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United States
Department
of Agriculture

Forest
Service

Washington Office

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

File Code: 1300

Date: August 10, 1999

Route To:

Subject: Note from the Chief

To: All Employees

It was a very moving experience for me to participate in the commemoration of the tragic Mann Gulch Fire. Hundreds of people participated in the prayer and solemn events honoring 13 Forest Service firefighters who died 50 years ago, protecting this nation's resources. Every day that we fight fire, we honor the men and women who gave their lives in this same activity. We have learned from these hard lessons from the past. Visiting with the many retired and current firefighters was a reminder that the best fire fighting operation in the world and the most highly skilled wildland firefighters today, as in the past, work for the Forest Service. So far this year, the Federal wildland firefighters have dealt with 62,118 fires across the country including 469 fires yesterday. It is important to remember that human safety is always first, everytime, on every fire.

Yesterday, August 9, was the 55th anniversary of Smokey Bear as the Nation's fire prevention symbol. The rescue of the bear cub, later named Smokey, from a wildfire on the Lincoln National Forest actually occurred 6 years later in 1950. Even though our fire message is somewhat different than it was 55 years ago, Smokey remains one of the most widely recognized symbols in the United States. Based upon years of experience and scientific research, we now have a better appreciation of the natural role of fire and recognize the importance of prescribed fire as a tool for maintaining **healthy ecosystems**.

The employees of Northeastern Area State and Private Forestry, Allegheny National Forest, and the Forestry Sciences Laboratory in Warren, Pennsylvania conducted an outstanding forest ecosystem health tour on the Allegheny National Forest for the House Resources Committee on July 23. About 40 Congressional staffers participated and learned about the cutting edge research, the importance of the State and Private Forestry Programs, and the opportunities and challenges we face on the Allegheny. The Allegheny manages some of the highest quality black cherry in the world. At the end of the tour, Pennsylvania's Congressman Sherwood told me he had a new appreciation for the Forest Service. It is critical that members of Congress and their staffs understand the breadth of Forest Service programs. I commend our employees for hosting an outstanding tour.

My wife, Pat, and I spent the weekend after the Congressional tour camping on the Allegheny. We hiked in the Hickory Creek Wilderness and the Hearts Content Interpretive Trail, and spent time in the Kane Experimental Forest. The employee meetings were informative and the pot luck at the Ridgway District was outstanding; thank you.

I thank all Forest Service employees for your continued good work and be sure to take some time for yourself and your families. Have a great and safe summer!!!





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File Code: 6140

Route To:

Date: AUG 20 1999

Subject: Letter of Appreciation for Jocelyn Biro, Humboldt-Toiyabe National Forest

To: Forest Supervisor, Humboldt-Toiyabe National Forest
Thru: Regional Forester, R-4

I extend my thanks and appreciation to Jocelyn Biro for arranging the exhibit space, the displays, and overall staffing of the Forest Service information exhibit at the 31st International Snowmobile Congress held in Reno, Nevada, on June 8-12, 1999. In addition to the general and technical programs, a variety of exhibitors provided information on snowmobile products, safety, tourism, and opportunities. The Forest Service exhibit provided an excellent display of regional and local national forest opportunities.

The Forest Service exhibit attracted significant attention and many contacts were made with snowmobile users who had limited knowledge of the national forests, especially those of the local forests. This is the first time in recent years that we have had a Forest Service presence as an exhibitor and it provided an excellent opportunity for our employees to meet with individuals and small groups to discuss snowmobile issues, as well as, forest management concerns in an informal setting. The snowmobile organizations and members expressed their thanks for the participation of the employees. I congratulate Jocelyn for taking the time from her normal schedule to further communications and understanding of responsible snowmobile use with an important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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File Code: 6140

Date: **AUG 20 1999**

Route To:

Subject: Letter of Appreciation for LeRoy Cassidy, Eldorado National Forest

To: Forest Supervisor, Eldorado National Forest
Thru: Regional Forester, R-5

I extend my thanks and appreciation to LeRoy Cassidy for assisting in staffing the Forest Service information exhibit at the 31st International Snowmobile Congress held in Reno, Nevada, on June 8-12, 1999. In addition to the general and technical programs, a variety of exhibitors provided information on snowmobile products, safety, tourism, and opportunities. The Forest Service exhibit provided an excellent display of regional and local national forest opportunities.

The Forest Service exhibit attracted significant attention and many contacts were made with snowmobile users who had limited knowledge of the national forests, especially those of the local forests. This is the first time in recent years that we have had a Forest Service presence as an exhibitor and it provided an excellent opportunity for our employees to meet with individuals and small groups to discuss snowmobile issues, as well as, forest management concerns in an informal setting. The snowmobile organizations and members expressed their thanks for the participation of the employees. I congratulate LeRoy, especially as a volunteer, for taking the time from his normal schedule to further communications and understanding of responsible snowmobile use with an important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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File Code: 6140
Route To:

Date: AUG 20 1999

Subject: Letter of Appreciation for Jim Edge, Humboldt-Toiyabe National Forest

To: Forest Supervisor, Humboldt-Toiyabe National Forest
Thru: Regional Forester, R-4

I extend my thanks and appreciation to Jim Edge for assisting in staffing the Forest Service information exhibit at the 31st International Snowmobile Congress held in Reno, Nevada, on June 8-12, 1999. In addition to the general and technical programs, a variety of exhibitors provided information on snowmobile products, safety, tourism, and opportunities. The Forest Service exhibit provided an excellent display of regional and local national forest opportunities.

The Forest Service exhibit attracted significant attention and many contacts were made with snowmobile users who had limited knowledge of the national forests, especially those of the local forests. This is the first time in recent years that we have had a Forest Service presence as an exhibitor and it provided an excellent opportunity for our employees to meet with individuals and small groups to discuss snowmobile issues, as well as, forest management concerns in an informal setting. The snowmobile organizations and members expressed their thanks for the participation of the employees. I congratulate Jim for taking the time from his normal schedule to further communications and understanding of responsible snowmobile use with an important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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File Code: 6140
Route To:

Date: AUG 20 1999

Subject: Letter of Appreciation for Nolan Fritz, Sequoia National Forest

To: Forest Supervisor, Sequoia National Forest
Thru: Regional Forester, R-5

I extend my thanks and appreciation to Nolan Fritz for assisting in staffing the Forest Service information exhibit at the 31st International Snowmobile Congress held in Reno, Nevada, on June 8-12, 1999. In addition to the general and technical programs, a variety of exhibitors provided information on snowmobile products, safety, tourism, and opportunities. The Forest Service exhibit provided an excellent display of regional and local national forest opportunities.

The Forest Service exhibit attracted significant attention and many contacts were made with snowmobile users who had limited knowledge of the national forests, especially those of the local forests. This is the first time in recent years that we have had a Forest Service presence as an exhibitor and it provided an excellent opportunity for our employees to meet with individuals and small groups to discuss snowmobile issues, as well as, forest management concerns in an informal setting. The snowmobile organizations and members expressed their thanks for the participation of the employees. I congratulate Nolan for taking the time from his normal schedule to further communications and understanding of responsible snowmobile use with an important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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File Code: 6140

Date: AUG 20 1999

Route To:

Subject: Letter of Appreciation for Adam Garfield, Sequoia National Forest

To: Forest Supervisor, Sequoia National Forest
Regional Forester, R-5

I extend my thanks and appreciation to Adam Garfield for assisting in staffing the Forest Service information exhibit at the 31st International Snowmobile Congress held in Reno, Nevada, on June 8-12, 1999. In addition to the general and technical programs, a variety of exhibitors provided information on snowmobile products, safety, tourism, and opportunities. The Forest Service exhibit provided an excellent display of regional and local national forest opportunities.

The Forest Service exhibit attracted significant attention and many contacts were made with snowmobile users who had limited knowledge of the national forests, especially those of the local forests. This is the first time in recent years that we have had a Forest Service presence as an exhibitor and it provided an excellent opportunity for our employees to meet with individuals and small groups to discuss snowmobile issues, as well as, forest management concerns in an informal setting. The snowmobile organizations and members expressed their thanks for the participation of the employees. I congratulate Adam for taking the time from his normal schedule to further communications and understanding of responsible snowmobile use with an important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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

File Code: 6140

Date: AUG 23 1999

Ms. Daina Apple
Policy Analyst, PA
Washington Office

Dear Daina:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

Mike Dornbeck
MIKE DOMBECK
Chief





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

File Code: 6140

Date: AUG 23 1999

Ms. Geraldine Bower
NFMA Technical Assistant, EMC
Washington Office

Dear Geraldine:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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

File Code: 6140

Date: AUG 23 1999

Mr. Joseph Carbone
NEPA Coordinator, EMC
Washington Office

Dear Joe:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

Mike Dombeck
MIKE DOMBECK
Chief





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

File Code: 6140

Date: AUG 23 1999

Ms. Teresa Ann Ciapuci
FM-CCU Leader
Washington Office

Dear Teresa:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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P. O. Box 96090
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File Code: 6140

Date: AUG 23 1999

Ms. Susan Conard
Forest Fire Ecology Research
National Program Leader
Washington Office

Dear Sue:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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File Code: 6140

Date: **AUG 23** 1999

Mr. Dallas Emch
Program Manager, MGM
Washington Office

Dear Dallas:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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File Code: 6140

Date: AUG 23 1999

Mr. Emile S. Gardiner
Research Forester
Southern Research Station
P. O. Box 227
Stoneville, Mississippi 38776

Dear Emile:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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File Code: 6140

Date: AUG 23 1999]

Ms. Alison Hill
Grasslands Ecology Resource
National Program Leader, VMPP
Washington Office

Dear Alison:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

Mike Dombeck
MIKE DOMBECK
Chief





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File Code: 6140

Date: **AUG 23** 1999

Mr. John Nordin
Natural Resource Planner, CF
Washington Office

Dear John:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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

File Code: 6140

Date: AUG 23 1999

Mr. Doug Ryan
Hydrologist, WFWAR
Washington Office

Dear Doug:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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Washington, DC 20090-6090

File Code: 6140

Date: AUG 23 1999

Mr. William Sommers
Director
Vegetation Management and
Protection Research, VMPR
Washington Office

Dear William:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief





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

File Code: 6140

Date: AUG 23 1999

Mr. Steve Yaddof
Resource Conservation and
Community Development Specialist
Washington Office

Dear Steve:

Please accept my personal thanks for your contributions to a successful 21st Annual Science Day. I have heard it was one of the most informative programs to date. This is due, I'm sure, to your committed participation as program chairs, committee members, and as members of steering committee. The success of this event demonstrates the value of our professional societies to the agency, to society members, and to the advancement of natural resource conservation.

Keep up the great work!

Sincerely,

MIKE DOMBECK
Chief



ca. August, 23 1999



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

File Code: 1550

Date:

Mr. Valery Shubin
Chief of the Federal
Forest Service of Russia
Pyatnitskaya str., 59/19
Moscow 113184
RUSSIA

Dear Mr. Shubin:

I would like to congratulate you and the entire Federal Forest Service of Russia on the occasion of the celebration of "Forester's Day" on Sunday, September 19. I understand that this holiday was adopted to celebrate the accomplishments of the entire forestry sector of the Russian society, including forest management, the timber industries, wood working, furniture production, wood chemistry, and the wood pulp and paper industries. These and related forestry activities play an important part in the Russian economy and history, and you should feel justifiably proud of your contribution to Russian society.

For over a decade, the United States Forest Service and the Russian Federal Forest Service have enjoyed close cooperation on a number of forestry issues, including research, fire management, forest regeneration, and recreation. We have found this relationship to be of immense benefit both at the agency and individual professional level, and we look forward to many more years of mutually beneficial cooperation with your organization.

Again, my congratulations on the event of "Forester's Day."

Sincerely,

MIKE DOMBECK
Chief





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Washington Office

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

File Code: 6500
Route To:

Date: AUG 27 1999

Subject: Improving Financial Management for Resource Success

To: All Employees

The Forest Service is taking steps to improve its financial health and accountability. Through the Foundation Financial Information System (FFIS) initiative, we are implementing a new financial management framework and system by October 1, 1999. I fully support this initiative, and I ask you to do the same so we can maintain our ability to care for the land and serve the needs of the people.

We need one financial system agency-wide, which supports the Natural Resources Agenda with accurate and reliable information. To be conservation leaders in a time of limited financial resources, not only do we have to be top-notch resource managers, but also top-notch business managers.

Congress and the American public expect us to be accountable for the dollars they entrust to us. We cannot give them a clear and accurate report on our program costs and expenditures with the financial framework and systems that we currently use. As a result, we must aggressively change the way we do business.

As the "front line" of the Forest Service who fulfills our agenda on a daily basis, I ask you to:

- Understand the urgency of implementing FFIS
- Be open to new ways of thinking about managing our agency's financial resources
- Work cooperatively with those responsible for implementing this comprehensive effort within a very aggressive timeframe
- Work together so that financial support for field and fire season is balanced with the need to ensure our people receive the training they need to implement FFIS successfully.

By implementing our new financial management system, we will be the *first* natural resource agency to merge good business practices with resource decisions -- what an opportunity to demonstrate the "can do" attitude for which the Forest Service is so well known.

In the coming weeks, you'll be hearing more about FFIS from me, the Chief Financial Officer, the FFIS Project Team, and the FFIS National Implementation Leads. I urge you to visit our Intranet site to find out more about this new financial system. I also encourage you to contact your Region, Station, or Area Implementation Leads with any specific questions you may have. As we move forward with FFIS, I thank you for your patience, cooperation and support.

Mike Dombeck
Chief





File Code: 1900/2200/2300/2400/2500/2600/2800/6140
Route To:

Date: **AUG 31 1999**

Subject: Membership and Participation in Professional Societies

To: All Forest Service Employees

As we enter the 21st century, we continue to seek new ways of protecting the land while serving people's needs. Forest Service leadership in managing sustainable ecosystems requires the use of the best available scientific information. Maintaining a technically skilled and professionally credible workforce is critical to this task. Membership and participation in professional societies benefit the Forest Service by maintaining and enhancing our professional resource management capabilities.

I would like to take this opportunity to clearly state my support and encouragement for Forest Service employees to attend and participate in appropriate professional society activities. The agency will assist with the travel expenses, attendance fees, and/or duty time for employee attendance at meetings as approved on a case-by-case basis. Supervisors should give priority for attending professional meetings to employees who:

1. Are officials or committee chairpersons in the sponsoring organization, association or society; or,
2. Are presenters of papers, speeches or instructors as part of the official program; or,
3. Are requested for his/hers expertise to be shared with other attendees; or,
4. Represent the FS as a spokesperson or through job duties that require interfacing with the organization; or,
5. Have previously identified training needs to enhance their job performance which would be provided by attending symposiums, paper sessions, or continuing education training at the scheduled meeting.

Professional development, scientific credibility, technology transfer, agency visibility, and interactions with colleagues in other agencies and academia, are all benefits to be derived from participation and involvement in professional societies. Supervisors are encouraged to support their employees in these pursuits and to facilitate their involvement in professional society activities as appropriate, and within existing funding constraints.

Mike Dornbeck
MIKE DOMBECK
Chief





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Washington Office

14th & Independence SW
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Washington, DC 20090-6090

File Code: 6170
Route To:

Date: SEP 13 1999

Subject: Forest Service Partnership Council Recognition

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

Recently, I received notice from the National Partnership Council (NPC), that our Forest Service Partnership Council (FSPC) has been selected as one of ten labor-management councils governmentwide to be recognized for their accomplishments. On September 15, 1999, representatives of the FSPC will attend an awards ceremony at the U.S. Office of Personnel Management in Washington, DC, to receive an honorable mention certificate for the NPC's 1999 John N. Sturdivant National Partnership Award.

In her letter of notification to the Forest Service and the NFFE-Forest Service Council, Janice LaChance, Chair of the NPC and OPM Director, stated: "you may take special pride that your partnership will be recognized as an outstanding example of how labor-management partnerships are meeting the National Partnership for Reinventing Government's goal of a government that works better and costs less." In echoing Ms. LaChance's compliments, I want to add mine, directing them not only to those presently on the FSPC but to their predecessors and to those serving on successful partnership councils throughout the Agency. This is a corporate accomplishment, since for partnership to be successful on an Agency-wide scale, it takes a broad-based support and commitment by union and management officials. For that commitment, I thank you.

Celebration of this success should give us pause to both reflect on how far we've come in achieving collaborative labor-management relations, but also to recognize what is needed to improve upon this success. I realize that in partnership, as with any vital relationship, it takes a continuing commitment to endure and grow in spite of challenges that threaten it. By rising to those challenges, we can be better partners... and a better Agency.

MIKE DOMBECK
Chief

cc:
Union Locals, NFFE, AFGE and NAGE





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

File Code: 1700/1780
Route To: 1900

Date: **SEP 14 1999**

Subject: Development of the Forest Service Strategic Outreach Plan

To: All Employees

The delivery of Forest Service programs is intricately tied to the American people, the partnerships, and the communities we serve. It is critical to the Forest Service that we find ways to provide equitable opportunities for everyone to participate. Through focused outreach activities we will strengthen our ability to hear the voices of all citizens as choices are made in managing America's natural resources.

The urban and rural communities we serve are rapidly changing and becoming more culturally and ethnically diverse. This has increased our need to find common ground and to build relevance with diverse underserved segments of society so that we may effectively deliver the Forest Service's Natural Resource Agenda, Strategic Plan, and activities and programs.

We will focus our initial outreach effort on underserved people and communities. To help reach that goal, I assembled a team in FY 1999 to develop the Forest Service Strategic Outreach Plan. The Plan will tier to the Forest Service Strategic Plan and will provide the framework for conducting outreach as an integral part of delivering Forest Service programs to our customers, and partners.

The Forest Service Strategic Outreach Plan will be designed to encourage more effective dialogue and collaboration between the Forest Service and underserved communities. The first draft of the Strategic Outreach Plan will be published and distributed by the end of September 1999 for internal and external dialogue and comment.

The Strategic Outreach Plan Team values your ideas and suggestions to improve how the agency conducts outreach to all communities. In anticipation of the draft review, please be thinking about examples of outreach accomplishments and be prepared to provide them as part of your comments during the review process.

If you have any questions, please contact Robert Ragos, National Title VI and Related Programs Delivery Manager at cr/wo or (202) 205-0961.


MIKE DOMBECK
Chief





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

File Code: 1360

Date: September 27, 1999

Mr. Matthew B. Connolly, Jr.
Executive Vice President
Ducks Unlimited
One Waterfowl Way
Memphis, TN 38120

Dear Matt:

Congratulations on your distinguished career as Executive Vice President of the world's leading wetland and waterfowl conservation organization. When we read of the accomplishments of Ducks Unlimited under your tenure, it is clear that your leadership was vital to conservation in this country. For that, you must feel very proud and satisfied. Thousands of volunteers, professional staff, partner agencies, and organizations rallied around you to keep America's wetlands and waterfowl alive and well.

As you go on to other conservation work, we want you to know how grateful we are for our USDA Forest Service partnership with Ducks Unlimited. Under your leadership, Ducks Unlimited and the Forest Service, as well as the entire U.S. Department of Agriculture, were able to accomplish a great deal together. And the future looks bright to build on the foundation we have established.

We would like to recognize you and your outstanding leadership at our next Forest Service National Leadership Conference. We meet again October 26-28, 1999, in Madison, Wisconsin. Could you join us as a dinner speaker on October 26 to share your reflections from a successful career that has been instrumental in blending public values and participation into the management and protection of our natural resources? We would greatly benefit from conservation and leadership messages you would like to share. The theme of the conference is "The Natural Resource Agenda and the Land Ethic of the *Sand County Almanac*." It seems like the perfect opportunity to celebrate the success of your leadership in the growth and development of private, not-for-profit organizations as essential components of conservation of our natural resources. I hope you can join us. Please contact Jack Capp at 202-273-4725; he will have additional details for you.

Again Matt, please accept our admiration for you and your accomplishments at Ducks Unlimited. We send you our best wishes in the continuation of your commitment to conservation and beyond.

Sincerely,

MIKE DOMBECK
Chief

*I'm looking forward to seeing you
again.*





United States
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Washington Office

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

File Code: 1900

Date: September 30, 1999

Route To:

Subject: Proposed Planning Rule

To: All Employees

I am very pleased to announce today that the new proposed planning regulation will be printed in the Federal Register on Tuesday, October 5, 1999. This culminates years of hard work by many of you in the field and here in the Washington Office. Each of you who have worked on this, many at great personal sacrifice, have the deep gratitude of all of us in the agency that are concerned about the health of our precious natural resources. Thank you.

The new rule is truly remarkable. It is based upon 20 years of experience that we have had in developing and implementing our forest plans. It builds upon our innovations in collaborative stewardship, sustainable ecosystem management, and use of science. The team that drafted the rule was comprised of a wide cross-section of Forest Service people: wildlife biologists, foresters, researchers, planners, sale administrators, Rangers, State and Private Forestry specialists, and administrative specialists, to name a few. It was created by and for us, to help us meet our commitment to the American people to protect the land and serve people.

The proposed rule also incorporates recommendations made by a committee of scientists appointed by Secretary Glickman last year to help guide the Forest Service in constructing a new planning regulation. They did a marvelous job in defining the framework for planning in the 21st century. Their recommendations are workable, insightful, and will help the proposed rule gain acceptance by our many and varied stakeholders. As we seek employee and public involvement, it is my expectation that we will model the principles of collaborative stewardship and ensure that the final regulation reflects what we have heard and learned.

I have attached a brief summary of the proposed regulation for you to read at your leisure. Over the next few weeks you will be receiving more information on the proposal from your supervisor along with ways in which you can submit any comments you may have.

I am excited by the proposed regulation and very proud of the people who created it. This proposed regulation will affect how our national forests and grasslands will be managed for years to come. I encourage you to become involved in understanding the regulation, providing us with the benefit of your own thoughts, commenting on what you find good or where it needs modification, and encouraging others to do the same.

MIKE DOMBECK
Chief



29 September 1999

Sustaining the People's Lands: Revising the Forest Service Planning Regulation

"We believe that the two guiding stars of stewardship in the national forests and grasslands are sustainability and the recognition that these are the people's lands."

Committee of Scientists

The Forest Service is in the process of revising the way land and resource management plans for the 201 national forests and grasslands nationwide are developed. The agency has developed a proposed regulation that is based upon many years of experience, the recommendations of a distinguished group of natural resource scientists, and the feedback the American people have been giving us over the years. We feel it is a good product, but one that can be improved upon after close scrutiny by all the people who have an interest in the way we manage our public lands.

The above quotation from a committee of scientists, describes the future of the Forest Service. After more than a year of fact finding and research and listening to Forest Service employees and the public, a group of independent scientists, some of the best minds in the field of environmental and related science, reaffirmed this is the way to ensure that future generations of Americans continue to derive the benefits we have enjoyed from our bountiful public lands.

Why do we need to revise the forest planning regulation now?

There are a number of good reasons why it's timely to propose a revision in the Forest Service's forest planning regulation.

The original regulation was developed through the work of a committee of scientists and was implemented in 1979 and subsequently revised in 1982. This regulation guided the development of land and resource management plans for the national forests and grasslands during the first round of planning.

Since all administrative units of the National Forest System have land and resource management plans in place, our focus now is on amending and revising those plans. This is necessary because some of the plans are over a decade old and need to be revised to reflect today's situation.

We've learned a lot from putting these plans in place. We've learned that the planning process can be time consuming and complex. But we've also learned some innovative ways to make forest planning a process that engages people in defining what they want the future of their forests to be like and that incorporates science more effectively into the process. We want to put this knowledge to work so that we can build on our successes and avoid our mistakes.

After more than a year of fact finding a distinguished committee of scientists commissioned by Secretary of Agriculture Dan Glickmann, found many innovative examples of natural resource management throughout the Forest Service. These innovative examples involved strong collaboration and the development of cutting-edge partnerships. The committee incorporated these findings into its research, and recommended a new philosophy and approach to forest planning. The committee visited Forest Service units where it observed new ways of planning, creative use of scientists in planning and cutting-edge partnerships. The committee went about its work by meeting across the country with citizens, state and local governments, other federal agencies, Indian tribes and Forest Service employees.

After months of reviewing public feedback as well as current scientific literature and laws they issued their final report on March 15, titled "Sustaining the People's Lands: Recommendations for Stewardship of the National Forests and Grasslands Into the Next Century."

Forest Service Proposed Rule (Planning Regulation)

While much of the proposed rule is based on the committee's recommendations and findings, it's also based on decades of field experience within the Forest Service and review of the natural resource and environmental laws.

A Forest Service interdisciplinary team drafted the proposed rule. This team was composed of employees from field units, regional offices, and the Washington office. It included line officers, resource specialists, and planners. In addition, the team was advised by the Departments of the Interior, Justice, Agriculture, and the Council on Environmental Quality.

During the 90-day public comment period we will actively seek feedback from the public, our employees, and other government bodies as well as numerous interest groups. These comments will help us improve and strengthen our proposal.

The proposed planning rule builds upon a Forest Service legacy:

- It continues the conservation tradition of Gifford Pinchot's "greatest good for the greatest number in the long run," and the land ethic embodied in Aldo Leopold's "A thing is right when it tends to preserve the integrity, stability, and beauty of the biotic community."
- It builds upon the very legal foundations of the agency found in the Organic Administration Act's statement of purpose for the national forests: "No national forest shall be established except to improve and protect the forest within the boundaries, or for the purpose of securing favorable conditions of water flows, and to furnish a continuous supply of timber."

- And the direction given in the Multiple-Use, Sustained-Yield Act: "The Secretary of Agriculture is authorized and directed to administer the renewable surface resources of the National Forests for multiple use and sustained yield of the several products and service obtained therefrom."

- Finally, it builds upon the forest planning foundation established in the National Forest Management Act of 1976.

The proposed planning rule creates a new vision by:

- Making sustainability the foundation for planning and decision-making.

- Reaffirming that these are the public's lands by re-engaging the public in resource management issues for their national forests and grasslands.

- Creating plans that have a sound basis in science, and with more involvement from the science community.

And,

- Creating forest plans that are living documents. These documents are easy to amend or revise and are readily available to the public.

Sustainability

Sustainability means meeting the needs of the present without compromising the ability to meet the needs of future generations. It includes three parts: ecological, economic, and social. But it is upon ecological sustainability that national and community well-being are based.

Collaboration

In the new vision of our future, the Forest Service expands its role to become a convenor, facilitator, and information provider in helping the stakeholders define the desired goals, outcomes, and issues; collecting and analyzing relevant information; and finding the solutions.

However, the statutory authority to make final decisions for national forest system lands continues to rest with the Forest Service.

Role of Scientists

This vision defines a more active role for scientists and assures the appropriate use of the best scientific information. Scientists will be directly engaged in broad-scale information gathering and assessment, technical reviews of local analysis and projects, design and review of monitoring protocols, peer review and science consistency checks, and evaluation and interpretation of the best information.

Living Documents

Finally, the plans become living documents that are tied to the appropriate landscape rather than to artificial administrative or political boundaries. They are dynamic documents requiring continuing dialogue with stakeholders and feedback through monitoring and adaptive management. They reflect realistic assumptions about future funding levels. The plans become a collection of decisions that guide future actions rather than weighty documents that sit on a shelf gathering dust. And, because they are easy to amend and revise, they stay current and useful.

Key Difference Between the Existing and Proposed Rule

1. Under the current planning process, Forest Service planning proposals were agency driven. With the proposed rule any amendment or revision of a land and resource management plan would start with a collaborative process with more up-front public involvement.
2. Under the current planning process, emphasis was placed on products and services. While the proposed rule addresses products and services, the emphasis is now placed on desired conditions, the overall vision of what a national forest or grassland should be.
3. Under the current process, planning seemed to be focused on short-term targets. The proposed rule would shift the emphasis to long-term sustainability of ecological, social and economic systems.
4. The current planning process established the regional forester as the responsible official for the development of land and resource management plans. The proposed planning process pushes responsibility down to the forest supervisor level, nearer to the land and people using it.
5. The proposed rule places more emphasis on using science and scientists in planning, including assessments, development of plans and monitoring and evaluation.
6. The forest plan appeal process (in 36 CFR part 217) would be replaced by a pre-decision objection process, similar to that used by the USDI Bureau of Land Management. It would not, however, change the existing part 215 appeal process for

site-specific decisions. The intent of this provision is to further streamline planning and to encourage resolution of issues at the local level.

7. The current regulation describes how to write a forest plan, while the proposed rule describes how to do forest planning.

Advantages of the Proposed Rule

The proposed rule provides a number of advantages to the agency and its stakeholders:

- Scientifically credible
- Greater public trust and understanding
- Realistic expectations about what can and cannot be accomplished
- Better integration of environmental requirements through harmonizing of processes and definitions among various laws and regulations
- Timely planning and current plans

And,

Better Decisions

The bottom line is that the Forest Service will be doing the right thing in the right way.

Doing the right thing means ensuring sustainability. The right way is through collaboration and the best science.

09/29/1999 3:52 PM

File Code: 1300

Date: October 14, 1999

Route To:

Subject: Letter from the Chief

To: All Employees

As you may already know, in an announcement on the George Washington and Jefferson National Forests yesterday, President Clinton directed the Forest Service to develop a proposal to protect over 40 million acres of inventoried roadless areas on National Forests. We will subject our proposal to a thorough and open public process. This proposal places the Forest Service at the forefront of one of the most significant conservation efforts in United States history.

The public process will be initiated with the publication in the Federal Register of a Notice of Intent to prepare an Environmental Impact Statement to examine alternative methods to meet the goals established by the President. We will examine alternatives that limit or eliminate certain activities in inventoried roadless areas such as road construction. The proposal will also establish a process for identifying the social and ecological values that make roadless areas of all sizes important and unique. The final rule is expected in late 2000.

By addressing forest fragmentation and the loss of open space, this initiative responds to public desires concerning the conservation and use of National Forests. Clean water, biological diversity, wildlife and fish habitat, and the dispersed recreation opportunities found within roadless areas are precious resources to us all.

Roads can leave indelible marks on the land. Poorly maintained roads can contribute to erosion, landslides, and slope failure. Road construction may allow the entry of exotic and noxious species, increased person-caused fires, disrupted habitat connectivity, and otherwise compromise the attributes that make roadless areas socially and ecologically important.

The need to address the issue of roadless areas is also compelled by the fact that the Forest Service lacks the required resources to manage its existing road system. We cannot afford to take care of our 380,000 mile road system. We receive only about 20 percent of the funding needed to maintain our roads to safety and environmental standards. Our accumulated backlog on road reconstruction and maintenance exceeds \$8 billion. Building new roads into presently roadless areas makes little sense if we cannot afford to take care of the ones we already have.

We don't have a single "No Trespassing" sign on 192 million acres of public land. Our intent is to keep it that way. No roads or trails will be closed as a result of this proposal. All we are proposing is to begin an open and public dialogue with the American people. This proposal does not affect ongoing projects and the interim suspension of road construction in roadless areas remains in effect.

I am excited about the profound effect this proposal could have on the National Forests and Grasslands we leave to our children and grandchildren. Roads and roadless areas have posed management problems for the Forest Service for many years. It is time to move forward and address these issues in an open and public forum. For more information on this initiative, please see the Forest Service internal website address at fsweb.wo.fs.fed.us/pao/roadless.

A handwritten signature in black ink, reading "Mike Dombeck". The signature is fluid and cursive, with the first name "Mike" and last name "Dombeck" clearly distinguishable.

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: 6520

Date: **OCT 14 1999**

Route To:

Subject: Implementation of a New Budget Structure for Fiscal Year (FY) 2001

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

I have approved a new budget structure for the Forest Service to be used in the development of the agency's FY 2001 budget. This new budget structure for our discretionary appropriations (see enclosures) will significantly improve our accountability. We will be developing a budget proposal for consideration by the Administration based upon our ability to deliver land health-based outputs and outcomes. The following is a summary of the events leading to the development and decision to implement the new structure.

The FY 1999 Appropriations Act required the Forest Service to contract with the National Academy of Public Administration (NAPA) "to provide an independent, professional assessment of the Forest Service efforts to revitalize its business and fiscal functions and restructure budgets and planning processes." The August 1999 report issued by NAPA recommended a significant change in the Forest Service budget structure to improve accountability. In concert with our internal efforts to develop a new structure, these findings have provided us with an unprecedented window of opportunity to enhance our ability to: 1) implement the Natural Resource Agenda on the ground; 2) finalize our performance measures for use in our strategic plan; and 3) present the outcomes of our program work as an integral part of the budget process.

The Forest Service convened a "working conference" during the first week of September 1999 to review the findings in the report. Individuals attended this conference from NAPA, the Office of Management and Budget, the United States Department of Agriculture and the Forest Service. Representatives from Congressional staffs and the General Accounting Office also participated.

The new budget structure will accomplish the following:

- Focus debate on outcomes rather than budget line items;
- Reflect the nature of the real work being done by the Forest Service;
- Build trust with others;
- Link with forest plans and the Committee of Scientists recommendations;
- Provide for accountability in agency program delivery;
- Promote interest group dialog based on program delivery as opposed to budget;
- Provide for "off site services" i.e., support other federal, state, and private lands; and
- Respond to Congressional intent.



Deputy Chiefs, Regional Foresters, Station Directors, Area Director, and IITF Director 2

During implementation of the new structure, it is imperative that we avoid past mistakes. We must establish the appropriate accountability mechanisms to insure program delivery. Accordingly, with the objective of implementing this structure in FY 2001, the following key tasks must be accomplished during FY 2000:

- Finalize agency performance measures;
- Revise agency budget justifications;
- Modify budget allocation criteria and processes; and
- Develop a monitoring and review process that assesses program performance and efficiencies.

The first step in this process will be to finalize agency performance measures. I am assembling a team under the leadership of Kathy McAllister, Deputy Regional Forester, R-1 to coordinate finalizing the measures.

These efforts will result in major budgeting changes for the Forest Service and require a significant amount of commitment from all levels of the organization. I am confident of your support. Collectively, the outcome of our efforts will put the Forest Service into a government wide leadership role in the development of performance-based budgets.



MIKE DOMBECK
Chief

Enclosures



United States
Department
Of Agriculture

Forest
Service

Washington Office

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

File Code: 1700

Date: **OCT 18 1999**

Route To:

Subject: Continuous Improvement Process - FY 99 Survey

To: All Employees

Over the past 3 years, you have provided invaluable feedback using the Continuous Improvement Process (CIP) model. This model offers the opportunity for you to provide input and give feedback about the workplace environment; gives a forum to discuss and act on issues identified from the results; and involves solutions, which may significantly improve productivity, and help create a healthier organization.

Over 46 percent of our employees responded to our 1999 survey, and I thank each of you. The results and a detailed report will be available soon from your CIP coordinator. Even if you did not submit your survey, I encourage you to become involved by participating in the upcoming Feedback and Action Planning Sessions that will be held at your Unit.

I have reviewed the 1999 composite results, and have shared them with the National Leadership Team. My first step to address the results is to develop a National CIP Action Plan. At the October National Leadership Conference in Madison, Wisconsin, the team will begin to draft this Plan.

Employees and Leadership have shared with me many successes attributed to results from the CIP model. Examples include improving communication throughout the Agency and the increasing contact between leadership and employees.

I encourage you to continue to work with me and the Leadership as "architects" in creating our future and making the Forest Service an employer of choice.

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: 1600

Date: OCT 20 1999

Nina Leopold Bradley
[REDACTED]

Dear Nina:

It was a pleasure meeting you at last week's conference celebrating Aldo Leopold's legacy, presented by the Wisconsin Academy of Sciences, Arts and Letters.

The U.S. Forest Service will also be paying tribute to Aldo's pioneering efforts in the field of conservation at its annual National Leadership Conference, which will take place on the University of Wisconsin campus, in Madison, Wisconsin, from October 26-28, 1999. At the Forest Service's conference, approximately 150 of the key Agency leaders will gather to celebrate Aldo, his land ethic and the 50th anniversary of "A Sand County Almanac." The theme of our conference is Leopold's land ethic of yesterday and the Natural Resource Agenda of today, which is the Agency's vision for the 21st century.

The Forest Service has scheduled a field trip to the Leopold shack on the afternoon of Tuesday, October 26. Wellington "Buddy" Huffaker has graciously agreed to speak during the conference and lead the two on-site tours of the shack. However, it would be an honor if you could participate in the tours and our conference as well.

If you are able to join in our celebration of Aldo's legacy, please RSVP with Heidi Valetkevitch, Forest Service Office of Communication, at (202) 205-0914 or call me to discuss further at (202) 205-1661.

Sincerely,

Mike Dornbeck

MIKE DOMBECK
Chief





United States
Department of
Agriculture

Forest
Service

Washington
Office

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

[1999]

File Code: 1600

Date: OCT 20 1999

Rachel Larson



Dear Rachel:

The U.S. Forest Service will be paying tribute to Aldo's pioneering efforts in the field of conservation at its annual National Leadership Conference, which will take place on the University of Wisconsin campus, in Madison, Wisconsin, from October 26-28, 1999. At the Forest Service's conference, approximately 150 of the key Agency leaders will gather to celebrate Aldo, his land ethic and the 50th anniversary of "A Sand County Almanac." The theme of our conference is Leopold's land ethic of yesterday and the Natural Resource Agenda of today, which is the Agency's vision for the 21st century.

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Sincerely,

MIKE DOMBECK
Chief





United States
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Forest
Service

Washington
Office

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

File Code: 1600

Date: OCT 20 1999

A. Carl Leopold


Dear Carl:

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Sincerely,



MIKE DOMBECK
Chief





United States
Department of
Agriculture


Forest
Service

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Office

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

File Code: 1600

Date: OCT 20 1999

Estella B. Leopold


Dear Estella:

The U.S. Forest Service will also be paying tribute to Aldo's pioneering efforts in the field of conservation at its annual National Leadership Conference, which will take place on the University of Wisconsin campus, in Madison, Wisconsin, from October 26-28, 1999. At the Forest Service's conference, approximately 150 of the key Agency leaders will gather to celebrate Aldo, his land ethic and the 50th anniversary of "A Sand County Almanac." The theme of our conference is Leopold's land ethic of yesterday and the Natural Resource Agenda of today, which is the Agency's vision for the 21st century.

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Sincerely,



MIKE DOMBECK
Chief





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Washington
Office

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

File Code: 1600

Date: OCT 20 1999

Luna B. Leopold


Dear Luna:

The U.S. Forest Service will be paying tribute to Aldo's pioneering efforts in the field of conservation at its annual National Leadership Conference, which will take place on the University of Wisconsin campus, in Madison, Wisconsin, from October 26-28, 1999. At the Forest Service's conference, approximately 150 of the key Agency leaders will gather to celebrate Aldo, his land ethic and the 50th anniversary of "A Sand County Almanac." The theme of our conference is Leopold's land ethic of yesterday and the Natural Resource Agenda of today, which is the Agency's vision for the 21st century.

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Sincerely,



MIKE DOMBECK
Chief





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Office

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

File Code: 1600

Date: OCT 20 1999

Madelyn Loeffel


Dear Madelyn:

The U.S. Forest Service will be paying tribute to Aldo's pioneering efforts in the field of conservation at its annual National Leadership Conference, which will take place on the University of Wisconsin campus, in Madison, Wisconsin, from October 26-28, 1999. At the Forest Service's conference, approximately 150 of the key Agency leaders will gather to celebrate Aldo, his land ethic and the 50th anniversary of "A Sand County Almanac." The theme of our conference is Leopold's land ethic of yesterday and the Natural Resource Agenda of today, which is the Agency's vision for the 21st century.

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Sincerely,



MIKE DOMBECK
Chief





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Washington, DC 20090-6090

File Code: 1600

Date: OCT 20 1999

Nina Loeffel

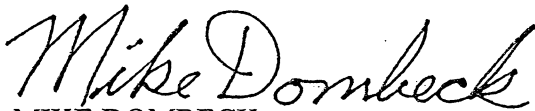

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Sincerely,



MIKE DOMBECK
Chief





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Agriculture


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Office

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

File Code: 1600

Date: OCT 20 1999

Tricia Stevenson


Dear Tricia:

The U.S. Forest Service will be paying tribute to Aldo's pioneering efforts in the field of conservation at its annual National Leadership Conference, which will take place on the University of Wisconsin campus, in Madison, Wisconsin, from October 26-28, 1999. At the Forest Service's conference, approximately 150 of the key Agency leaders will gather to celebrate Aldo, his land ethic and the 50th anniversary of "A Sand County Almanac." The theme of our conference is Leopold's land ethic of yesterday and the Natural Resource Agenda of today, which is the Agency's vision for the 21st century.

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Sincerely,



MIKE DOMBECK
Chief





File Code: 1500
Route To:

Date: OCT 22 1999

Subject: Forest Service National Partnership Strategy

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

Creating and sustaining successful partnerships is a key factor in the Natural Resource Agenda. In March 1999, I asked Associate Deputy Chief, Gloria Manning, to take an agency-wide strategic look at partnerships. This important work is needed now to focus and strengthen our efforts in partnerships. We need to look at ways to build internal capacity and to improve and expand relationships at both the community and national level. Citizens of this country, non-profit organizations, private sector, tribal governments, and other agencies desire to create partnerships with the Forest Service in order to help sustain forests and communities for the future. To achieve this work, we need to devise communication and leadership strategies that result in effective policies, tools, and techniques.

The National Partnership Strategy will build upon the great work already happening across the Nation. It will address areas of recommended improvement based upon a thorough assessment of existing partnerships. This assessment will include the 1995 "Focus on Quality" partnership activity review, other pertinent reports and audits, and feedback from our existing partnership community. It will be linked to other key efforts now underway such as: National Recreation Strategy, Strategic Outreach Plan, National Grants and Agreements Conference, and National Resource Agenda.

To meet these goals, I have established a steering team representing all areas of the Forest Service. Their role will be to oversee this effort, to ensure agency-wide coordination, and to engender a spirit of cooperation across deputy areas. Working with the Steering Team will be a Washington Office core team. Focus of the core team will be to develop strategies, identify actions, create teams, and monitor implementation. Members of the steering and core teams are enclosed to this letter.

Development of the National Partnership Strategy has created a wellspring of interest throughout the Forest Service, our sister agencies, and our partnership community; therefore, involvement in development of the strategy will be widespread. To ensure that there is a reservoir of experienced field support, I have identified people from each region that have expressed interest in being involved. This is not an exclusive list, should you wish to identify alternate or additional candidates, have them contact the core team.



This is an extremely important agency task; therefore, I want to express my appreciation to all those who have chosen to participate. If you have any questions concerning the Forest Service Partnership Strategy, please contact David Harmer, Core Team Coordinator, Recreation, Heritage, and Wilderness Resources Staff, at (202) 205-1035 or e-mail: dharmer/wo.

A handwritten signature in black ink, appearing to read "Mike Dombek". The signature is stylized with a large, looped "M" and a cursive "Dombek".

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: 1300

Date: October 28, 1999

Route To:

Subject: Status of Roadless Area EIS Team

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

On October 13, 1999, President Clinton directed the Forest Service to begin an open and public dialogue about the future of inventoried roadless areas throughout the National Forest System. By now I hope you have read my letter to all employees, the Notice of Intent published in the *Federal Register*, "Questions and Answers," and other documents available through the website (<http://fsweb.wo.fs.fed.us/pao/roadless>).

The purpose of this letter is to inform you of recent actions we have taken, including the selection of the project team, and to request your support. In order to meet the President's objectives, we will need to complete the Draft Environmental Impact Statement (DEIS) and Proposed Rule by late March, 2000. I have authorized the Associate Chief for Natural Resources, Hilda Diaz-Soltero, to take whatever executive actions are necessary to accomplish this--it may include calling upon specific staff assistance during the next year. Although we are trying to keep the impacts on the field low, we have and will be requesting information (sometimes on a short timeframe) and will need timely replies from all units.

I expect each region to identify a contact (name and phone number) as well as to provide a list of forest contacts. My intent is to route all information requests through the Regional Office contact. The Forest contacts will usually report to the Regional contact ; however I would like a list of all contacts and their phone numbers for the unique occasion when we can't reach the Regional contact and have a question for a specific forest. Please send a list of these contacts to:

USDA Forest Service
Attn: EMC - Julia Riber
P.O. Box 96090
Washington, DC 20090-6090

To minimize further impacts on the field, most team members have been selected from WO staff units. These individuals represent over 300 years of experience that includes every region of the country and most program areas. Team members were selected not only for the resource skills exhibited in their current positions, but for their prior experience in forest planning, environmental analysis, and their demonstrated ability to produce a quality product within a short time frame. They are also keenly aware of the vital role played by the forests and regions in providing quality information and field level perspectives.

Under the leadership of Project Coordinator Scott Conroy and Assistant Coordinator Julia Riber, the team just completed an intensive two-day planning session at the National Conservation Training Center in Shepherdstown, WV. They began meeting on a regular, full-time basis on



Monday, October 25, and will be located in our Rosslyn complex by early November. A complete list of contact phone numbers and addresses will be provided as soon as they are available. The team will coordinate their efforts with Jim Furnish, Deputy Chief for National Forest System and Chris Wood of my staff.

I would especially like to recognize the assistance provided by the Regional Planning Directors at their recent workshop. The day after the President's announcement, they voluntarily revised their agenda in order to provide their collective advice for this effort, which was extremely valuable to the team this past week. I greatly appreciate their enthusiasm and commitment, and trust that this is just the beginning of many similar responses throughout the agency.

As many of you already know, this effort will require a major dedication of human and financial resources. Other important work may be delayed as a result, and I look forward to your counsel on how we can minimize those impacts as we successfully complete the roadless area EIS.

This task is big, it is important, and it is urgent. We cannot afford to waste a single day. Thank you for your support.

/s/ Mike Dombeck
MIKE DOMBECK
Chief

Enclosure

Roadless Area EIS Team Members *

Executive Oversight

Hilda Diaz-Soltero Associate Chief for Natural Resources

Project Co-Chairs

Jim Furnish Deputy Chief, National Forest Systems
Chris Wood Senior Policy Advisor to Chief

Project Coordinator

Scott Conroy Forest Supervisor, Modoc NF

Assistant Coordinator

Julia Riber WO Ecosystem Management Coordination

Involvement Team

Steve Marshall WO Cooperative Forestry
Jody Sutton Content Analysis Enterprise Team

Data Support Team

TBD

EIS/Regulations Team

Bill Supulski Malheur NF
Doug Schleusner WO Range Management
Mike Williams WO Forest Management
Dave Cross WO Wildlife, Fish and Rare Plants
Linda Langner WO Strategic Planning and Resource Assessment
Susan Charnley WO Ecosystem Management Coordination
Russ Lafayette WO Watershed and Air Management

Administrative Support Team

Brad Johnston WO Strategic Planning and Resource Assessment
Sue Cummings WO Ecosystem Management Coordination

* Not all team members and/or consultants have been identified at this time. A complete list will be provided as soon as it is available.



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

File Code: 2600

Date: NOV 2 1999

Mr. Don Young
Executive Vice President
Ducks Unlimited, Inc.
One Waterfowl Way
Memphis, TN 38120

Dear Mr. Young,

We are very excited to learn of your recent selection as the new Executive Vice President for Ducks Unlimited, Inc. Based on your past accomplishments, the future of Ducks Unlimited, wetlands, and conservation partnerships is in good hands. We consider our partnership with Ducks Unlimited a shining example of how private-public collaboration can define success for natural resources conservation. Together we have accomplished much, for which we can all be very proud.

The Forest Service-Ducks Unlimited partnership is one of our oldest and most successful. We began our relationship in 1984 with a strong focus on public lands, under the banner of TAKING WING. To date, this partnership has resulted in over 121 habitat projects improving more than 26,000 acres for waterfowl and other wetland species on national forests and national grasslands. Today, TAKING WING serves as a model for other partnerships, now addressing both private and public lands, in the United States and internationally. By now, I'm sure you have met our liaison and National TAKING WING Coordinator, Cindy Ragland, located in your Memphis office. She works closely with Dr. Jack Payne, your National Director of Conservation Programs and together they have greatly increased the volume and diversity of conservation achievements delivered by our partnership. Please call on her if you have any questions about TAKING WING.

Last year, our Office of International Programs embarked on a new dimension of our Ducks Unlimited partnership to address conservation challenges in Canada and Mexico. Working under the leadership of Dr. Val Mezainis of our International Programs Office and Dr. Alan Wentz your Group Manager for Conservation, our collective staffs along with your former staff in Ducks Unlimited Canada launched two partnership projects. One was the new emphasis on RESERVA Program (Latin American Reserve Manager Training) to provide continuing education opportunities for natural resource managers in Latin America. The other venture was the Western Boreal Forest Initiative, where our partnership is working with industry, Tribal, Federal and Provincial governments, and academia to inventory, monitor and apply adaptive management in the boreal forest of Canada. We are very pleased with the progress of these two programs. Based on the success of this work, and the continuing need to protect migratory birds and their habitat outside the United States, we are expanding our partnership with Ducks Unlimited to include work in the rest of Latin America including the Pantanal of Brazil and the Llanos of



Venezuela. To make sure this exciting expanded program continues we established an International Programs Special Assistant position to work closely with Dr. Jack Payne, Dr. Montserrat Carbonell, Eduardo Carrera, and others on your staff responsible for the delivery of Ducks Unlimited's Latin American and Caribbean programs. Mr. Jack Capp, one of the originators of TAKING WING, is now located here in Washington, DC to strengthen our partnership and help develop new international partnerships.

The future looks bright for a partnership, interwoven into a huge national and international effort delivering key results on the wetlands and to the people that benefit from them. We feel that wetland conservation on our nation's public lands is key to assuring life-cycle needs of waterfowl and other wildlife are protected for future generations. However, society's demands on private lands and for water provide even greater conservation challenges. With the Forest Service Research, State and Private Forestry, National Forest System, and International Program staffs working together with Ducks Unlimited, we will find the answers to these challenges. I look forward to meeting you and working together to make the Ducks Unlimited - Forest Service partnership even better.

Sincerely,



MIKE DOMBECK
Chief

cc:
Deputy Chiefs NFS, R&D, SPF
Director, IP
Regional Foresters
Station Directors
Area Director
IITF Director
WO Staffs



We've had a great partnership
and will take it to greater
heights





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Washington Office

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

File Code: 6140

Date: NOV 2 1999

Route To:

Subject: National Conference Support

To: Tom Hamilton, Director, Forest Products Laboratory

I would like to thank you for the support you and your staff provided for the national conference *Building on Leopold's Legacy: Conservation for a New Century*. These efforts helped make this conference an outstanding success, and are greatly appreciated by both myself and the staff at the Wisconsin Academy of Sciences, Arts and Letters.

Deb Dietzman's efforts in providing overall coordination of FPL support to the conference are to be commended. Her willingness to take on assignments and find the people to do each task helped the conference run smoothly and in a very professional manner. Deb's assistance in providing an FPL display at the conference, facilitating FPL personnel attendance at the Chief's breakfast, helping arrange Regional Leadership Team viewing of conference satellite broadcasts, and in particular coordinating the preparation of conference working session report documents are appreciated.

The display that Karen Berton produced was highly-professional, attractive and interesting. It certainly added to the Forest Service presence at the conference seeing three great Forest Service displays together in the hallway.

The work that Jim Anderson and Barb Hogan did in compiling the working session reports allowed the conservation leaders to get a synthesis of the working session discussions immediately following the conference. As a result we were able to use this information in our discussion of possible conference follow-up actions. I greatly appreciate the efforts of Deb, Jim, and Barb in compiling these reports in such a timely and high-quality manner.

The spirit of helpfulness and cooperation shown by your staff are a credit to the FPL. Thanks again for their efforts in making this conference a resounding success.

MIKE DOMBECK
Chief

Tom
Great work & give
my thanks to your team
Mike





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

File Code: 1500

Date: NOV 4 1999

Subject: Combined Federal Campaign

To: All WO Employees

The 1999 Combined Federal Campaign (CFC) is underway. Over the next month we will have the opportunity to show our commitment to our communities and our concern for people by making donations to the more than 2,800 charities supported by the CFC. As in recent years, the theme for the 1999 campaign is "It All Comes Back to You." This theme is a reminder that when employees give through the CFC, the rewards are felt in our local and global communities, and that many of us will benefit from CFC organizations at some time in our lives. This theme also serves as a call to action and stresses the responsibility we each have to help others through difficult times. I encourage you to reflect on how the lives of your family and friends have been affected by some of these organizations, and to consider contributing to those that you care about deeply.

The Washington Office CFC campaign will run through November. Deputy Areas will sponsor campaign events and fund-raisers over the next month. These events will offer you the opportunity to learn about some of the many charitable organizations represented in CFC, and to join fellow employees in having some fun while making the CFC campaign a success. In 1998, the Forest Service led all USDA agencies in the Washington Area in employee participation. This is a goal I believe we can reach again this year. Let's make it happen.

Your staff Keyworker will provide each of you with a pledge card and a catalog listing the approved organizations for this year's campaign. Keyworkers can answer your questions, and if you need additional assistance, you can contact the CFC Agency Coordinator Janet Anderson-Tyler (F&AM 205-1494) or Assistant Coordinator, Liz Kinney (F&AM 205-1486). You may also visit the National Capital Area website at www.cfcnca.org for the latest federal campaign status.

Remember, "It All Comes Back to You!"

MIKE DOMBECK
Chief





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

File Code: 1510/1510

Date: NOV 8 1999

The Honorable Ron Wyden
United States Senate
516 Senate Hart Office Building
Washington, DC 20510

Dear Senator Wyden:

During the Senate Energy and Natural Resource Committee's hearing concerning Forest Service roadless area management, you asked me to explain our efforts to ensure adequate public involvement. As you know, on October 13, 1999, the President directed the Forest Service to develop a proposal to protect inventoried roadless areas on National Forests. The Forest Service will develop such a proposal through a public and open process culminating in an environmental impact statement (EIS) accompanied by agency rulemaking. The initial opportunity for public involvement began in October 1999, with the publication in the Federal Register of a Notice of Intent (NOI) to prepare an EIS. The NOI initiated a 60-day public scoping period.

As you know, the scoping process is intended to engage all interested people in determining the scope of the proposed action, alternatives, and effects before the agency publishes a draft EIS and draft regulation. Through scoping, the Forest Service will invite the participation of all affected state, local, and tribal governments and all interested members of the public to identify the significant issues that should be analyzed in depth in the EIS and to identify those issues that should be eliminated from detailed study. Suggestions for alternative ways of addressing long-term protection for roadless areas are also being solicited during this period.

The agency has had more than three decades of experience with public controversy and comment concerning roadless area management. We will build on the public comment received in the past, most recently in the form of over 80,000 letters commenting on the recently enacted interim suspension of road construction in roadless areas.

We will fully involve the public in the development of alternatives and options for future management of roadless areas. Although not required to by law, we will hold scoping meetings at the national, regional, and local levels. National scoping meetings will be held through mid-December. A schedule of these meetings will be published in the Federal Register within the next few days. As a demonstration of the seriousness with which we take public involvement, we will also hold local public meetings on every National Forest that contains inventoried roadless areas, although certain forests may decide to combine meetings. This very comprehensive and extensive public outreach effort will allow all interested people, including those who live near a National Forest and those who do not, a chance to help shape the debate, the alternatives, and the analysis that we conduct.



It is important to remember that we are only in the scoping phase of the environmental rulemaking process. The agency has yet to propose any actions or alternatives. The Forest Service will host another series of meetings and public involvement opportunities upon release of our draft regulation and draft environmental impact statement next year. Documents will be accompanied by information and data that Congress and the American people need to understand the potential effects of the agency's draft proposal. Because this issue is of such interest to Congress, I will ensure that we provide regularly scheduled briefings for you and other interested members of Congress as we move through the rulemaking process.

Sincerely,

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

MIKE DOMBECK
Chief



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

File Code: 2300

Date: NOV 9 1999

Dear Recreation Summit Participant:

I would like to thank you for spending October 20, 1999, with us at the Recreation Summit. I was struck by both the wealth of experience in the room and the constructive dialogue that took place. We are at the beginning of a process to strengthen our existing relationships and build a strong future for recreation on the national forests. Your candor on the work that lies ahead of us to build a strong platform of support and set an active agenda is appreciated. It will be a tremendous challenge and is achievable if we choose our priorities carefully and work in partnership on the common ground and opportunities.

Jim Furnish, Deputy Chief for the National Forest System, will assume the leadership role within our agency to see through the development and implementation of the Forest Service Recreation Agenda. He will be aided by an integrated team of people from the following staffs: Recreation, Heritage, and Wilderness Resources, Engineering, State and Private Forestry, Legislative Affairs, Office of Communication, Research and Development, and Wildlife, Fish, and Rare Plants.

Enclosed you will find the draft proceedings from the Recreation Summit, and the list of the invited participants. As we discussed, please add your suggestions of key constituents that need to be involved in the development of the Recreation Agenda. Please forward those names to Gail van der Bie (email: guesthwr3/wo, guesthwr3/wo@fs.fed.us, or fax (202) 205-1145.

As we develop a more detailed process of implementation and action steps, we will continue to keep you involved and informed. We value your contributions toward the development of a very important program--the Recreation Agenda portion of the Natural Resources Agenda.

Sincerely,

MIKE DOMBECK
Chief

Enclosures





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

File Code: 6520

Date: NOV 19 1999

The Honorable Mark Udall
United States House of Representatives
128 Cannon House Office Building
Washington, DC 20510

Dear Congressman Udall:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

We have been using an "allocation criteria" as a starting point for distributing funds among NFS regions for a number of years. The concept is relatively simple. For each line item in our budget structure, we have developed a series of quantitative criteria or factors that reflect the workload and complexity of the program(s) being funded. A determination of relative importance is made for each factor. The resulting weights, and supporting information for each factor, are the basis for an initial distribution of funds among units.

The allocation procedures were developed with regional participation, based on variables affecting the need for monetary resources. In your letter, you cited a "dollars per acre" example to compare allocations between regions. While this measure is one way to make comparisons, we feel it doesn't reflect the complex variables that should be considered when determining initial allocation levels.

Contrary to what many people understand, the application of the criteria to allocate available funding is only the starting point for determining the final allocation for a region. Each Staff Director and Deputy Chief is responsible for reviewing the results of applying the criteria with other known information and then making the necessary adjustments. For example, congressional earmarks, special initiatives, rapidly changing resource conditions or emergencies might cause adjustments to the initial program funding levels. Our quantitative criteria are not meant to lessen or remove management responsibility for making sound allocation decisions.

In keeping with the original intent of adopting this approach, any adjustments are clearly documented in the Agency's program budget advice to ensure that units have a complete understanding of the basis for their final allocation. We believe that the allocation criteria



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approach is a reasonable and fair method to distribute funding. Previously, there was no documented process that was easily understood and agreed upon by the Regional Foresters.

We appreciate your recognition that our use of the criteria has resulted in a more equitable distribution of funds among regions. That was our goal. We also recognize that it is extremely important that we continue to evaluate, and if appropriate, adjust the basis for our initial allocations. We think it is particularly important to ensure that the criteria for each program reflect the proper workload components, and the incentives, for achieving national objectives and priorities related to land health and service to people.

Your concerns about funding levels for the recreation and wilderness programs in Region 2 are duly noted. We continue to evaluate and, if necessary, adjust the criteria for these programs. As noted above, a series of workload and complexity factors drive the initial allocations for most programs. Our recreation allocations are based on recreation use levels, developed site capacities, non-wilderness acres, non-wilderness trails and number of special use permits. Similarly, wilderness allocations are driven by wilderness acres, number of wilderness areas, wilderness trail miles, wilderness use and number of urban forest designations. These criteria reflect the major resource or service components and the complexity factors within these programs.

We also share your concern about timber program funding levels to meet forest health objectives in Region 2. Unfortunately, available funding in all programs is not always sufficient to meet national and individual forest goals and objectives. This is not unique to Region 2.

In closing, let me assure you that I will do everything I can to ensure that our allocation process is sound and that the results are fair and equitable. We have used the program allocation criteria to distribute the fiscal year 2000 preliminary budget (based on Senate and House marks) and will be determining needed adjustments when we receive the final appropriations from Congress. As we move forward with our efforts to simplify our budget structure and implement land health performance measures, we plan to adjust the specific factors that will drive allocations in fiscal year 2001 and beyond.

Thank you again for your interest in the National Forests in the Rocky Mountain Region.

Sincerely,



MIKE DOMBECK
Chief

*Mark:
I thank for your support
Mike*



United States
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Washington Office

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

File Code: 6140
Route To:

Date: NOV 9 1999

Subject: Letter of Appreciation for Linda Cole, Lake Tahoe Basin Management Unit

To: Forest Supervisor, Lake Tahoe Basin Management Unit
Thru: Regional Forester, R-5

I extend my thanks and appreciation to Linda Cole for her assistance during the 6th National Scenic and Historic Trails Conference held at Zephyr Point, Nevada, September 12-16, 1999.

Linda provided an informative presentation of facts and tales of the early days of Lake Tahoe and current management of the Tallac Historic Site, the three historic homes acquired and managed by the Forest Service. With her knowledge and skillful insight, Linda made the personalities which helped shape the Tallac site come alive. Linda's knowledge and personal attention was a welcome addition to the conference.

Forest Service participation provided an excellent opportunity for our employees to meet with individuals and small groups of partners to discuss forest management in an informal setting. The conference participants expressed their thanks for the participation of the employees. I congratulate Linda for taking the time from her normal schedule to further communications and understanding with this important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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

File Code: 6140
Route To:

Date: NOV 9 1999

Subject: Letter of Appreciation for Gay Eitel, Lake Tahoe Basin Management Unit

To: Forest Supervisor, Lake Tahoe Basin Management Unit
Thru: Regional Forester, R-5

I extend my thanks and appreciation to Gay Eitel for her assistance during the 6th National Scenic and Historic Trails Conference held at Zephyr Point, Nevada, September 12-16, 1999.

Gay provided an informative presentation of past history and current management of the Lake Tahoe Visitor's Center and streamside profile. With her knowledge and skillful humor, Gay made the ecology lessons clearer and much more interesting than just viewing the profile model. Gay's knowledge and personal attention was a welcome addition to trails interpretation at the conference.

Forest Service participation provided an excellent opportunity for our employees to meet with individuals and small groups of partners to discuss forest management in an informal setting. The conference participants expressed their thanks for the participation of the employees. I congratulate Gay for taking the time from her normal schedule to further communications and understanding with this important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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

File Code: 6140

Date: NOV 9 1999

Route To:

Subject: Letter of Appreciation for Suzy LaGranduer, Lake Tahoe Basin Management Unit

To: Forest Supervisor, Lake Tahoe Basin Management Unit

Thru: Regional Forester, R-5

I extend my thanks and appreciation to Suzy LaGranduer for her assistance during the 6th National Scenic and Historic Trails Conference held at Zephyr Point, Nevada, September 12-16, 1999.

Suzy lead an informative field trip along the Tahoe Rim Trail and the Pacific Crest National Scenic Trail, providing information about the recreational use of the area. Suzy's knowledge and personal attention was a welcome addition to the conference.

Forest Service participation provided an excellent opportunity for our employees to meet with individuals and small groups of partners to discuss forest management in an informal setting. The conference participants expressed their thanks for the participation of the employees. I congratulate Suzy for taking the time from her normal schedule to further communications and understanding with this important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





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

File Code: 6140
Route To:

Date: NOV 9 1999

Subject: Letter of Appreciation for Don Lane, Lake Tahoe Basin Management Unit

To: Forest Supervisor, Lake Tahoe Basin Management Unit
Thru: Regional Forester, R-5

I extend my thanks and appreciation to Don Lane for his assistance during the 6th National Scenic and Historic Trails Conference held at Zephyr Point, Nevada, September 12-16, 1999.

Don provided an informative opening reception presentation of facts and tales of the early days of Lake Tahoe. With his knowledge and skillful insight, Don made the personalities which helped shape the Lake Tahoe communities and the surrounding areas come alive. On a later field trip along the Tahoe Rim Trail and the Pacific Crest National Scenic Trail, Don provided additional information about specific flora and fauna, as well as, the geology and recreational use of the area. Don's knowledge and personal attention was a welcome addition to the conference.

Forest Service participation provided an excellent opportunity for our employees to meet with individuals and small groups of partners to discuss forest management in an informal setting. The conference participants expressed their thanks for the participation of the employees. I congratulate Don for taking the time from his normal schedule to further communications and understanding with this important recreational user group.

Thanks again for a job well done!

MIKE DOMBECK
Chief





File Code: 1550

Date: NOV 9 1999

Mr. Jim Brass
NASA Ames Research Center
MS242-4
Moffett Field, CA 94035

Dear Jim:

I would like to express my sincere thanks for the outstanding visit we had to Brazil in August and September. It was a pleasure to meet you, and learn more about NASA's important role and contribution to the comprehensive fire and environmental change program in Brazil.

The success of our collaborative work in measuring impacts of widespread burning in the Amazon, environmental monitoring, and the expanded program on improved fire prediction and risk systems with IBAMA is a direct result of your personal commitment, professionalism, and dedication. I am impressed and proud of the cooperation between the Forest Service and NASA and of the strong personal and professional relationships that have made our program a success.

Thank you for the opportunity to experience first hand the technology that makes the remote sensing campaign possible. I was happy to kick-off this summer's field campaign, and I truly enjoyed the short flight in the "NASA aircraft"!

It was a thrill to experience the many varied ecosystems of Brazil--from the Cerrado to the Amazon to the Pantanal. However, by far the most rewarding part of my visit was to meet and learn from the many dedicated and excellent professionals such as yourself, who are carrying out science and management programs in Brazil. Thank you Jim.

Sincerely,

MIKE DOMBECK
Chief





File Code: 1550

Date: NOV 19 1999

Dr. Michael Keller
Project Scientist
NASA LBA-Ecology
CSRC
University of New Hampshire
Durham, NH 03824

Dear Michael:

I would like to express my sincere thanks for the outstanding visit we had to Brazil and the Tapajos National Forest in September. It was a pleasure to meet you, interact with your collaborators, and learn more about the comprehensive ecological research program you are leading on the Tapajos National Forest.

The success of our collaborative work in harvesting effects on tropical forests and the now expanded program through LBA is a direct result of your personal commitment, professionalism, and dedication to the land. I am impressed and proud of the cooperation between the Forest Service, NASA, FFT, IBAMA, IPAM and others, and of the strong personal and professional relationships that have made our program a success.

Thank you for the effort and coordination that made our time in Santarem such a pleasure. I realize those arrangements are never easy and I appreciate the efforts of you and your staff. Please give my thanks to Lisa Zweede for her role in facilitating all our excursions, from slide shows at the Hotel, to fishing at 4 in the morning, to a barbecue at 11:30 at night! What a sensational 2 days on the Tapajos!

It was a thrill to experience the many varied ecosystems of Brazil--from the Cerrado to the Amazon to the Pantanal. However, by far the most rewarding part of my visit was to meet and learn from the many dedicated and excellent professionals such as yourself, who are carrying out science and management programs in Brazil. Thank you Michael.

Sincerely,

MIKE DOMBECK
Chief

cc:
Ariel Lugo, IITF

*Great meeting & fishing
with you.
Mike*





File Code: 1550

Date: NOV 9 1999

Dr. Phil Riggan
Forest Fire Laboratory
Pacific Southwest Research Station
4955 Canyon Crest Drive
Riverside, CA 92507

Dear Phil:

I would like to express my sincere thanks for the outstanding visit we had to Brazil in August and September. It was a pleasure to meet you, interact with your collaborators, and learn more about the comprehensive fire and environmental change program you are leading in Brazil.

The success of our collaborative work in monitoring impacts of widespread burning in the Amazon, environmental monitoring, and the new collaboration on improved fire prediction and risk systems with IBAMA is a direct result of your personal commitment, professionalism, and dedication to the land. I am impressed and proud of the cooperation between the Forest Service, NASA, IBAMA, and others, and of the strong personal and professional relationships that have made our program a success.

Thank you for the effort and coordination that made our time in Brasilia such a pleasure. I realize those arrangements are never easy and I appreciate the efforts of you and your staff. Please also give my thanks to Bob Lockwood and Bob Higgins. From the briefings at IBAMA, to press conferences at the airport, to an enjoyable flight in the "NASA aircraft," it was an excellent 2 days in Brasilia.

It was a thrill to experience the many varied ecosystems of Brazil--from the Cerrado to the Amazon to the Pantanal. However, by far the most rewarding part of my visit was to meet and learn from the many dedicated and excellent professionals such as yourself, who are carrying out science and management programs in Brazil. Thank you Phil.

Sincerely,

MIKE DOMBECK
Chief

cc:
Hal Salwasser, PSW





File Code: 1550

Date: NOV 9 1999

Dr. Sam Sandberg
Forestry Sciences Lab
Pacific Northwest Research Station
3200 SW Jefferson Way
Corvallis, OR 97331

Dear Sam:

I would like to express my sincere thanks for the outstanding visit we had to Brazil in August and September. It was a pleasure to meet you, interact with your collaborators, and learn more about the comprehensive fire assessment programs you are leading in Brazil.

The success of our collaborative work in fire biomass assessment in the Cerrado, fire hazard studies in the Tapajos, and fire combustion in the eastern Amazon, is a direct result of your personal commitment, professionalism, and dedication to the land. I am impressed and proud of the cooperation between the Forest Service, INPE, UnB, IBAMA and others, and of the strong personal and professional relationships that have made our program a success.

Thank you for the effort and coordination, Sam, that made our time in Brasilia and the Tapajos such a pleasure. I realize those arrangements are never easy and I appreciate the efforts of you and your staff. Please give my thanks to Roger Ottmar and Bob Vihnanek, who have done such an excellent job in transferring technology through the photo series to Brazil's managers, and to Ernesto Alvarado for his science leadership in the Tapajos. What a sensational time we had--from Sam's Club on the top floor of the Nauom, to analysis in the Cerrado, to fires in the tropical forests, to the amazing Tapajos and Amazon rivers.

It was a thrill to experience the many varied ecosystems of Brazil. However, by far the most rewarding part of my visit was to meet and learn from the many dedicated and excellent professionals such as yourself, who are carrying out science and management programs in Brazil. Thank you Sam.

Sincerely,

MIKE DOMBECK
Chief

cc:
Tom Mills, PNW

Sam -
That's spending time w/
you.
Mike





File Code: 1550

Date: NOV 19 1999

Mr. John C. Sawhill
President
The Nature Conservancy
4245 North Fairfax Drive
Arlington, VA 22208

Dear John:

I would like to compliment you on the outstanding conservation management programs The Nature Conservancy is carrying out in Brazil. We had a memorable trip to the Pantanal in September, and I would like to extend my personal thanks to Steve Cox for facilitating the visit and to Angela Tresinari and Laurenz Pinder, Brazil staff, and Adalberto Eberhard, Ecotropica Foundation, for their outstanding hospitality at Fazenda Acurizal.

We were overwhelmed with the remarkable waterfowl and bird life of the Pantanal, and we were educated about the challenges of conservation management in an area of high demand with limited regulation and enforcement. The ecoregional planning process underway in the area is impressive and we discussed several ways the Forest Service could add value and learn from your ongoing planning process, particularly in ecological monitoring. We also experienced firsthand the impacts of widespread agriculture burning and escaped fire in the Pantanal and the resultant poor air quality. Discussions on how the Forest Service and TNC can work together in fire management in the Pantanal and Cerrado are off to a good start.

In Washington, DC, we are continuing to have productive discussions with your governmental affairs staff. We will be meeting together soon on a framework for cooperative programs in other regions of the world, including Indonesia and Meso America. We look forward to a long and healthy partnership with The Nature Conservancy.

It was a thrill to experience the tremendous diversity of Brazil's ecosystems. Yet, the highlight of my visit was to meet and interact with the many motivated and dedicated professionals, such as your Brazil staff, who are carrying out conservation programs in Brazil. Please thank them again for me.

Sincerely,

MIKE DOMBECK
Chief

cc:

Alex Watson, Executive Vice President, Latin America and Caribbean, TNC
Steve Cox, Regional Director, Brazil, TNC

John
Thanks for the
staunch support.
Mike





United States
Department of
Agriculture

Forest
Service

Washington
Office

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

File Code: 6140

Date: November 15, 1999

Dr. Thomas Birch
USDA Forest Service
Northeastern Research Station
11 Campus Boulevard, Suite 200
Newtown Square, PA 19073

Dear Tom:

It is with great pleasure that I congratulate you on receiving the William T. Hornaday Gold Medal Award presented by the Boy Scouts of America, and on your research achievements at the Northeastern Research Station. You join a distinguished group who have been recognized for their life-long conservation leadership and service to youth. You share this award with the likes of Aldo Leopold and other honored conservation leaders of the past century.

Guiding our young people is among our highest priorities if we are to ensure a future of strong land stewards and active citizens. Your dedicated work through the Boy Scouts, Project Learning Tree and other youth programs has made a positive and indelible mark on the lives of many. The USDA Forest Service is proud of, and grateful for, your commitment to conservation education.

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: 1500/1510

Date: NOV 17 1999

The Honorable Conrad Burns
United States Senate
SD-187 Senate Dirksen Office Building
Washington, DC 20510

Dear Senator Burns:

I appreciate your invitation to attend the meeting to be held in northwest Montana in December which will focus on forest health initiatives. Unfortunately, my schedule will not allow me to attend.

Because of the importance of the issues that will be discussed, I have made arrangements for Dr. Ann Bartuska, Director of Forest Management, to attend the meeting in my stead. I am confident that Dr. Bartuska will be able to address your concerns and provide valuable insight to the issues you will be discussing.

We have contacted Ryan Thomas in your Washington office to inform him of Dr. Bartuska's attendance.

Meanwhile, if you have questions or if my office may be of further assistance, please let us know.

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: 6520

Date: NOV 17 1993

The Honorable Joel Hefley
U.S. House of Representatives
2230 Rayburn House Office Building
Washington, DC 20515-0605

Dear Congressman Hefley:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

We have been using an "allocation criteria" as a starting point for distributing funds among NFS regions for a number of years. The concept is relatively simple. For each line item in our budget structure, we have developed a series of quantitative criteria or factors that reflect the workload and complexity of the program(s) being funded. A determination of relative importance is made for each factor. The resulting weights, and supporting information for each factor, are the basis for an initial distribution of funds among units.

The allocation procedures were developed with regional participation, based on variables affecting the need for monetary resources. In your letter, you cited a "dollars per acre" example to compare allocations between regions. While this measure is one way to make comparisons, we feel it doesn't reflect the complex variables that should be considered when determining initial allocation levels.

Contrary to what many people understand, the application of the criteria to allocate available funding is only the starting point for determining the final allocation for a region. Each staff Director and Deputy Chief is responsible for reviewing the results of applying the criteria with other known information and then making the necessary adjustments. For example, congressional earmarks, special initiatives, rapidly changing resource conditions or emergencies might cause adjustments to the initial program funding levels. Our quantitative criteria are not meant to lessen or remove management responsibility for making sound allocation decisions.

In keeping with the original intent of adopting this approach, any adjustments are clearly documented in the Agency's program budget advice to ensure that units have a complete understanding of the basis for their final allocation. We believe that the allocation criteria approach is a reasonable and fair method to distribute funding. Previously, there was no documented process that was easily understood and agreed upon by the Regional Foresters.



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Washington, DC 20090-6090

File Code: 6520

Date: NOV 17 1999

The Honorable Wayne Allard
U.S. States Senate
228 Russell Senate Office Building
Washington, DC 20510-6050

Dear Senator Allard:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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We appreciate your recognition that our use of the criteria has resulted in a more equitable distribution of funds among regions. That was our goal. We also recognize that it is extremely important that we continue to evaluate, and if appropriate, adjust the basis for our initial allocations. We think it is particularly important to ensure that the criteria for each program reflect the proper workload components, and the incentives, for achieving national objectives and priorities related to land health and service to people.

Your concerns about funding levels for the recreation and wilderness programs in Region 2 are duly noted. We continue to evaluate and, if necessary, adjust the criteria for these programs. As noted above, a series of workload and complexity factors drive the initial allocations for most programs. Our recreation allocations are based on recreation use levels, developed site capacities, non-wilderness acres, non-wilderness trails and number of special use permits. Similarly, wilderness allocations are driven by wilderness acres, number of wilderness areas, wilderness trail miles, wilderness use and number of urban forest designations. These criteria reflect the major resource or service components and the complexity factors within these programs.

We also share your concern about timber program funding levels to meet forest health objectives in Region 2. Unfortunately, available funding in all programs is not always sufficient to meet national and individual forest goals and objectives. This is not unique to Region 2.

In closing, let me assure you that I will do everything I can to ensure that our allocation process is sound and that the results are fair and equitable. We have used the program allocation criteria to distribute the fiscal year 2000 preliminary budget (based on Senate and House marks) and will be determining needed adjustments when we receive the final appropriations from Congress. As we move forward with our efforts to simplify our budget structure and implement land health performance measures, we plan to adjust the specific factors that will drive allocations in fiscal year 2001 and beyond.

Thank you again for your interest in the National Forests in the Rocky Mountain Region.

Sincerely,

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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: 6520

Date: NOV 17 1999

The Honorable Ben Nighthorse Campbell
United States Senate
190 Dirksen Senate Office Building
Washington, DC 20510-6038

Dear Senator Campbell:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

We have been using an "allocation criteria" as a starting point for distributing funds among NFS regions for a number of years. The concept is relatively simple. For each line item in our budget structure, we have developed a series of quantitative criteria or factors that reflect the workload and complexity of the program(s) being funded. A determination of relative importance is made for each factor. The resulting weights, and supporting information for each factor, are the basis for an initial distribution of funds among units.

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Thank you again for your interest in the National Forests in the Rocky Mountain Region.

Sincerely,

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MIKE DOMBECK
Chief



United States
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Forest
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Washington
Office

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

File Code: 6520

Date: NOV 17 1999

The Honorable Barbara Cubin
U.S. House of Representatives
1114 Longworth House Office Building
Washington, DC 20515-5001

Dear Congresswoman Cubin:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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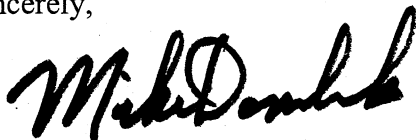
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MIKE DOMBECK
Chief



United States
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Agriculture

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Washington
Office

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

File Code: 6520

Date: NOV 17 1999

The Honorable Thomas A. Daschle
United States Senate
509 Hart Senate Office Building
Washington, DC 20510-4103

Dear Senator Daschle:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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Thank you again for your interest in the National Forests in the Rocky Mountain Region.

Sincerely,

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MIKE DOMBECK
Chief



United States
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Washington
Office

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

File Code: 6520

Date: NOV 17 1999

The Honorable Diana DeGette
U.S. States Senate
1339 Longworth House Office Building
Washington, DC 20515-0601

Dear Senator DeGette:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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Thank you again for your interest in the National Forests in the Rocky Mountain Region.

Sincerely,

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MIKE DOMBECK
Chief



United States
Department of
Agriculture

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Washington
Office

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

File Code: 6520

Date: NOV 17 1999

The Honorable Michael B. Enzi
U.S. States Senate
534 Dirksen Senate Office Building
Washington, DC 20510-6075

Dear Senator Enzi:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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MIKE DOMBECK
Chief



United States
Department of
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Service

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Office

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

File Code: 6520

Date: NOV 17 1999

The Honorable Tim Johnson
U.S. States Senate
534 Dirksen Senate Office Building
Washington, DC 20510-6075

Dear Senator Johnson:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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Thank you again for your interest in the National Forests in the Rocky Mountain Region.

Sincerely,

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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: 6520

Date: NOV 17 1999

The Honorable Scott W. McInnis
U.S. House of Representatives
1102 Longworth House Office Building
Washington, DC 20515-6348

Dear Congressman McInnis:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

We have been using an "allocation criteria" as a starting point for distributing funds among NFS regions for a number of years. The concept is relatively simple. For each line item in our budget structure, we have developed a series of quantitative criteria or factors that reflect the workload and complexity of the program(s) being funded. A determination of relative importance is made for each factor. The resulting weights, and supporting information for each factor, are the basis for an initial distribution of funds among units.

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MIKE DOMBECK
Chief



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: 6520

Date: NOV 17 1999

The Honorable Bob Schaffer
U.S. House of Representatives
212 Cannon House Office Building
Washington, DC 20515-0604

Dear Congressman Schaffer:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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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: 6520

Date: NOV 17 1998

The Honorable Tom Tancredo
U.S. House of Representatives
1123 Longworth House Office Building
Washington, DC 20515-0606

Dear Congressman Tancredo:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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MIKE DOMBECK
Chief



United States
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Washington
Office

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

File Code: 6520

Date: NOV 17 1999

The Honorable Craig Thomas
United States Senate
109 Hart Senate
Washington, DC 20510-5003

Dear Senator Thomas:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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MIKE DOMBECK
Chief



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Washington
Office

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

File Code: 6520

Date: NOV 17 1999

The Honorable John R. Thune
U.S. House Representatives
1005 Longworth House Office Building
Washington, DC 20515-4101

Dear Congressman Thune:

Thank you for your recent letter regarding the distribution of the Forest Service's budget among regions of the National Forest System (NFS). Your continued interest in how we allocate funds among regions and how this affects Region 2 is understandable. Your support for adequate resources to protect and care for National Forest Lands is greatly appreciated.

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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:

Date: NOV 19 1999

The Honorable Sherwood Boehlert
Chairman, Subcommittee on
Water Resources and Environment
Committee on Transportation
United States House of Representatives
B376 Rayburn House Office Building
Washington, D.C. 20515-6262

Dear Mr. Chairman:

This is in response to your letter of October 9, 1999, requesting information to assist you in analyzing H.R. 2547, the "Chugach Alaska Natives Settlement Implementation Act of 1999." I understand that, in response to your request, my staff has been providing your office with information by phone and FAX over the past several weeks. This letter is the formal summary of that information.

The following are the questions you asked and our responses:

Question (1) What terms and conditions, if any, does the Forest Service wish to include in the Chugach easement that would not be imposed by referencing the "Documentation"?

The "Documentation" to which you refer is the "Document in Support of Easement Application for Road Access Via the Martin River to the Bering Coal Fields" which was delivered to the Chugach National Forest on January 19, 1999. The "Documentation" included a voluminous set of environmental studies. Referencing the "Documentation" would provide a location for the easement, but would fail to provide the rest of the 11 terms and conditions that were agreed to in the 1982 Settlement agreement between the Forest Service and Chugach Natives Incorporated (CNI). Chugach Alaska Corporation (CAC) is the successor of CNI.

In consideration of the exchange provisions of the CNI agreement, the rights-of-way granted shall be in the form of easements exchanged and granted by the Secretary of Agriculture. The following is a summary list of the easement terms consistent with the 1982 CNI settlement agreement. These are the basic terms and conditions that the Forest Service needs to have in the easement to protect rights of the public and the government:



1. The easement shall grant CAC the right to construct, at its cost, a road for access necessary for economic utilization of the Bering River Coal Fields in accordance with the rules and regulations of the Secretary of Agriculture.
2. The Secretary of Agriculture and CAC will jointly agree on the location and width of the easement.
3. The United States reserves the standing timber within the right-of-way, but shall grant CAC free use of such timber as may be required to be removed for construction, operation, and maintenance of access facilities. The United States reserves any timber not needed to be cut.
4. The United States reserves the subsurface estate but shall grant CAC free use of common varieties of mineral materials for purposes reasonably necessary for construction and maintenance of the access route.
5. The easement shall provide for public and governmental use and regulation of such uses by the Secretary of Agriculture. The United States reserves full rights of public use and access for purposes related to the national forests, for any government activity, and other public purposes.
6. The easement shall contain terms to insure that, to the maximum extent feasible, the road and transportation facilities are constructed and used in a manner compatible with the purposes of the national forests, and the primary purpose of the conservation of fish and wildlife as provided by Section 501(b) of the Alaska National Interest Lands Conservation Act (ANILCA).
7. The easement shall contain terms for the restoration, rehabilitation, revegetation, and curtailment of erosion of the surface of the land. Construction and use of the road shall not violate applicable air and water quality standards.
8. The easement shall contain terms requiring that the road design and widths control or prevent damage to the environment, particularly fish and wildlife habitat; damage to public or private property; hazards to public health and safety; adverse environmental, social or economic impacts.
9. The easement shall contain terms to determine abandonment of the easement by CAC for nonuse.

10. The easement shall contain terms to ensure that public access is guaranteed to the final national forest lands, for any portion of the road accessing the Bering River Coal Fields that is located on CAC lands and that CAC design, construct, and maintain such portion of the road in such a manner as to ensure public safety.
11. CAC shall indemnify the United States for any and all injury, loss, or damage that the United States may suffer as a result of claims, demands, losses, or judgments caused by CAC's use or occupancy.

Question (2) Would referencing the "Documentation" specify the precise location of the easement, any limitations on road building on Forest Service land and the requirement that the public be granted access to the easement?

No. As stated above, the "Documentation" is basically little more than a road location and a number of environmental studies done by CAC. It would not provide standards for road building to ensure public safety and would not provide for public and governmental access to the easement as it extends across national forest and onto CAC property.

Question (3) Would referencing the "Documentation" give the Forest Service the authority and ability to enforce any or all of the terms and conditions stated or implicit in the "Documentation"?

No. A reference to the "Documentation" would not be sufficient as it is not a legally enforceable interest in land, as an easement is.

We have provided David Goldston of your staff with a copy of the latest draft easement dated October 8, 1999, that was given to CAC. That easement contains the terms and conditions negotiated with CAC over the course of the last 10 months. It provides what the Forest Service and the public need and what was bargained for in the 1982 CNI Agreement.

Thank you for your interest and involvement in ascertaining the public's and the Chugach National Forest's interests in this matter of an easement for the Chugach Alaska Corporation. Please contact my staff if they can provide further information.

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: 1300

Date: November 19, 1999

Route To:

Subject: Letter from the Chief

To: All Employees

Yesterday, Regional Forester Jack Blackwell and I held a conference call with employees of the Humboldt-Toiyabe National Forest. We talked for an hour and a half discussing concerns about the challenging environment faced by federal employees in parts of Nevada and the recent resignation of Forest Supervisor Gloria Flora. I appreciated the openness of our discussion and the willingness of employees to share a diversity of experiences and their views on moving towards solutions. I also thank those employees who sent letters to me.

Two things concern me most: first, the safety and well being of our employees, and second, the need to work towards long term solutions to the issues in areas like the Humboldt-Toiyabe to successfully work with communities.

Purposefully leaving one's professional vocation is not a decision to be taken lightly. Although it is unfortunate that an excellent employee like Gloria will leave her position, I fully respect her decision and her courage to act on her convictions. All line managers make difficult decisions based on the best information available and on their years of experience. I support these decisions.

Working relationships are key to our success in meeting the mission of the Forest Service. This has been true from the earliest days of the Forest Service, and is even more important today as we forge stronger community collaborations in our efforts to achieve the Natural Resource Agenda. Different views have existed from the beginning as well, and we expect them in a democracy. However, we draw the line when disagreements personally affect our safety. Forest Service employees and their families are good neighbors and active members of their communities.

All employees should expect to work in an internal and external environment, free from threats and harassment. It is important that you report any incidents that make you feel uncomfortable. Where such incidents arise, every effort will be made to address them. This is the prevailing theme of both our Civil Rights Policy and of Towards a Multicultural Organization.

Jack Blackwell and I are committed to help. We will fill the vacant supervisor position as quickly as possible. As we face our challenges, I encourage you to think about your accomplishments from the past year. They have been significant. And, the direct result of the hard work, commitment, and professionalism all Forest Service employee brings to the job. Our goal now is to move forward.



Thank you for your tireless efforts to make sure people today and in the future enjoy healthy forests and grasslands.

Have a safe and Happy Thanksgiving.

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

MIKE DOMBECK
Chief



United States
Department of
Agriculture

Forest
Service

Strategic Planning &
Resource Assessment

Yates Building – 5 South
201 14th Street SW
Washington, DC 20024

File Code: 1910
Route To:

Date: NOV 29 1999

Subject: Release of the Draft USDA Forest Service Strategic Plan (2000 Revision) for
Public and Employee Review and Comment

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

The Draft USDA Forest Service Strategic Plan (2000 Revision) has been released for public and employee review and comment. We need your help to ensure that a broad cross-section of the public and all Forest Service employees has an opportunity to provide their ideas and suggestions for the draft 2000 Revision. The help that is needed is four-fold:

- 1) Provide copies of the draft 2000 Revision to the public and Forest Service employees to facilitate review and comment.
- 2) Provide opportunities for public dialogue with Forest Service employees about the draft 2000 Revision at all Regional Offices, Research Stations, the Area, and the Institute.
- 3) Provide opportunities for all Forest Service employees at every Regional Office, Supervisor's Office, Research Station, the Area and the Institute to discuss and comment on the draft 2000 Revision; and
- 4) Document the dialogue that occurs with the public and employees so that the information is available to the Strategic Planning and Resource Assessment Staff (SPRA) for use in developing the 2000 Revision.

Knowing that we are engaged or about to be engaged in a number of policy related issues and/or actions that require the involvement of the public and Forest Service employees, we are asking you to determine the timing, location and format of public and employee outreach that are designed to discuss the draft 2000 Revision between now and the end of January 2000.

Public Outreach: In addition to the requirement of the Government Performance and Results Act of 1993 (the Results Act) to solicit ideas and suggestions from anyone "potentially interested in or affected by" the draft 2000 Revision, there are two very compelling reasons for providing opportunities for public outreach at all Regional Offices, Research Stations, the Area, and the Institute. First of all, the draft 2000 Revision is intended to provide information to the American public about the expected results of the work of the Forest Service, and as such, they should have an opportunity to have a say in what long-term goals, objectives, strategies, and measures are being proposed. Additionally, Congress expects the Forest Service to ensure compliance with the Results Act.



Employee Outreach: The Agency's strategic plan is the keystone in a management system that is national in scope and linked to every level of the Forest Service organization. The long-term goals, objectives, strategies, and measures are meant to clarify work priorities for all Forest Service employees and will be linked to the definition of annual work plans and budgets. All Forest Service employees need to understand what is being proposed in the draft 2000 Revision, to see how the Agency's Natural Resource Agenda and other program guidance are incorporated, and to have an opportunity to say what they think about the draft 2000 Revision. It is for these reasons that you are required to provide opportunities for employees in every Regional Office, Forest Supervisor Office, Research Station, the Area, and the Institute to discuss the draft 2000 Revision. **Because the 2000 Revision impacts all Forest Service employees at all Forest Service locations, it is important now that all Forest Service employees have an opportunity to review, discuss and comment on the draft 2000 Revision.**

Outreach Documentation: Providing lists of participants and written documentation of public and all-employee discussions is very important. The results of such discussions will be of greatest value if what you hear and record for us can then be used to contribute to the development of the 2000 Revision that will be submitted to the Administration and the U.S. Congress next year. Information about providing outreach documentation, along with other information, is provided in the enclosed package titled, "Seeking Public and Employee Input."

The SPRA staff stands ready to support you in planning and implementing public and employee outreach. This letter and its enclosure have also been posted on the SPRA intranet web site at <http://fsweb.wo.fs.fed.us/rpa>. You, SPRA Field Coordinators, or others on your staffs, should feel free to call for additional information and/or consultation. The SPRA staff will do everything they can to work with you and assist.



MIKE DOMBECK
Chief

Enclosure

cc: SPRA Staff
SPRA Coordinators
Public Affairs Officers
WO Staff Directors
Deputy/Associate Deputy Chiefs
Director, Office of Communication
Interdeputy Working Group
Under Secretary, NRE
Deputy Under Secretary, NRE



United States
Department of
Agriculture

Forest
Service

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

File Code: 1550

Date: **DEC** 1 1999

Dr. Valery Shubin
Chief of the Federal
Forest Service of Russia
Pyatnitskaya str., 59/19
Moscow 113184
RUSSIA

Dear Dr. Shubin:

On behalf of the USDA Forest Service, I would like to offer my heartiest congratulations on your recent 50th birthday and thank you for your support for the USDA Forest Service-Russia cooperative program. The USDA Forest Service has enjoyed a productive and fruitful relationship with the Russian Federal Forest Service and we look forward to our future cooperation.

I recently met with Deputy Chief Kuzmichev regarding the new World Bank loan to your country. We are pleased that you have requested the USDA Forest Service to cooperate with you in implementing this loan.

I hope to visit Russia next summer, review our current program, and give my recommendations for our future programs. I hope to meet with you during my visit.

Again, congratulations on your birthday. I look forward to working with you in the future.

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: DEC -8 1999

Route To:

Subject: Recreation Agenda: Establishing the Recreation Component of the Natural Resources Agenda and the Scheduling of Regional Summits

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

We have worked hard and with considerable success on the first three parts of the Natural Resources Agenda. It is now time to expend the same energy on the Recreation program to ensure its integration with the broad spectrum of the Agenda. I will need your leadership to make this happen. I have asked that Deputy Chief Jim Furnish take on the leadership role for the Recreation Agenda from the Washington Office.

I want a highly focused, visible, and collaborative effort to implement the recreation portion of the Natural Resources Agenda. This focused effort will be the Recreation Agenda. A focused recreation vision is necessary in order to build support for recreation programs with key stakeholders and Congress. The Agenda will outline the key emphasis areas and action items that will guide our program for the next 5 to 6 years.

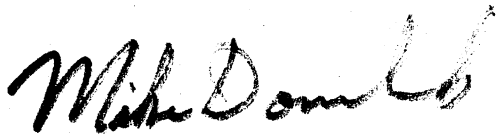
The Recreation Agenda contains a six point action plan. In it we call for specific investment strategies for congressionally designated areas and to reduce deferred maintenance. It calls attention to recreation access issues and will link to the public dialogue on the roads policy. It renews emphasis in conservation education and interpretation, the educational cornerstone for all resource programs. Services will be based upon the use of solid marketing research. Building partnerships, connections with communities, and outreach to new constituencies will be the key to its implementation success.

To achieve a collaborative product, we have prepared a "draft" Recreation Agenda that will be discussed and refined with a broad cross-section of key stakeholders over the next 4 months. We tested a collaborative process with 50 key stakeholders at a "kick off" Recreation Summit on October 20, 1999, in Washington, D.C. This process yielded productive comment on ways to improve the agenda and the need for the Forest Service to develop more specific and accountable actions. Over the next 4 months, I would like the Regional Foresters, working with Station Directors, to hold similar field summits in key communities across the nation. The input from the field summits will be incorporated into the final version of the Recreation Agenda to be completed no later than April 2000.

I would like you to provide the dates and locations of your field summits to Denny Bschor, Director of Recreation, Heritage, and Wilderness Resources, no later than January 14, 2000, and to complete the field summits no later than March 30, 2000.



This is an extremely important program for the Natural Resources Agenda and to the American people. I want to express my appreciation to all of you for your support in building a strong foundation for the future of recreation.

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

MIKE DOMBECK
Chief



United States
Department of
Agriculture

Forest
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Washington Office

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File Code: 6600, 1300
Route To:

Date: DEC 14 1999

Subject: Year 2000 Business Continuity

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

You are all aware of the potential threat to business continuity posed by the inability of some computer technology to properly recognize dates after December 31, 1999, commonly referred to as the Y2K problem. Thanks to a concerted effort by many of our people, both in the agency and in the Department (USDA), the Y2K risk for the Forest Service and the USDA is now felt to be low. During this final month, I ask each of you to take the necessary steps to make sure this risk remains low.

Each of your offices have formed Business Resumption Teams (BRT's). These teams are responsible for:

1. Rehearsing the plan for actions to be taken should any Y2K problems occur. The plan should include both remedial action to ensure business continuity and upward reporting about the problem to ensure that you know within a very short time what has occurred.
2. On-site inspection of your offices some time during the weekend of January 1-2, 2000, to check for any Y2K problems that would interfere with normal business operations on Monday, January 3, 2000. This includes inspecting the facilities and equipment, as well as testing the readiness of the information systems.

The Y2K Project Office in the Information Resources Management Staff is providing your designated BRT's with detailed guidance on required activities and reporting requirements. I ask you to ensure that your BRT members have sufficient support and resources to execute their responsibilities safely and efficiently. Senior management must also be ready should any Y2K problems occur that falls outside the scope of our remediation and contingency plans. I expect you to be among the first to know of any such problems and to marshal all the resources necessary for problem resolution.

Our agency has put forth an outstanding effort thus far in meeting the Y2K challenge. I am confident you will carry this energy and excellence through the final few weeks to the day when the challenge is behind us.

MIKE DOMBECK
Chief





United States
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File Code: 1200
Route To: 1623

Date: DEC 16 1999

Subject: New National Conservation Education Program Staff

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

Gifford Pinchot and Aldo Leopold both recognized that teaching the next generation the value of our natural resources is as important a job as any that we do. Public understanding of the value of these resources is essential if we are to do our job caring for our country's natural and cultural resources. Conservation education has always been a part of accomplishing the Forest Service mission, from early efforts such as the "Penny Pines" fund raising effort to restore the Eastern forests, to Smokey Bear and his fire prevention message, the formal establishment of a Forest Service environmental education program in the 1960s, and expansion of program specific conservation programs such as NatureWatch and Passport in Time.

The Forest Service has three outstanding educational strengths: National Forests and Grasslands provide 191 million acres of outdoor classrooms where people learn through hands-on experiences. State and Private Forestry provides an extensive education delivery network through our employees and our many partners, such as State Foresters. Research and Development provides a strong scientific basis for educational materials.

In keeping with the important role of conservation education in managing our natural resources, I am pleased to announce the formal approval of a national Conservation Education Staff. This Staff will focus our efforts and lead new education initiatives that reflect the changes we have made in how we view our mandate to "Care for the Land and Serve People." Field funding for conservation education has been significantly increased in FY 2000 as well.

Although the Conservation Education Staff is located in the State and Private Forestry Deputy Area, conservation education is a responsibility of each Deputy Area and every individual in the Forest Service. Each of you has the responsibility to integrate educational opportunities into the work you do, whether it is giving a presentation to a school class about natural resources or interacting with a forest visitor about why a road is closed.

I have appointed Ann Loose as Director of the national Conservation Education Staff, and I encourage you to give Ann and her staff your full support, so that we can move forward into the 21st century with a strong conservation education effort. If you have questions about how best to support conservation education, please contact Ann (202-205-1241; aloose/wo) or the Conservation Education Staff (202-205-5681; ce/wo).

MIKE DOMBECK
Chief





United States
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of Agriculture

Forest
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File Code: 6170

Date: DEC 16 1999

Route To:

Subject: Membership and Participation in Professional Societies
(1900/2200/2300/2400/2500/2600/2800/6140 ltr of 8/31/99)

To: All Forest Service Employees

On August 31, 1999, I signed a letter (copy enclosed), encouraging membership and participation in professional societies. This letter is to provide some additional clarifying information on two aspects of that letter.

First, my letter made specific reference to professional societies to enhance natural resources management skills. In doing so, it was not my intent to overlook those organizations which exist to promote excellence in business management functional areas. Obviously, there are a number of professional organizations relevant to the areas of financial management, information technology, human resources, property and acquisition, and general management in which I encourage our employees participation.

Second, the letter stated that supervisors should give priority to employees attending professional meetings who are officials or committee chairpersons in the sponsoring organization, association, or society. In doing so, it was not my intent to infer that employees may serve on boards of outside organization in their official capacity as prohibited in 5 U.S.C. 208(a). Detailed guidance on this subject was recently distributed to Regions, Stations and WO Staff by our Human Resources Management Director. See 6170, "Official Participation by Federal Officials on Boards of Directors of Outside Organizations" dated November 24, 1999. If you have questions concerning how this portion of ethics law and related guidance from the Department of Justice may affect your participation as an official in an outside organization, please contact your Human Resources Management Staff.

Again, as I have stated on numerous occasions, Forest Service leadership in natural resource and business management requires the use of the best available information and practices. Membership and participation in professional societies benefit the Forest Service by maintaining and enhancing our professional resource and business management capabilities.

MIKE DOMBECK
Chief

Enclosure

