to which projects contribute to the attainment of Meaningful Measures standards would be a useful evaluation criteria in future fiscal assessments. The nationwide development of the new Meaningful Measures database is currently in progress - completion is estimated for late FY 1999.
- Objective, standardized definitions and mechanisms for fiscal reporting are needed.

- The Forest Service should consider a cost-accounting orientation.
- Gross revenue (total collections) should not be used as the only indicator of project performance.
- Spreadsheets and column headers used in the reporting process should be well-defined and include detailed instructions, as necessary to ensure consistent and accurate reporting.
- Projects generally should not use appropriated funds to meet fee collection costs.
- The true and full cost of operating a project, including costs met with appropriated funds, should be assessed.

In addition to key observations and recommendation, the financial sub-team developed criteria by which the fiscal performance of projects were evaluated. These criteria area as follows:

1. Rate of return on investment
2. Break-even point, in months
3. Percent program compliance
4. Net Revenue
5. Gross Revenue
6. Collection costs paid from fees as a percent of gross revenue.
7. Collections costs paid from fees per visitor.
8. Actual gross revenue as a percent of projected gross revenue.

Additional criteria that cannot be applied at present but would be valuable in future evaluations include:

- 1.Gross revenue as a percent of full Meaningful Measures costs for the fee area.
- 2.Maintenance backlog (deferred maintenance) expenditures as a percent of total site-specific expenditures.
- 3.The true and full cost of operating a project, including costs met with appropriated and non-fee funds.

Furthermore as we look toward the future, the financial sub team identified a few key questions that warrant further study:

1. Does fee demo provide a long-term economic benefit to local communities?

2. Is there a relationship between the level of project start-up investment and revenues and expenses?
3. How do individual project attributes (collection methods, pricing, uses, etc) affect overall fiscal performance?

The fiscal sub-team also identified total project start-up costs, by project, and line-item cost considerations. This information was provided to the Sedona and Region 6 fee program managers to assist them in the development of their start-up and operating budgets.

Communications Report

As with the business plans each recreation fee demonstration project had to design a communications plan prior to the start up of their project. Again, there was a varying degree between projects on the implementation of their communications plan. In general, those that followed a communications plan which included elements of support from leadership, involving employees and engaging the public and communities was successful. Those projects which did not succeed in enlisting support both internally and externally were not as successful.

Many of the plans closely followed the National Fee Demo Communications Plan, using the national objective as project objectives, etc. Many plans seemed to be written with the primary purpose to fill a requirement rather than to carrying out an effective communications strategy. Key observations after reviewing 62 fee demo plans are as follows:

- Many of the plans identified very general audiences and did not target specific audiences with messages tailored for that audience.
- Objectives were general rather than specific and measurable. Most plans did not identify how they were going to measure objectives.
- Messages were sometimes not tailored to how the service(s) or produce(s) of a project were going to meet the specific needs of the customer. Most messages legitimized the existence of the fee demo legislation..
- Line officer and/or internal support was often not widely evident prior to involving the public.
- Climate assessment was not thorough: Are others charging fees adjacent to your fee site?
- Use of research to determine your target customers was not evident.

The communications sub team recommends the following guidelines for developing a communication plan.

Communications Plan Template

Establish Goals:

- Communication plans should provide broad direction, long-term communication goals.
- Consider communication goals for internal audiences as well as external audiences. Strive for support or informed consent.
- If the project is not accepted internally or by the public, the strategy should identify actions or methods that address the opposition and reasons for the opposition.
- Plan implementation must be a team effort. It must employ formal and informal mediums. All are based on effective relationships.

Establish Objectives:

- Objectives should be specific, short-term, and measurable.
- Maintain and build a strong community, customer, and internal support base on an array of communication mediums for a project.
- Ensure each key audience or customer knows how the project appeals to their specific need or value(what's in it for them) Be vigilant in identification of audiences and messages specific to their needs.
- Garner internal/external awareness and understanding of the benefits of a fee demo project in their specific community area, the region, etc.
- Provide mechanisms for two way feedback for internal and external audiences so they are involved in the decision making process or development of a final project idea. Mechanisms include surveys, comment cards, letters, Internet, open houses, etc.
- Ensure customer understanding of fees and willingness to comply with paying.

Audiences:

Audiences should be internal and external. They should focus on whom you need to reach to achieve your objectives. Identify actual names with phone numbers or addresses, etc. when appropriate. Get into the public mind set. Who might oppose the fees? Who can be third party advocates? Who might help you in this effort? Know the values and needs of the audience you are reaching. Identify who are the opinion leaders - both positive and negative. Think about how the positive opinion leaders can become advocates?

Strategy:

The strategy is the HOW of the communication plan; the action plan is the WHAT. It should support your objectives and identify methods to interact with and reach your target or key audiences. Identify challenges, issues and barriers and ways to address them. This would include specific groups or individuals who have expressed (or who you anticipate will express) opposition.

Line officer support and leadership: Show evidence of actions taken by line officers to actively promote and support the project both internally and externally. This could be speaking engagements, phone calls meetings, etc.

Internal consensus: Show a plan for gaining internal consent for the program — including recreation staff, and all others. Show evidence of acceptance or plan to gain acceptance by frontliners, through training and role-play, to ensure they can adequately and courteously answer questions.

Involving the public in decision making: Identify the strategy you will use to involve the public in making decisions about the project — including fees and how funds will be spent and means of collection. This may be the full NEPA process, it may be a combination of public meetings, working with individuals and groups, using the Internet, letters, phone calls and others. However, sending out news releases and hoping for public comment is not acceptable as the only means to involve the public.

Challenges, issues and barriers: Identify any issues that would hinder the success of your project, and ways to address these issue. This would include particular groups or individuals who have expressed opposition.

Key messages development process: Knowledge of the needs and values of the audience - based on Research! Target audiences and tailor the message. Develop only 3-4 key messages -- what are the few things you want these people to remember and messages should correlate directly with objectives,

Develop an Action Plan: Specific actions, dates, responsibilities. Should be based on strategy.

Community Assessment Process: A baseline analysis of how different segments of the local community and recreating public accept fees, etc. Is there any special community features that the communication plan needs to address, like a strong Native American population with ties to the site? What are the socioeconomic characteristics of the community and visitors and how are these affecting acceptance by the public? What percentage of visitors are local and what percentage are not?

Measures of success: Develop tracking process that demonstrates attainment of goals and objectives. How will you know when you have achieved your objectives? Examples of how you could organize your thinking include:

<u>Objective</u>	<u>Measure</u>	<u>Achieve</u>
Customer understands what fees are being used for.	Exit surveys show 80% understanding	yes
Achieve 80% fee compliance	Vehicle counters vs. collections	no
Positive media representation	5 favorable articles vs. 1 unfavorable	yes

A final recommendation is that research is needed prior to developing a communications plan:

- Customer satisfaction research is needed in order to measure the success of the communications strategy.
- The values and needs of target audiences need to be understood in order to understand which communication techniques to use for which target audience, and to better tailor messages, etc.
- Alternatives to charging fees should also be explored.
- Relationships with key constituencies must be developed prior to the initiation of the project.

Research Report

The Research Sub Team reviewed existing fee demo business plans in order to describe what research was prescribed for planning and implementation of the fee demo projects, to then find out what research was actually completed, and then describe the ideal knowledge needed in order to develop a marketing plan for a fee demonstration project. This information will be used to guide information collection to support two case study applications of marketing during implementation of fee demonstration testing at the Sedona Area of Arizona and a transformation of existing and future fee demo projects in the Pacific Northwest Region of the Forest Service.

Fee Demo Project Manager Survey: From a survey of managers conducted by the Marketing Resource Group:

- 60% of those interviewed said that no research was used in planning or implementation.
- 40% indicated some research was used, but mostly this entailed use of secondary data for demographics descriptions, estimating willingness-to-pay, and supply and demand projections.
- Some limited primary data were gathered to describe attitudes towards fees. Most primary data, however, were obtained in a casual fashion, very little evidence of systematic research at the planning stage.
- 27.5% of respondents indicated research was used to evaluate the implemented project. There was, however, very little evidence of systematic studies. Noted exceptions were at

the Enterprise Forests, the Desolation Wilderness, Shasta-Trinity National Forest, and the Superstition Wilderness.

-Managers/planners interviewed tended to rate research skills and knowledge as moderately beneficial to business and communication planning. It was the lowest ranked skill or knowledge area listed. However, 2/3 of those who indicated they used research found it highly useful.

This analysis provided very little information about what ideal knowledge is needed. Research conducted at various sites did not follow any standard approach or set of knowledge needs.

Marketing Plan Report

The Marketing Team was charged to identify market test sites which will be used to apply marketing practices and principles. The team was also charged to develop the criteria to be used to select the sites. The team facilitated the process for selection with the entire Marketing Resource Group. Foundational to the process was an understanding of the benefits of marketing and the agreement on desired outcomes. The market tests would be successful if the resource conditions on the sites would be conserved, quality services and facilities were provided, there would be long-term public acceptance, and the projects generate support for the National Forests.

Criteria Development:

The sub team came up with about 15 criteria for site selection:

1. Potential for high visitation
2. Urban population within one hour of forest locations
3. Cultural diversity
4. Multiple seasons of use
5. Local opinion toward fees
6. Ability to implement
7. Media overlap
8. Public understanding of National Forest
9. Mix of recreation experiences and opportunities
10. Interagency opportunities (i.e. universal pass)
11. Scale and complexity
12. Start-up costsNew fee site
13. Applicability of project beyond that site
14. An advocate on the marketing team

These criteria helped the team to sift through nine projects to four projects for final consideration. The list of initial market sites identified were:

Shawnee National Forest
Southern California, four Forests
Arizona, statewide
Pacific Northwest
Southern Appalachians
Northeast (Green Mountain and White Mountain NFs)
Flaming Gorge National Scenic Area

The marketing team then met with the Regional and National Fee Demonstration Program Managers and Directors of Recreation. From that discussion several new projects surfaced: Huron-Manistee, Midewin Tallgrass Prairie, Lake Tahoe, California Campgrounds, and Sedona.

Through a series of conference calls, which included collaborative discussions with regions, the above project proposals were reduced with consensus to four projects: Sedona, Huron-Manistee, Lake Tahoe, and Pacific Northwest. Two of the existing projects needed immediate assistance (Southern California and the White Mountain NFs) and there was a commitment to address these outside of this process.

At the Phoenix meeting, in October 27 - 29th we first ranked the four final fee demo projects against the criteria. However, this did not help in distinguishing projects from each other.

Each of the project leaders gave an executive briefing to the full team after which the team voted and determined that we should select only two projects. The Huron-Manistee withdrew. The two projects selected were Sedona and the Pacific Northwest.

These two projects give us one that is new and one that is transformational and each will likely have broad application in other areas nationally. Sedona and Pacific Northwest met the 15 criteria.

Summary

As the Marketing Resource Group concludes Phase I and moves into Phase II or the test markets of Sedona and the Pacific Northwest we will take what we learned from our analysis of the implementation of recreation fee demo in 62 sites and apply it to our new markets. With this new knowledge we will be prepared to use what works well and try some new innovative approaches. We expect that we will be successful.

April 14, 1999

MEMORANDUM

Deputy Chiefs and WO Staff Directors

From: Mike Dombeck

Mike

Date: April 14, 1999

Subject: **Response to Letters Written to the Forest Service**

I recently received a note from a Forest Service retiree who lamented the delayed and sometimes lack of response to letters written to us.

"Any citizen (including an Forest Service retiree) who takes the time to write to the Chief of the Forest Service deserves prompt acknowledgment and a timely response. When I worked in the WO there were strict time standards for doing that. Either an acknowledgment or response was to go out to the author of every letter within 5 working days. The time was shorter for those addressed to the Secretary or the President. Effective communication builds public confidence and trust. It must be two ways. I'm convinced that a policy of prompt response saves time and energy in the long run. Most people would much rather get a polite, professional and well reasoned response telling them that their request cannot be granted than to get no response at all."

We all face an abundance of correspondence awaiting responses, and they do deserve responses. I request that you all keep customer service and timely attention to correspondence as a high priority and one that is well integrated with staff functions. Thanks for your commitment to excellent customer service and all you do for Forest Service and the public.



United States
Department of
Agriculture

Forest
Service

Washington
Office

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

File Code: 1930-1

Date: MAR 3 1999

Honorable Bruce Babbitt
Secretary of the Interior
1849 C Street, NW
Washington, DC 20240

Dear Secretary Babbitt:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

In the Forest Service's Natural Resource Agenda, where the focus is to sustain and restore the fabric of whole ecosystems, the ownership and political boundaries are logically giving way to those set by ecological criteria. The Forest Service is beginning to look beyond national forest boundaries and, based on Bailey's work, expand its horizons to view forests from a larger ecoregion-based perspective.

To determine the condition of ecosystems and the forests within them, for instance, we are conducting national assessments based on ecoregions. A steering committee from several federal agencies is coordinating these assessments. The Forest Service is emphasizing partnerships because a number of jurisdictions may govern the land in any given ecosystem. Partnerships are necessary if ecosystems are to be managed for sustainability.

For such partnerships to be successful, we must understand the characteristics of the regions where we work. Bailey's book is an important contribution to the current knowledge about these regions. We hope you will find this information timely and useful.

Sincerely,

MIKE DOMBECK
Chief

Enclosure





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File Code: 1930-1

Date: MAR 3 1999

Mr. William Banzhaf
Executive Vice President
Society of American Foresters
5400 Grosvenor Lane
Bethesda, Maryland 20814

Dear Mr. Banzhaf:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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For such partnerships to be successful, we must understand the characteristics of the regions where we work. Bailey's book is an important contribution to the current knowledge about these regions. We hope you will find this information timely and useful.

Sincerely,

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: 1930-1

Date: MAR 3 1999

Ms. Carol Browner
Administrator, Environmental Protection Agency
401 M Street, SW
Washington, DC 20460

Dear Ms. Browner:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1999

Mr. Terry Carlstrom
Director, National Park Service
Department of the Interior
Washington, DC 20013-7127

Dear Mr. Carlstrom:

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Washington, DC 20090-6090

File Code: 1930-1

Date: MAR 3 1999

Mr. Thomas Casadevall
Acting Director, U.S. Geological Survey
Department of the Interior
National Center
Reston, Virginia 20192

Dear Mr. Casdevall:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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File Code: 1930-1

Date: MAR 3 1999

Ms. Jamie Rappaport Clark
Director, U.S. Fish and Wildlife Service
Department of the Interior
Washington, DC 20013-7127

Dear Ms. Clark:

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Washington, DC 20090-6090

File Code: 1930-1

Date: MAR 3 1999

Mr. Jacques Douf
Director, United Nations Food and Agriculture Organization
2175 K Street, NW, Suite 300
Washington, DC 20437

Dear Mr. Douf:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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Washington, DC 20090-6090

File Code: 1930-1

Date: MAR 6 1999

Mr. Dennis Fenn
Chief Biologist, National Biological Resources Division
Department of the Interior, USGS
12201 Sunrise Valley Drive, MS-300
Reston, Virginia 20192

Dear Mr. Fenn:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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Washington, DC 20090-6090

File Code: 1930-1

Date: MAR 3 1999

Mr. John Flicker
President, The Audubon Society
700 Broadway
New York, New York 10003

Dear Mr. Flicker:

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

File Code: 1930-1

Date: MAR 3 1999

Mr. Tom Fry
Acting Director, Bureau of Land Management
Department of the Interior
1849 C Street, NW
Washington, DC 20240

Dear Mr. Fry:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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Washington, DC 20090-6090

File Code: 1930-1

Date: MAR 6 1999

Ms. Kathryn Fuller
President, The World Wildlife Fund
1250 24th Street, NW
Washington, DC 20037

Dear Ms. Fuller:

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

File Code: 1930-1

Date: MAR 3 1999

Ms. Debra Gangloff
Executive Director, American Forests
1516 P Street, NW
Washington, DC 20005

Dear Ms. Gangloff:

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

File Code: 1930-1

Date: MAR 3 1999

Mr. John Gibbons
Director, White House Office of Environmental Policy
17th and Pennsylvania Avenues, NW
Old Executive Office Building #424
Washington, DC 20502

Dear Mr. Gibbons:

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

File Code: 1930-1

Date: MAR 3 1999

Honorable Dan Glickman
Secretary of Agriculture
14th & Independence Avenues
Washington, DC 20250

Dear Secretary Glickman:

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File Code: 1930-1

Date: MAR 3 1999

Honorable Al Gore
The Vice President of the
United States
Washington, DC 20510-0000

Dear Mr. Vice President:

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File Code: 1930-1

Date: MAR 3 1999

Mr. Gilbert Grosvenor
Chairman, The National Audubon Society
1145 17th Street, NW
Washington, DC 20036

Dear Mr. Grosvenor:

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File Code: 1930-1

Date: MAR 3 1999

Mr. Richard Hellman
Director, United Nations Environment Program
2013 Q Street, NW
Washington, DC 20009

Dear Mr. Hellman:

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File Code: 1930-1

Date: MAR 3 1999

Mr. Harry Hodgdon
Executive Director, The Wildlife Society
5410 Grosvenor Lane
Bethesda, Maryland 20814

Dear Mr. Hodgdon:

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

File Code: 1930-1

Date: MAR 3 1999

Honorable Floyd Horn
Administrator, Agricultural Research Service
1400 Independence Avenue, NW
Whitten Building, Room 302A
Washington, DC 20250

Dear Administrator Horn:

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File Code: 1930-1

Date: MAR 3 1999

Ms. Yolanda Kakabadse
President, International Union for Conservation
of Nature and Natural Resources
1400 16th Street, NW
Washington, DC 20036

Dear Ms. Kakabadse:

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Date: MAR 3 1999

Mr. Jonathan Lash
President, The World Resources Institute
1709 New York Avenue, NW
Washington, DC 20006

Dear Mr. Lash:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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For such partnerships to be successful, we must understand the characteristics of the regions where we work. Bailey's book is an important contribution to the current knowledge about these regions. We hope you will find this information timely and useful.

Sincerely,

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: 1930-1

Date: MAR 3 1999

Ms. Katherine McCarter
Executive Director, The Ecological Society of America
2010 Massachusetts Avenue, NW, Suite 400
Washington, DC 20036-1023

Dear Ms. McCarter:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1999

Mr. Michael McCloskey
Chairman, The Sierra Club
730 Polk Street
San Francisco, California 94109

Dear Mr. McCloskey:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1992

Mr. Richard Meadows III
President, The Wilderness Society
900 17th Street, NW
Washington, DC 20006

Dear Mr. Meadows:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1999

Mr. Russell Mittermeier
President, Conservation International
1015 18th Street, NW, Suite 1000
Washington, DC 20036

Dear Mr. Mittermeier:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1999

Mr. Max Peterson
Executive Director, International Association
of Fish and Wildlife Agencies
444 North Capitol Street, NW, Suite 544
Washington, DC 20001

Dear Mr. Peterson:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1999

Honorable Pearlle Reed
Chief, Natural Resources Conservation Service
P.O. Box 2890
Washington, DC 20013

Dear Chief Reed:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1999

Mr. C.B. Rumburg
Executive Vice President
Society of Range Management
1839 York Street
Denver, Colorado 80206

Dear Mr. Rumburg:

I am pleased to provide you with this copy of a new book entitled *Ecoregions: The Ecosystem Geography of the Oceans and Continents*, recently released by Springer-Verlag. This book, by Forest Service geographer Robert Bailey, details where the world's regional-scale ecosystems are located and why. By understanding the larger forces that create large regional ecosystems, or ecoregions, land managers can better predict how their practices will affect smaller, local systems.

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

File Code: 1930-1

Date: MAR 3 1999

Mr. John Sawhill
President, The Nature Conservancy
1615 Lynn Street
Arlington, Virginia 22209

Dear Mr. Sawhill:

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Washington, DC 20090-6090

File Code: 1930-1

Date: MAR 3 1999

Ms. Wendy Sherman
Counselor of the State Department
Department of State
2201 C Street, NW, Room 7509
Washington, DC 20520

Dear Ms. Sherman:

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

File Code: 1930-1

Date: MAR 3 1999

Mr. Roger Soles
Director, United States Man and the Biosphere Program
Department of State, OES, ETC
Washington, DC 20522-4401

Dear Mr. Soles:

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

File Code: 1930-1

Date: MAR 3 1999

Dr. Stanley Wilson
Chief Scientist, National Oceanic and Atmospheric Administration
Department of Commerce, NOAA
14th & Constitution Avenues, NW
Washington, DC 20230

Dear Dr. Wilson:

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United States
Department of
Agriculture

Forest
Service

Pacific
Southwest
Region

Regional Office, R5
1323 Club Drive
Vallejo, CA 94592
(707) 562-9130 Text (TDD)
(707) 562-8727 Voice

File Code: 1830
Route To:

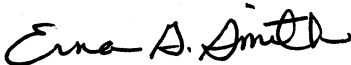
Date: **APR 15 1999**

Subject: Request for 1,000 Hours Volunteer Certificate and Pin

To: Don Hansen, WO
Senior, Youth, and Volunteer Programs

The enclosed Certificate of Appreciation for Don LaPlante is being issued in recognition of his 1,000 hours of service in the Volunteer Program for the San Bernardino National Forest, San Jacinto Ranger District.

The Certificate of Appreciation is enclosed for the Chief's signature. Please return the Volunteer Pin and Certificate to the Pacific Southwest Region, Regional Office, Civil Rights Staff. If you have any questions please contact Erna Smith, Senior, Youth and Volunteer Program Manager at (707) 562-8730 or via IBM: esmith/r5.



ERNA G. SMITH
Civil Rights Staff





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: 1930

Date: APR 15 1999

Subject: Fiscal Year 1999 Senior Executive Service Performance Elements and Standards

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

Enclosed are the fiscal year (FY) 1999 Senior Executive Service (SES) performance elements and standards. These include a revised Civil Rights element (Element 4) and a new Year 2000 Readiness Performance Element (Element 5) for identified senior executive sponsors and other appropriate SES members. Performance measures associated with the agency's Natural Resource Agenda have been arranged in the structure of the agency's FY 2000 Results Act (GPRA) Performance Plan for use in the Delivery of Program and/or Function element (Element 2). As in the past, all performance elements are designated as "Critical".

Please review the performance standards and prepare your performance plan worksheet, AD-435A, for your upcoming midyear review. Note that not each Indicator of Performance is applicable to you. Like last year, they should be used to evaluate FY 1999 performance of Forest Supervisors and, where appropriate, other line officers who report to you. At the end of your midyear review, you will be asked to sign these revised standards and prepare them for your final rating at the end of the FY.

Questions concerning the SES performance elements and standards should be addressed to Denise Howell Parker, Human Resources Management, (703) 605-5200, extension 3051; questions about the GPRA indicators should be addressed to Rick Ullrich, Program Development and Budget (202) 205-1120.

MIKE DOMBECK
Chief

Enclosures

cc:
CR
PD&B



author: DHowell-Parker:

Concur: JJones: 3/4/99

Concur: JTLeeper: 3/4/99

Concur: MPagan: 3/11/99

Concur: SNelson: 3/11/99

/i/ Clyde Thompson 3/15/99

JS 4/15/99

AD-435A (12/86)

United States Department of Agriculture
Performance Plan, Progress Review and Appraisal Worksheet

Page 1 of 5

1. Name: _____ Appraisal Period
From: _____ To: 09/30/99
Position Title: _____
Series/Grade: _____ Agency/Division: USDA-Forest Service

2. Performance Critical ☒ Non-Critical ☐
Element
No. 1
and Description: DEVELOPMENT AND SUPPORT OF PROGRAMS AND POLICY
The executive effectively develops programs to be administered, and designs and/or effectively supports the Administration and Department policy underlying programs.

3. Standard(s):

- Makes recommendations and contributions which are generally accepted because they are based on and demonstrated sound judgement, cost effectiveness, and sensitivity to the effects on overall policy; and are supported by sound analysis and rationale.
- Demonstrates innovative and creative thinking which results in progress toward resolving difficult issues, improving management or capitalizing on emerging opportunities.
- Takes affirmative steps to support, provide, promote, and carry out Administration and Department policy, and interprets, effectively supports, and communicates such policy.
- Keeps superiors informed of sensitive, controversial emerging issues, as well as problems and challenges which arise in the implementation and administration of Department programs.
- Demonstrates ability to adapt to changing priorities, and meets established schedules and deadlines for development of programs and policy.

4. Element Rating Exceeds ☐ Fully Successful ☐ Does Not Meet ☐
Levels (check
one) and Documentation, if required

5. Acknowledgment of Development and Receipt of Performance Plan Signatures
on this document certify discussion with employee and receipt of plan which
reflects current position description.

A. Employee's Sig. | Date | B. Supervisor's Sig. | Date | C. Reviewer's Sig. | Date

6. Progress Reviews (at least one must be completed)

A. Employee's Initials and Date | B. Supervisor's Initials and Date

**United States Department of Agriculture
Performance Plan, Progress Review and Appraisal Worksheet**

Page 2 of 5

1. Name:

Appraisal Period

From: To: 09/30/99

Position Title:

Series/Grade:

Agency/Division: USDA-Forest Service

2. Performance Critical ☒ Non-Critical ☐

Element

No. 2

and Description: DELIVERY OF PROGRAMS AND/OR FUNCTIONS

The executive effectively directs and supervises the accomplishment of program or service functions by his/her agency or organizational unit.

3. Standard(s):

- Implements strategies to achieve agency priorities as reflected in GPRA Strategic Plan objectives and annual performance plan goals (where applicable, see attached continuation page for Element 2).
- Completes actions assigned in the Sustainable Development Issue Team action plan to develop, refine and integrate the Sustainable Forest Management (SFM) Criteria and Indicators (C&I) into agency planning, inventory, and monitoring activities (for Chief Operating Officer and Deputy Chiefs).

4. Element Rating Exceeds ☐ Fully Successful ☐ Does Not Meet ☐

Levels (check one) and Documentation, if required

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Continuation of Performance Element 2 - These measures reflect performance associated with implementing the agency's Natural Resource Agenda. In subsequent years this list will be further refined as we make progress in implementing our long-term and annual Land Health performance measures (see footnote for Aquatic ecosystems).

Indicators of Performance by GPRA Goal, Objective and Outcome*	MAR # Data Source	Responsible Manager			
		RF	AD	SD	DC

Ensure Healthy Ecosystems (Land Health)

1.1 Healthy aquatic ecosystems@ (Clean Water & Air/Productive Soils)

Streams and lakes restored or enhanced					
a) stream miles	68.3/70.3	X			
b) lake acres	68.4/70.4	X			
Soil and water resource improvements (acres)	13.0	X			
Roads decommissioned (miles)	91.3	X			

1.2 Healthy forest ecosystems (Healthy Forests & Grasslands)

Forest health surveys and evaluations (MM acres)	SPFAR	X	X		
Terrestrial wildlife habitat restored or enhanced (acres)	66.2	X			
Hazardous fuels reduction (acres)	16.2	X			
NIPF lands under approved Stewardship Mgmt Plans (acres)	PMAS	X	X		
Forestlands maintained/improved by TSI (acres)	REF/TSI Rpt	X			

1.3 Healthy rangeland ecosystems (Healthy Forests & Grasslands)

Noxious weeds treated (acres)	9.0	X			
Non-structural range improvements (acres)	29.0	X			

1.4 Hazardous Substance Response (Clean Water & Air/Productive Soils)

Hazardous substance sites (# of response actions)	USDA acc. report	X			
---	------------------	---	--	--	--

1.5 Conserve TE&S Species (Robust Fish & Wildlife Populations)

Aquatic/Terrestrial TE&S habitat restored (acres)	72.4-6	X			
Conservation agreements & strategies (# sensitive species)	WFRP	X			
Approved/implemented recovery plans (# listed species)	WFRP	X			

Provide Multiple Benefits (Service-to-People)

2.3/2.4 Improved Urban Environments and Healthy Rural Communities:

Communities and/or Volunteer Fire Departments assisted	SPFAR	X	X		
Communities working under broad-based local strategic plans	PMAS	X	X		
Number of participating communities	PMAS	X	X		

2.6 Sustainable grazing use (Continuing Availability of Goods & Services)

Grazing allotments analyzed/NEPA decisions implemented	75.3	X			
--	------	---	--	--	--

2.11 Safe infrastructure & access (Safe Public Lands & Facilities)

System roads maintained to standard (% of total)	91.4	X			
Roads reconstructed (miles) - appropriated funds	92.3	X			

Adaptive Management--Achieving Mission-oriented Goals

2.8 Improved knowledge to support management & use

Land & Resource Mgmt Plan revisions completed (# plans)	61.1	X			
Land & Resource Mgmt Plan revisions initiated (# plans)	11.3	X			

* GPRA Goals from Strategic Plan; GPRA Objective # and Title from FY 2000 Performance Plan; Outcome Category (following Goals) and Outcomes (following Objectives) are from Special Exhibit on Land Health Performance Measures in FY 2000 Budget Justification.

@ After issues related to appropriate quality standards for Forest Service lands are resolved with EPA, the agency will begin using long-term measures such as "Trends in the miles of streams and acres of lakes meeting State Water Quality Standards" to establish goals and evaluate performance.

**United States Department of Agriculture
Performance Plan, Progress Review and Appraisal Worksheet**

Page 3 of 5

1. Name:

Appraisal Period

From: To: 09/30/99

Position Title:

Series/Grade:

Agency/Division: USDA-Forest Service

2. Performance Critical [X] Non-Critical []
Element

No. 3**and Description:** MANAGEMENT OF RESOURCES

The executive effectively manages all resources, including financial resources, property, equipment, and human resources, in a manner which assures accomplishment of assigned responsibilities.

3. Standard(s):

- Establishes clear performance expectations and objectives in partnership with each employee and or group, and provides additional clarification of expectations and objectives, as necessary. Evaluates and rewards individual/group as appropriate.
- Values diversity - seeks and uses a broad range of experiences, backgrounds and points of view to achieve organizational goals, which supports everyone's success, while holding employees accountable for desired results, work place conduct, and cooperation.
- Successfully manages assigned program, operations, and resources of the unit, utilizing accepted managerial skills to develop and implement plans, operational procedures, and sound budget formulation and control methodology.
- Provides effective leadership and timely actions to assure that quality financial information is available in accordance with Chief Financial Officer (CFO) Act and USDA financial standards and is integrated into the agency decisionmaking process.
- Supports the agency implementation activity for improving our financial health through improving current information and conversion to the new USDA financial system with improved knowledge and skills in place to maintain unqualified audit opinions of our financial statements and ensure funds are properly expended to meet congressional intent and the Federal Managers' Financial Integrity Act requirements.
- Maintains low accident frequency rates (personal injury, motor vehicle, and aircraft) not to exceed the average of all regions; or are on a downward trend; or evidence of strong action being taken to improve overall safety record.
- Takes action to monitor OWCP program effectiveness, to assure employees are made aware of their rights and responsibilities, and given an opportunity to return to productive work while controlling costs.

4. Element Rating Exceeds [] Fully Successful [] Does Not Meet []
Levels (check one) and Documentation, if required

A. Employee's Sig. | Date | B. Supervisor's Sig. | Date | C. Reviewer's Sig. | Date

A. Employee's Initials and Date | **B. Supervisor's Initials and Date**

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AD-435A (12/86)
United States Department of Agriculture
Performance Plan, Progress Review and Appraisal Worksheet

Page 4 of 5

1. Name: Position Title: Series/Grade:	Appraisal Period From: To: 09/30/99 Agency/Division: USDA-Forest Service
---	--

2. Performance Element	Critical [X]	Non-Critical []
-------------------------------	---------------------	-------------------------

No. 4

and Description: CIVIL RIGHTS

The executive provides leadership to develop and implement strategic plans for civil rights; enforces all civil rights laws, rules, regulations, and executive orders; ensures that sufficient resources are available, holds all managers and supervisors accountable for achieving measurable civil rights and objectives in all employment, program delivery, and procurement activities.

3. Standard(s):

- Provides evidence of outreach efforts to workforce diversity and underrepresented populations and makes progress in developing a diverse workforce by increasing the number of females, minorities or persons with disabilities that are in underrepresented categories.
- Provides training and other developmental opportunities in civil rights, strategic planning, and resources to civil rights to meet regulatory requirements and organizational needs.
- Ensures timely submission, implementation and effective monitoring of unit Civil Rights plans, initiated timely responsive corrective action, employee/customer satisfaction and quality of cooperation with the Office of Civil Rights and seek to resolve employment and program complaints.
- Provides evidence of outreach efforts to procurement and subcontracting goals and acquisition forecasts.
- Implements and enforces all applicable policies, regulations, rules, memorandums, etc., in compliance with the Government's Performance and Results Act (GPRA) and/or developed as a result of the USDA Civil Rights Action Team Report.
- Utilizes Continuous Improvement Process (CIP) results, early intervention program and other approaches to improve unit work environment.

4. Element Rating Levels (check one) and Documentation, if required	Exceeds []	Fully Successful []	Does Not Meet []
--	--------------------	-----------------------------	--------------------------

5. Acknowledgment of Development and Receipt of Performance Plan Signatures
on this document certify discussion with employee and receipt of plan which
reflects current position description.

A. Employee's Sig. | Date | B. Supervisor's Sig. | Date | C. Reviewer's Sig. | Date

--	--	--	--	--	--

6. Progress Reviews (at least one must be completed)

A. Employee's Initials and Date | B. Supervisor's Initials and Date

**United States Department of Agriculture
Performance Plan, Progress Review and Appraisal Worksheet**

Page 5 of 5

1. Name: _____ **Appraisal Period**
From: _____ **To:** 09/30/99
Position Title: _____
Series/Grade: _____ **Agency/Division:** USDA-Forest Service

2. Performance Element **Critical [X]** **Non-Critical []**

No. 5**and Description:** EXECUTIVE SPONSOR

Delivery of Programs and Functions - Year 2000 Readiness (Provide effective leadership and timely action to implement Year 2000 requirements, including the following:)

3. Standard(s): **(FS EXECUTIVE SPONSORS HAVE BEEN IDENTIFIED, THIS STANDARD IS APPLICABLE TO THOSE MEMBERS ONLY).**

- Provide the necessary resources (human, financial, property, and contractual) within span of control to effectively and efficiently plan, assess, renovate, validate, and implement necessary changes in systems, equipment, facilities, hardware, software, machinery, and other property as required to ensure Year 2000 readiness.
- Establishes Year 2000 Team with dedicated manager reporting to the Executive Sponsor.
- Establishes and maintains an effective management control system to monitor activities, identify problem areas, and initiate timely corrective actions.
- Develops contingency plan to accommodate unforeseen circumstances so that critical Year 2000 changes can be successfully implemented by March 1999.
- Ensures effective communications and timely responses regarding Year 2000 for customers of Departmental, Congressional, OMB or GAO staffs.

4. Element Rating **Exceeds []** **Fully Successful []** **Does Not Meet []**
Levels (check one) and Documentation, if required

5. Acknowledgment of Development and Receipt of Performance Plan Signatures on this document certify discussion with employee and receipt of plan which reflects current position description.

A. Employee's Sig. | Date | B. Supervisor's Sig. | Date | C. Reviewer's Sig. | Date

6. Progress Reviews (at least one must be completed)

A. Employee's Initials and Date | B. Supervisor's Initials and Date

AD-435A (12/86)

United States Department of Agriculture
Performance Plan, Progress Review and Appraisal Worksheet

Page 5 of 5 cont'

1. Name:

Appraisal Period

From: **To:** 09/30/99

Position Title:

Series/Grade:

Agency/Division: USDA-Forest Service

2. Performance Element

Critical [X]

Non-Critical []

No. 5

and Description: PROJECT/PROGRAM MANAGER

Delivery of Programs and Functions - Year 2000 Readiness

3. Standard(s): (FS PROJECT/PROGRAM MANAGER HAS BEEN IDENTIFIED, THIS STANDARD IS APPLICABLE TO THAT MEMBER ONLY).

- Develops Year 2000 plan in accordance with GAO guidelines.
- Establishes, maintains, and monitors an effective management control system to track activities, identify problem areas, and initiate timely corrective actions.
- Develops milestone chart and reports progress in accordance with established reporting schedule.
- Manages Year 2000 Team to ensure that work products and services are of high quality and consistently delivered in a timely manner or within agreed-upon extensions.
- Ensures that applicable technical standards are followed.
- Ensures that contingency plans are developed and approved by the Executive Sponsor.
- Advises Executive Sponsor in a timely of any high priority or controversial/sensitive matters.

4. Element Rating Exceeds [] Fully Successful [] Does Not Meet []
Levels (check one) and Documentation, if required

5. Acknowledgment of Development and Receipt of Performance Plan Signatures on this document certify discussion with employee and receipt of plan which reflects current position description.

A. Employee's Sig. | Date B. Supervisor's Sig. | Date C. Reviewer's Sig. | Date

6. Progress Reviews (at least one must be completed)

A. Employee's Initials and Date | B. Supervisor's Initials and Date

**United States Department of Agriculture
Performance Plan, Progress Review and Appraisal Worksheet**

Page 5 of 5 cont'

1. Name:**Appraisal Period****From:** **To:** 09/30/99**Position Title:****Series/Grade:****Agency/Division:** USDA-Forest Service

2. Performance Element **Critical [X]** **Non-Critical []**

No. 5**and Description:** OTHER SENIOR EXECUTIVES

Delivery of Programs and Functions - Year 2000 Readiness (Provide effective leadership and timely action to implement Year 2000 requirements, including the following:)

3. Standard(s): **(IF APPLICABLE)**

- Provide human, financial, property, and contractual resources to effectively and efficiently plan, assess, renovate, validate, and implement necessary changes in systems, required to ensure Year 2000 readiness.
- Provides appropriate staff as team members to support Year 2000 effort so that critical milestone dates are met.
- Establishes and maintains an effective management control system to monitor activities, identify problem areas, and initiate timely corrective actions.
- Ensures effective communications and timely responses regarding Year 2000 for customers of Departmental, Congressional, OMB or GAO staffs.

4. Element Rating **Exceeds []** **Fully Successful []** **Does Not Meet []**
Levels (check one) and Documentation, if required

5. Acknowledgment of Development and Receipt of Performance Plan Signatures on this document certify discussion with employee and receipt of plan which reflects current position description.

A. Employee's Sig. | Date | B. Supervisor's Sig. | Date | C. Reviewer's Sig. | Date

6. Progress Reviews (at least one must be completed)

A. Employee's Initials and Date | B. Supervisor's Initials and Date



United States
Department
of Agriculture

Forest
Service

Washington Office

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

File Code: 6200
Route To:

Date: APR 27 1999

Subject: Reduction in Paper Use

To: Deputy Chiefs

The 1999 edition of "State of the World," published by the Worldwatch Institute, states the following: "Per Capita consumption in industrial nations was about 73 pounds in 1995, compared with 8 pounds in developing nations. In the United States, the per capita figure is over 150 pounds of paper a year--roughly seven times the global average."

I am asking you to join me in a commitment to make the Forest Service Washington Office an example of reducing paper use by June 1, 1999. While I do not envision an office without printers or copiers, I do see a more efficient office where the documents we create electronically are shared electronically for collaboration and review.

Initially, our goal is to make all of our routine correspondence and staff work available within our common computer environment and to move it electronically during internal collaboration and review. Routine staff work would include internal memorandums, preparation of budget Q&A's and Explanatory Notes, and similar items.

We have the models. They work. USDA now distributes all controlled executive correspondence electronically, and draft responses are exchanged electronically during the review process. Within Under Secretary Lyons' office, controlled correspondence is reviewed, edited, and approved electronically. Within the WO, the Business Operations Deputy Area has significantly reduced the use of paper since early 1998. There are numerous other examples of work groups maximizing use of our computing environment in their daily work. We need now to show management commitment and demonstrated use.

There are still some unresolved technical issues, and implementing policies and procedures need to be defined. A WO group chartered by NFS has offered suggestions including: (1) improvement of the electronic mail link with other USDA offices, (2) acquisition of a high-end full-text search engine to make locating electronic documents easy, and (3) adopting of a set of protocols and definitions. I am asking the Deputy Chiefs to appoint an ad hoc group, led by the Deputy Chief of Business Operations to work on these and other related issues as needed.

As of June 1, 1999, the majority of correspondence submitted to the Chief's office for review or approval should be submitted electronically with the appropriate electronic concurrences. I ask you to join me in making a similar commitment for your WO operations.

MIKE DOMBECK
Chief





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Washington Office

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

File Code: 6610
Route To:

Date: APR 27 1999

Subject: Year 2000 Business Continuity

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

In December 1998, I wrote to you concerning the need for the Forest Service to become Year 2000 (Y2K) compliant by March 31, 1999. I am pleased to share with you the good news that we did successfully meet that deadline. Specifically, I can report:

- All Forest Service offices are equipped and operating with initial IBM systems for their employees.
- All mission-critical work is being performed on IBM systems as of March 31, 1999.
- No more than five Data General (DG) systems remain to be shut down. These systems have been made Y2K compliant and are supporting non-critical mission work. All will be shut down well before the end of Fiscal Year 1999.
- All 17,100 Forest Service-owned and 168 leased vehicles have been confirmed to be Y2K compliant as have the 44 aircraft used by the Agency.

While our systems are Y2K complaint, the overall Forest Service Y2K-readiness effort is not yet complete. I need your continuing attention to the following:

- The Forest Service Business Continuity and Contingency Plan needs to be tested and ready for implementation. Local Business Resumption Teams should be working on this effort. Guidance is available at http://fsweb.wo.fs.fed.us/im/year_2000/bcp.
- Information about Y2K issues and sources of help needs to be shared with Forest Service partners and cooperators. Current indicators of Y2K readiness show that small communities and small business are less aware and less well prepared for Y2K. The Forest Service presence in rural America puts us in a position to help through community outreach.

Congratulations to you and your staffs for the work they have already done, and my thanks for your continued support in meeting the Y2K challenge.

MIKE DOMBECK
Chief

cc:
James Lyons, Under Secretary
Anne Kennedy, Deputy Under Secretary
Phil Janik, Chief Operating Office
Clyde Thompson, Deputy Chief for Business Operations





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

April 27, 1999

File Code: 6140
Route To:

Date:

Subject: 1999 Chief's Award for Excellence in Technology Transfer

To: Dr. Steven F. Arno, RMRS
THRU: Station Director, RMRS

Congratulations! I am proud to announce that you are one of three recipients to receive the 1999 Chief's Award for Excellence in Technology Transfer. Your commitment to technology transfer--demonstrated by your creativity and initiative, as well as your accomplishments, is invaluable to the Forest Service. The work you did on determining the role and appropriate application of fire in the restoration and maintenance of western ecosystems is of great value to the management of natural resources. Your work provides the basis for prescribing the frequency and severity of fire treatment necessary for the restoration for ecosystem structure and function, and further supports the Forest Service Natural Resource Agenda.

Thank you for your outstanding achievement. I regret that I will not be meeting you at the ceremony on June 8, because you are retiring from the Forest Service on May 28. Best wishes on your retirement and good luck in the next phase of your career.

MIKE DOMBECK
Chief



April 27, 1999



United States
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Washington
Office

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

File Code: 6140

Date:

Route To:

Subject: 1999 Chief's Award for Excellence in Technology Transfer

To: C. Andrew Dolloff, Project Leader, RMRS
Melvin L. Warren, Team Leader
THRU: Station Director, RMS

Congratulations! I am proud to announce that the Center for Aquatic Technology Transfer (CATT) is a winner of the 1999 Chief's Award for Excellence in Technology Transfer. Your commitment to technology transfer--demonstrated by your creativity and initiative, as well as your accomplishments, is invaluable to the Forest Service. The work that the team did on the effective transfer and application of aquatic research technologies in the southern Region is outstanding. The information that the CATT provided to aquatic biologists and land managers with research information, service, and training needed to solve specific problems is invaluable and helps to further the Forest Service Natural Resource Agenda.

Thank you for your outstanding contributions. I look forward to meeting you and/or the members of the team at the 1999 Awards Ceremony on June 8, which will be held from 1-3 p.m., in the Patio of the Jamie L. Whitten Building, here in Washington, D.C. If you have not already done so, please make your hotel reservations at the Hyatt Hotel in Arlington, Virginia, (800) 233-1234, where a block of rooms have been reserved under USDA Forest Service. If you have any questions concerning the ceremony or arrangements, please contact Rita Stevens, State and Private Forestry, at (202) 205-1384 or rstevens/wo. In addition, please inform Rita who will be attending from your team.

MIKE DOMBECK
Chief





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Washington
Office

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

File Code: 6140
Route To:

Date: **APR 27** 1999

Subject: 1999 Chief's Award for Excellence in Technology Transfer

To: Larry Swan, R-6
THRU: Regional Forester, R-6

Congratulations! I am proud to announce that you are one of three recipients to receive the 1999 Chief's Award for Excellence in Technology Transfer. Your commitment to technology transfer--demonstrated by your creativity and initiative, as well as your accomplishments, is invaluable to the Forest Service. The work you did in initiating and organizing a network of collaborative partnerships that resulted in the commercialization of western juniper is outstanding. The model you have created complements the Forest Service Natural Resource Agenda in furthering ecosystem restoration goals.

Thank you for your outstanding contributions. I look forward to meeting you at the 1999 Awards Ceremony on June 8, which will be held from 1-3 p.m., in the Patio of the Jamie L. Whitten Building, here in Washington, D.C. If you have not already done so, please make your hotel reservations at the Hyatt Hotel in Arlington, Virginia, (800) 233-1234, where a block of rooms have been reserved under USDA Forest Service. If you have any questions concerning the ceremony or arrangements, please contact Rita Stevens, State and Private Forestry, at (202) 205-1384 or rstevens/wo. If for any reason you cannot attend, please inform us.

MIKE DOMBECK
Chief





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Washington Office

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

File Code: 2600
Route To:

Date: APR 29 1999

Subject: New Memorandum of Understanding with the Wildlife Management Institute

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

I am pleased to announce the recent signing of a new Memorandum of Understanding (MOU) with the Wildlife Management Institute (enclosed). Signed on March 28, 1999, during the North American Wildlife and Natural Resources Conference, this MOU formalizes a longstanding partnership between the Forest Service and the Wildlife Management Institute. As early as the 1970's, the Wildlife Management Institute had the trust of the Forest Service leadership and was invited to participate in reviews of Forest Service wildlife policies and programs that have served as catalysts for reform.

This new Memorandum of Understanding establishes a framework between the Forest Service and the Wildlife Management Institute to work cooperatively to achieve a common goal of advancing public knowledge of wildlife and its use, and good stewardship of wildlife resources.

On the threshold of the new millennium, it is fitting that two parties with so much common ground solidify their commitment to working together on behalf of the Nation's wildlife and other natural resources. I look forward to strengthening our working relationship with the Wildlife Management Institute and to their assistance in delivering the *Natural Resource Agenda for the 21st Century*.

MIKE DOMBECK
Chief

Enclosure





File Code: 1300

Date: April 29, 1999

Route To:

From: Mike Dombeck

To: All Employees

I spent this past week in the field in the Eastern Region. I am continually impressed by the good work of Forest Service employees. A day of briefings on the Mark Twain National Forest was topped off by a meeting with employees and an evening cookout at Lane Spring. I want to thank the camera crew and Forest Supervisor Randy Moore and his staff for their help in filming a training video on prescribed fire. The video highlights the role of fire in maintaining watershed function and forest ecosystem health. I was pleased that the Mark Twain met its goal of safely completing over 11,000 acres of prescribed fire this spring.

There were two personal highlights for me while in the Ozarks. One, spending an evening with my first boss, retired District Ranger, Bob Miley. Two, visiting my advisor, mentor and friend from the University of Wisconsin-Stevens Point, Dr. George Becker, who is now retired and living in Eureka Springs, Arkansas. He presented me with his most cherished book, Report on a Game Survey of the North Central States by Aldo Leopold published in 1931, and autographed by the author.

Next, I traveled to Ohio and the Wayne National Forest. This was my first time ever on the Wayne. The field tour and discussions covered: abandoned mine land reclamation, acid mine drainage, watershed restoration, recreation fee demonstration, roads and trails, forest ecosystem research, and rural economic assistance. We enjoyed a real home cooked lunch and met with employees and community partners. I also presented awards to the Monday Creek Restoration Partnership for their excellent watershed restoration work. These kinds of community partnerships really enable us to make a difference on the land where it really counts. I thank Forest Supervisor Jose Zambrana, his staff, and Elaine Kennedy Sutherland from the Delaware, Ohio, Forestry Sciences Research Lab staff for the hospitality and good work they are doing.

On the eve of our 29th Earth Day celebration, I spoke at a banquet in Canton, Ohio, recognizing 141 Eagle Scouts accompanied by their families. I talked about what we do in the Forest Service, our Natural Resource Agenda and the importance of healthy functioning ecosystems. It was encouraging to see the vigor and enthusiasm of these Boy Scouts, especially after hearing of the tragic events at Columbine High School in Littleton, Colorado.

I had the honor of spending Friday with Congressman and Mrs. Ralph Regula. We discussed a wide variety of Ohio natural resource issues, the importance of environmental education, and many National issues associated with the Forest Service budget. We also met with the press and I spoke at the Canton Rotary Club luncheon. Mr. Regula is a good friend of the Forest Service and serves as our House Appropriations Subcommittee Chairman. After a busy week, it was good to get back home Friday night.



I thank all Forest Service employees for your dedication and good work and look forward to seeing more of the Forest Service and meeting with community leaders and our partners during future trips.

A handwritten signature in black ink that reads "Mike Dombek". The signature is written in a cursive, flowing style with a large initial "M".

MIKE DOMBECK
Chief



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

File Code: 1430

Date: MAY 6 1999

Honorable Max Baucus
United States Senate
Washington, DC 20510

Dear Senator Baucus:

I want you to know of actions the Forest Service is prepared to take to ensure the long-term continuation of a productive partnership between the National Forest Foundation and the Forest Service.

First, the Foundation and Forest Service are working to resolve the dispute over the outstanding debt the Foundation owes the Forest Service identified in the Office of Inspector General's (OIG) audit report. My staff has communicated the details of this proposal to your staff and I understand this resolution is acceptable.

Second, the Foundation will reconstitute its Board, putting to rest concerns about the appropriateness of certain aspects of the relationship between the Foundation, its present Board, and the Forest Service. The Secretary will appoint a new board of directors for the Foundation as soon as feasible after the debt issue has been resolved.

Third, the Foundation has met with the Forest Service's Chief Financial Officer as the first of several meetings where they will present its proposals for implementing the recommendations in the OIG audit report concerning the operations and fiscal accountability of the Foundation. This includes the retention of a new outside accounting firm for the Foundation. These proposals will also address improving organizational accountability, and will not be implemented until the Forest Service's Chief Financial Officer concurs.

We will continue to work with the appropriate Committee Chairs to determine if legislative changes concerning the Foundation are necessary.

The Secretary and I agree that, once implemented, these measures will help improve the Foundation and the Forest Service's operational efficiency and organizational accountability in promoting conservation partnerships on National Forests and Grasslands. Beyond that, I am ready to work with you, should we determine legislative changes are needed to further improve the effectiveness of the Foundation. Thank you for your continued support of the Foundation and Forest Service. I am sending an identical letter to Senators Craig and Domenici, and Representative Chenoweth.

Sincerely,

MIKE DOMBECK
Chief





United States
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Washington
Office

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

File Code: 1430

Date: MAY 6 1999

Honorable Helen Chenoweth
House of Representatives
Washington, DC 20515

Dear Representative Chenoweth:

I want you to know of actions the Forest Service is prepared to take to ensure the long-term continuation of a productive partnership between the National Forest Foundation and the Forest Service.

First, the Foundation and Forest Service are working to resolve the dispute over the outstanding debt the Foundation owes the FS identified in the Office of Inspector General's (OIG) audit report. My staff has communicated the details of this proposal to your staff and I understand this resolution is acceptable.

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Sincerely,

MIKE DOMBECK
Chief





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

File Code: 1430

Date: MAY 6 1999

Honorable Larry E. Craig
United States Senate
Washington, DC 20510

Dear Senator Craig:

I want you to know of actions the Forest Service is prepared to take to ensure the long-term continuation of a productive partnership between the National Forest Foundation and the Forest Service.

First, the Foundation and Forest Service are working to resolve the dispute over the outstanding debt the Foundation owes the Forest Service identified in the Office of Inspector General's (OIG) audit report. My staff has communicated the details of this proposal to your staff and I understand this resolution is acceptable.

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Sincerely,

MIKE DOMBECK
Chief





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

File Code: 1430

Date: MAY 6 1999

Honorable Pete V. Domenici
United States Senate
Washington, DC 20510

Dear Senator Domenici:

I want you to know of actions the Forest Service is prepared to take to ensure the long-term continuation of a productive partnership between the National Forest Foundation and the Forest Service.

First, the Foundation and Forest Service are working to resolve the dispute over the outstanding debt the Foundation owes the Forest Service identified in the Office of Inspector General's (OIG) audit report. My staff has communicated the details of this proposal to your staff and I understand this resolution is acceptable.

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Sincerely,

MIKE DOMBECK
Chief





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

File Code: 3260

Date: MAY 7 1999

Ms. Deborah Gangloff
Executive Director
American Forests
P.O. Box 2000
Washington, DC 20013

Dear Deborah:

It gives me great pleasure to appoint you into the position of Chairperson of the National Urban and Community Forestry Advisory Council. Your appointment begins immediately and will end on December 31, 2000.

I know you are committed to the stewardship of our Nation's urban forests and I am confident you will find your appointment as Chair a rewarding experience.

Sincerely,

MIKE DOMBECK
Chief

*I appreciate our strong
partnership!*





United States
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Washington Office

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

File Code: 1700

Date: MAY 7 1999

Route To:

Subject: Continuous Improvement Process (CIP)

To: All Employees

Approximately 5 years ago, we began the Continuous Improvement Process (CIP), a process that collects feedback from employees to improve the work environment and evaluates organizational performance. I want to thank you for the effort that each of you made to participate in the CIP. I want you to know that we took time to review the results of our past two surveys. As we reviewed the results, we found many successes.

We realize that the CIP is an important communication connection between you, your work units and the Washington Office. The first two surveys have served as an awareness phase of the process. We have learned that CIP is a tool to help us accomplish our Natural Resource Agenda and assure diverse perspectives in conducting Forest Service business with our internal/external customers. In the near future, we will begin to implement the second phase to ensure a shared understanding of CIP.

We have heard from many of you that you need more feedback on what changes are being made in the Forest Service as a result of the survey. I have asked the Deputy Chief for Business Operations to ensure more information about CIP reaches you through various media, including FS Today and the FS Home Page.

In the summer of 1999, I will ask you to participate in the third CIP survey. I encourage you to spend some quality time answering the questions. I value your opinions. Together we can make a difference.

MIKE DOMBECK
Chief





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

File Code: 6140

Date: MAY 7 1999

Ms. Binnie Rowe
The High Desert Museum
59800 South Highway 97
Bend, OR 97702-7963

Dear Ms. Rowe:

On behalf of the United States Forest Service, I would like to recommend Dr. K. Norman Johnson for receipt of the High Desert Museum's Earle A. Chiles Award.

Dr. Johnson's contributions to the profession of forest conservation and wise management are legendary. He developed "FORPLAN," the primary analysis tool for managing National Forests in the 1980s. In the early 1990s, Norm was the senior author of *Alternatives for Management of Late-Successional Forests of the Pacific Northwest: Report of the Scientific Panel on Late-Successional Forest Ecosystems* (popularly known as the "Gang of Four" report). This was the first comprehensive examination of conservation alternatives for protecting species such as northern spotted owls and salmon stocks, and the ecosystems upon which they depend.

Dr. Johnson continued to lead the development of conservation alternatives for management of forest ecosystems of the Pacific Northwest and the Sierra Nevadas through his involvement in *Forest Ecosystem Management: An Ecological, Economic and Social Assessment* and the *Sierra Nevada Ecosystem Project: Final Report to Congress*. Both of these important documents contributed to the improved management of literally millions of acres of National Forests.

Dr. Johnson's work extends across federal, state, and private lands as well. In addition to his groundbreaking work on the National Forests, he has conducted scientific assessments of forest management on all Indian reservations in the United States and helped evaluate policy options for better management of coastal Oregon's watersheds.

Most recently, Dr. Johnson served as the team leader for the Committee of Scientists, a diverse and interdisciplinary group of resource scientists and policy experts that developed recommendations to the Secretary of Agriculture for the ecologically sustainable management of National Forests and Grasslands.



Norm has been at the epicenter of the most important forest conservation debates of the past two decades. Through it all, he has conducted himself with unflagging good humor, patience, and humility. I can think of no single person more deserving of the High Desert Museum's Earle A. Chiles Award than Norm. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, reading "Mike Dombek". The signature is written in a cursive, flowing style with a large, prominent "M" and "D".

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: 1550

Date: MAY 7 1999

Dr. Yvan Hardy
Assistant Deputy Minister
Canadian Forest Service
Natural Resources Canada
580 Booth Street, 8th Floor
Ottawa, Ontario K1A 0E4
CANADA

Dear Yvan:

Congratulations to you and the Canadian Forest Service on your 100th Anniversary!

We in the USDA Forest Service have enjoyed working with you and your Canadian colleagues on cooperative programs and projects under the North America Forestry Commission and most recently during the Committee on Forestry (COFO) meeting in Rome. I look forward to working with you in the future.

I wish you and the Canadian Forest Service continued success in meeting your conservation goals for the next century.

Sincerely,

MIKE DOMBECK
Chief

Hope all is well in Canada!





United States
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of Agriculture

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Service

Washington Office

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

File Code: 1300

Date: May 11, 1999

From: Mike Dombeck

To: All Employees


Subject: Alaska Trip Report

Earlier this month I flew to Alaska to participate in two major events: the dedication of the Mendenhall Glacier Visitor Center and the International Shorebird Symposium and Festival. The Mendenhall Glacier Visitor Center, which is located on the Tongass National Forest in Juneau, is a world class facility projected to host over 250,000 visitors annually. The breathtaking view and tremendous interpretive displays help people understand and appreciate the forests, rivers, and glaciers of our 49th state. I was pleased that Chief Emeritus Max Peterson and former Alaska Regional Foresters John Sandor and Mike Barton, as well as several Forest Service employees and retirees attended the dedication.

My next stop was Cordova, on the Chugach National Forest. Pinchot Professor John Gordon from Yale University and I were keynote speakers at the International Shorebird Symposium and Festival. The 700,000-acre Copper River Delta is the largest and most pristine wetland on the West Coast. It is a critical stopover and nesting area for millions of waterfowl and shorebirds. The Copper River provides spawning and rearing habitat for Copper River red salmon, the most expensive and best tasting salmon on the market. Some of the most important shorebird and wetlands research in the world is being conducted on the Copper River Delta by our own Forest Service scientists and their partners.

While in Alaska, I met with both employees and community leaders and was briefed on a wide variety of issues. Lt. Governor Fran Ulmer reviewed many statewide issues and discussed how we could work together to better assist rural communities in transition. Juneau Mayor Dennis Egan talked about the importance of the Mendenhall Glacier Visitor Center to the economy of Juneau. The mayor of Cordova, Ed Zeine, spoke of the important role our employees play in that community and talked about the benefits of the rural community assistance program. On the flight to Anchorage with Forest Supervisor Dave Gibbons and others, I viewed the proposed route of the controversial Carbon Mountain Road, the Chugach's land acquisitions from oil spill funds, and spruce bark beetle problems.

Congratulations to Rick Cables who took over as Alaska's Regional Forester on May 10, and thanks to Jim Caplan, Deputy Regional Forester for Natural Resources, for your leadership in the Region. I appreciate the hospitality of both the Alaska Region and Pacific Northwest Research Station employees, and I thank you for your research and good work in maintaining and restoring the **health of our lands and waters**. Have a great week.


MIKE DOMBECK
Chief





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

File Code: 2310

Date: **MAY 13** 1999

Mr. Don Barry
United States Department of the Interior
Assistant Secretary for Fish and
Wildlife and Parks
Office of the Secretary
Washington, D.C. 20240

Dear Mr. Barry:

I received your April 7, 1999, letter regarding the direction contained within H.R. 4501/P.L. 105-359 directing the Secretaries of Agriculture and Interior to conduct a study to improve access to outdoor recreation activities provided on certain Federal lands.

Our office will support and participate in the implementation of this study. The Forest Service will contribute \$25,000 toward the completion of the study. Jim Bedwell, Chief Landscape Architect and National Accessibility Coordinator, is the Forest Service contact. You can contact Jim at 202-205-1406.

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: 2300

Date: **MAY 13 1999**

Jamie Clark, Director
U.S. Fish and Wildlife Service
U.S. Department of the Interior
1849 C Street, N.W.
Washington, D.C. 20240

Dear Jamie:

June 3, 1999, marks the 75th anniversary of the administrative designation by the Forest Service of the Gila Wilderness, the first officially designated wilderness in the United States. As you know, this was a watershed event in the genesis of the wilderness idea in America which culminated in passage of the Wilderness Act in 1964. The passage of the Wilderness Act was a pinnacle of the last 125 years on conservation efforts in this country. The National Wilderness Preservation System (NWPS) continues to serve as a beacon of hope today to people around the planet endeavoring to protect the best of what remains of wild places. From the initial administrative designation of the Gila as Wilderness by the Forest Service, the congressionally designated NWPS of 9 million acres has grown to 105 million acres administered by the Forest Service, National Park Service, Fish and Wildlife Service, and the Bureau of Land Management. The Gila Wilderness anniversary provides a unique opportunity to celebrate our agencies' heritage and pride in the establishment of the NWPS and revitalize our collective commitment to the stewardship of the wilderness resource in the next millennium.

I am pleased to invite you and members of your staff to join the Forest Service in celebrating the 75th anniversary of the Gila Wilderness at the events that are planned in the Silver City, New Mexico, area as shown in the enclosure. I hope to see you in New Mexico on June 3, 1999.

Sincerely,

MIKE DOMBECK
Chief

Enclosure



The First... and into the Future!

Gila
National Wilderness
75th Anniversary
1924 New Mexico 1999

The Gila Wilderness, located in southwest New Mexico, was the first public land set aside for the purposes of preserving natural systems and processes and for primitive forms of recreation. The Gila Wilderness, established in 1924, was a progressive initiative by Deputy Regional Forester **Aldo Leopold** and the U.S. Forest Service.

The 75th Anniversary of the Gila Wilderness is an opportunity to celebrate Wilderness, a more precious and threatened commodity today than in Leopold's time. **"Anniversary Weekend," June 3-6, 1999**, activities are being coordinated by the Silver City/Grant County Chamber of Commerce, the Gila National Forest, and others.

Thursday, June 3 **"Aldo Leopold Day"** -- Gila Cliff Dwellings National Monument (2 hours north of Silver City)

Afternoon- 3:00 p.m. Formal Ceremony with Aldo Leopold's son Carl, state legislators, and other dignitaries. Unveiling of Aldo Leopold Amphitheater. Presentation of the Forest Service National Wilderness Awards (highlighting excellence in wilderness management and education); opportunity for conservation message delivery. **Chuckwagon Dinner.**

Friday, June 4 **"Learn About Wilderness"** -- Western New Mexico University, Silver City.

Morning - mini-symposium on Wilderness

Afternoon - field trips featuring F.S. Districts and the Gila National Forest sites.

Evening - Gila Wilderness Anniversary Art Exhibit Artists Reception

Anniversary Banquet - keynote address by Nina Bradley, Aldo Leopold's daughter.

Saturday, June 5 **"Family Wilderness Day"** -- Communities surrounding the Gila Wilderness.

A variety of wilderness activities, displays, and demonstrations; everything from mule-packing to information on cultures which have been influenced directly by the Gila Wilderness. Food and fun throughout the day.

Sunday, June 6 **"Wilderness Honor"** -- Gila National Forest.

Morning - Native American Service honoring Wilderness.



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

File Code: 2300

Date: MAY 13 1999

Tom Fry, Acting Director
Bureau of Land Management
U.S. Department of the Interior
1849 C Street, N.W., (LSB-204)
Washington, D.C. 20240

Dear Tom:

June 3, 1999, marks the 75th anniversary of the administrative designation by the Forest Service of the Gila Wilderness, the first officially designated wilderness in the United States. As you know, this was a watershed event in the genesis of the wilderness idea in America which culminated in passage of the Wilderness Act in 1964. The passage of the Wilderness Act was a pinnacle of the last 125 years on conservation efforts in this country. The National Wilderness Preservation System (NWPS) continues to serve as a beacon of hope today to people around the planet endeavoring to protect the best of what remains of wild places. From the initial administrative designation of the Gila as Wilderness by the Forest Service, the congressionally designated NWPS of 9 million acres has grown to 105 million acres administered by the Forest Service, National Park Service, Fish and Wildlife Service, and the Bureau of Land Management. The Gila Wilderness anniversary provides a unique opportunity to celebrate our agencies' heritage and pride in the establishment of the NWPS and revitalize our collective commitment to the stewardship of the wilderness resource in the next millennium.

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Sincerely,

MIKE DOMBECK
Chief

Enclosure



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

File Code: 2300

Date: **MAY 13 1999**

Robert Stanton, Director
National Park Service
U.S. Department of the Interior
Interior Building
P.O. Box 31127
Washington, D.C. 20013-7127

Dear Bob:

June 3, 1999, marks the 75th anniversary of the administrative designation by the Forest Service of the Gila Wilderness, the first officially designated wilderness in the United States. As you know, this was a watershed event in the genesis of the wilderness idea in America which culminated in passage of the Wilderness Act in 1964. The passage of the Wilderness Act was a pinnacle of the last 125 years on conservation efforts in this country. The National Wilderness Preservation System (NWPS) continues to serve as a beacon of hope today to people around the planet endeavoring to protect the best of what remains of wild places. From the initial administrative designation of the Gila as Wilderness by the Forest Service, the congressionally designated NWPS of 9 million acres has grown to 105 million acres administered by the Forest Service, National Park Service, Fish and Wildlife Service, and the Bureau of Land Management. The Gila Wilderness anniversary provides a unique opportunity to celebrate our agencies' heritage and pride in the establishment of the NWPS and revitalize our collective commitment to the stewardship of the wilderness resource in the next millennium.

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Sincerely,

MIKE DOMBECK
Chief

Enclosure



The First... and into the Future!

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National Wilderness
75th Anniversary
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P. O. Box 96090
Washington, DC 20090-6090

File Code: 1830
Route To: 1830

Date: MAY 26 1999

Subject: Chief's Volunteers Program National Awards--1999

To: John Bitonti
Thru: Regional Forester, R-9

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





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

File Code: 1830
Route To: 1830

Date: MAY 26 1999

Subject: Chief's Volunteers Program National Awards--1999

To: Don Born
Thru: Regional Forester, R-9

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

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MIKE DOMBECK
Chief

Enclosure





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

File Code: 1830
Route To: 1830

Date: MAY 26 1999

Subject: Chief's Volunteers Program National Awards--1999

To: Roger Denison
Thru: Regional Forester, R-9

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

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MIKE DOMBECK
Chief

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

File Code: 1830
Route To: 1830

Date: MAY 26 1999

Subject: Chief's Volunteers Program National Awards--1999

To: Ray Henderson
Thru: Regional Forester, R-9

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

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MIKE DOMBECK
Chief

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

File Code: 1830
Route To: 1830

Date: MAY 26 1999

Subject: Chief's Volunteers Program National Awards--1999

To: Alex Honcharik
Thru: Regional Forester, R-9

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.

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MIKE DOMBECK
Chief

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

File Code: 1830
Route To: 1830

Date: MAY 26 1999

Subject: Chief's Volunteers Program National Awards--1999

To: Mary Ann Honcharik
Thru: Regional Forester, R-9

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.

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MIKE DOMBECK
Chief

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

File Code: 1830
Route To: 1830

Date: MAY 26 1999

Subject: Chief's Volunteers Program National Awards--1999

To: John Riley
Thru: Regional Forester, R-9

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.

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MIKE DOMBECK
Chief

Enclosure





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Washington Office

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

File Code: 6100

Date: MAY 26 1999

Route To:

Subject: 1999 Secretary's Honor Awards Program

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

We are pleased to announce the Forest Service recipients for the 1999 Secretary's Honor Awards. A total of 35 nominations were submitted to the Department, and 13 were selected. We can all take pride in the recognition conferred by these most prestigious awards presented by USDA. The awards were received in the following categories: environmental protection; heroism; personal and professional excellence; public service; reinventing government and support personnel.

Secretary Dan Glickman will present the awards at a ceremony which will be held on June 9, 1999, at 1 p.m., on the West Lawn of the Jamie L. Whitten Building located on Jefferson Davis Drive between 12th and 14th Streets, S.W., Washington, D.C.

The Forest Service will host a reception for the recipients, their family members, and friends, on June 8, 1999, 6 p.m., at the Hyatt Arlington, in Rosslyn, Virginia. It is permissible for the local unit to pay for the travel and per diem cost for awardees to come to the WO to accept their award. We encourage family members to accompany awardees; however, field units are not authorized to pay travel expenses for spouse or family members. For group and team awards, only the group or team leader is authorized to travel at government expense.

Please join me in congratulating our recipients on their dedication to public service and commitment to excellence.

MIKE DOMBECK
Chief

Enclosure





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

File Code: 1550

Date: MAY 26 1999

Mr. Juan Palma
Forest Supervisor
Lake Tahoe Basin Management Unit
870 Emerald Bay Road, Suite 1
South Lake Tahoe, CA 96150

Dear Juan:

I would like to extend my appreciation to the Lake Tahoe Basin Management Unit and its local partners for hosting the Mexican Delegation of Protected Area Directors, May 7, as part of their participation in burned area restoration training and implementation in the United States.

Ed Gee, Linda Massey, and Jeanie Stafford of your staff organized and conducted a delightful field day at Lake Tahoe. They exposed the delegation to the many outstanding partnership efforts of the Management Unit. This included fire and fuels management, stream restoration, and overall basin-wide planning. They also benefitted from a outpouring of Forest Service hospitality.

I was in Mexico almost 1 year ago, touring the devastation caused by the wildfires with Secretary Glickman and Brian Atwood, Head of the U.S. Agency for International Development. The partnership that formed between the agencies as a result of that visit is being carried out today through the excellent cooperation and involvement of Forest Service field offices like the Lake Tahoe Basin Management Unit.

Once again, my thanks to you and your staff for the time, energy, and Forest Service spirit that makes our international cooperation efforts so successful.

Sincerely,

MIKE DOMBECK
Chief





United States
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Washington
Office

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

File Code: 1550

Date: MAY 26 1999

Mr. Brad Powell
Acting Regional Forester
Pacific Southwest Region
USDA Forest Service
1323 Club Drive
Vallejo, CA 29592

Dear Brad:

I would like to extend my appreciation to the Pacific Southwest Region and its partners for hosting the Mexican Delegation of Protected Area Directors, May 3-8, who participated in burned area restoration training in Reno, NV, and follow-on study tours.

Rob Griffith, Regional Office, and Gary Schmitt, Sierra National Forest, along with other key partners, organized and conducted an excellent training course and provided outstanding support to integrate the Mexican delegation into the program. George Cruz, Shasta-Trinity National Forest, and Paul Weeden, San Bernardino National Forest, were excellent Forest Service hosts and provided the delegation with hospitality typical of the Forest Service.

I was in Mexico almost 1 year ago, touring the devastation caused by the wildfires with Secretary Glickman and Brian Atwood, Head of the U.S. Agency for International Development. The partnership that formed between the agencies as a result of that visit is being carried out today through the excellent cooperation and involvement of Forest Service field units such as the Pacific Southwest Region. I am enthusiastic about the new restoration partnership with Mexico and I encourage the Region to stay involved.

Once again, my thanks to you and your staff for the time, energy, and Forest Service spirit that makes our international cooperation efforts so successful.

Sincerely,

MIKE DOMBECK
Chief





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

File Code: 1550

Date: MAY 26 1999

Mr. David D. Rittenhouse
Forest Supervisor
Boise National Forest
1249 South Vinrell Way
Boise, ID 83709

Dear Dave:

I would like to extend my appreciation to the Boise National Forest and its local collaborators for hosting the Mexican Delegation of Protected Area Directors, May 9 -12, who were in the United States to learn more on the rehabilitation and restoration of burned areas.

Wayne Patton, Leah Juarros and Cavan Maloney of your staff organized and conducted an outstanding field tour demonstrating methods and techniques of burned area restoration implemented on the Boise National Forest. These were concepts the delegation had just learned in classroom training the week before in Reno, NV. The Mexicans were exposed to fire management planning and hazard assessment, stream rehabilitation, and short- and long-term reforestation efforts. They also benefitted from a outpouring of Boise hospitality.

I was in Mexico almost 1 year ago, touring the devastation caused by the wildfires with Secretary Glickman and Brian Atwood, Head of the U.S. Agency for International Development. The partnership that formed between the agencies as a result of that visit is being carried out today through the excellent cooperation and involvement of Forest Service field units like the Boise National Forest. I am enthusiastic about the new restoration partnership that has been initiated by the formal training and study tour in the United States and I encourage the Boise National Forest to stay involved.

Once again, my thanks to you and your staff for the time, energy, and Forest Service spirit that makes our international cooperation efforts so successful.

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
Route To:

Date: MAY 27 1999

Subject: Completion of Training Courses -- Land Series

To: Maryanne Kurtinaitis, Boulder Ranger District
Thru: Regional Forester, R-2

Congratulations, Maryanne, 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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Washington, DC 20090-6090

File Code: 6140
Route To:

Date: MAY 27 1999

Subject: Completion of Training Courses -- Land Series

To: Sandra A. Raun
Thru: Regional Forester, R-3

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.

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MIKE DOMBECK
Chief

Enclosure





United States
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Washington Office

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

File Code: 6100
Route To:

Date: **MAY 27** 1999

Subject U.S. Savings Bonds Campaign 1999

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

This year's Forest Service campaign will be held May 28 through June 18 under the leadership of our Agency Coordinator, Geraldine Bower, of the Washington Office, working with a team of Chairpersons and canvassers across the Regions, Stations, Area, IITF, and Deputy Chief areas.

Last year, many of our employees elected to begin or increase their allotments in the U.S. Savings Bonds payroll savings program. I expect that today they are all pleased with their respective investment decisions. Their only regret may be that they did not start saving sooner.

Our 1999 campaign offers you the opportunity to "save sooner -- not later" by beginning or increasing your participation in one of the most popular savings programs ever. Today's bonds pay market-based rates and accrue rapid interest. Later this month, one of your coworkers will provide you with a leaflet which outlines the many benefits of today's U.S. Savings Bonds. Be sure to take a close look at the *I Bond* offered this year in addition to the well-known EE Bond. Please take a few minutes to read up on the features and benefits of each type. Then check out the very helpful and informative web site -- **www.savingsbonds.gov** -- a new tool this year to help you become "bond smart" for making the decision best for you.

Many find it difficult to establish and/or to maintain a consistent savings program. The decision to set money aside upfront rather than hoping for a paycheck leftover can be a tough one. Yet millions of Americans, including co-workers among us, have discovered that the easy way to save is to pay yourself first. By enrolling in the payroll savings plan for U.S. Savings Bonds, you make a commitment to have savings set aside *for you* before the paycheck arrives. No decisions, no hassles. U.S. Savings Bonds offer both an easy and a safe way to save. Your money and the interest it earns are guaranteed, even if your bonds are lost or stolen!

When your co-worker provides the information, seriously consider a new or increased U.S. Savings Bonds investment. You'll be glad you did.

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: 6230

Date: MAY 28 1999

The Honorable Jeff Bingaman
United States Senate
703 Hart Senate Office Building
Washington, D.C. 20510-3102

Dear Senator Bingaman:

Thank you for the May 4, 1999, letter from you and your colleagues regarding trust funds. As you know, trust funds provide funding for critically important Forest Service management actions such as replanting, wildlife habitat mitigation, and brush disposal. In recent years, the Forest Service's use of funds has come under criticism from Congress, various interest groups, and others. I am firmly committed to improving the financial management of these funds and all financial operations within the Forest Service -- part of which requires making all of our processes as transparent and open to public scrutiny as possible.

Use of a blue ribbon advisory panel is an excellent suggestion that I have instructed my staff to incorporate, as may be appropriate, in the development of options for the 2001 budget.

Whatever policy or budget options we choose will be designed to:

- Improve Agency accountability to Congress and the American taxpayer;
- Make Agency funding more transparent and subject to public oversight; and
- Achieve long-term sustainable funding for restoring and maintaining the health, diversity, and productivity of national forests and grasslands.

Thank you again for your letter and continued support of the Forest Service. Like you, I am deeply committed to improving the fiscal integrity and accountability of the Agency. If I can be of further assistance, please do not hesitate to contact me.

Similar letters are being sent to your colleagues.

Sincerely,

MIKE DOMBECK
Chief



Ca. May 28, 1999



United States
Department of
Agriculture

Forest
Service

Washington
Office

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

File Code: 6230

Date:

The Honorable Tim P. Johnson
United States Senate
502 Hart Senate Office Building
Washington, D.C. 20510-4104

Dear Senator Johnson:

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Sincerely,

MIKE DOMBECK
Chief

