

United States
Department of
Agriculture

Forest Service

FS-693

November 2000



Transition Notebook

An Overview of Organization, Budget, and Strategic Goals in the USDA Forest Service



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Introduction

This Transition Briefing Book is designed to provide general information regarding the U.S. Department of Agriculture (USDA) Forest Service. Agency mission, management situation, organization and budget, goals and objectives, and pressing issues are outlined. For a more detailed review of USDA Forest Service programs and activities, see the Transition Briefing Website at <http://fsweb.wo.fs.fed.us/transition>.

Our Mission

For nearly 100 years, the USDA Forest Service has been “Caring for the Land and Serving People.” As we prepare to enter its second century of service, our commitment to land stewardship and public service is the framework within which natural resources will continue to be managed. As described in the *USDA Forest Service Strategic Plan (2000 Revision)*:

The mission of the USDA Forest Service is to sustain the health, diversity, and productivity of the Nation’s forests and grasslands to meet the needs of present and future generations.

As the lead Federal agency in natural resource conservation, the USDA Forest Service provides leadership in the protection, management, and use of the Nation’s forest, rangeland, and aquatic ecosystems. The ecosystem approach to management integrates ecological, economic, and social factors to maintain and enhance the quality of the environment to meet current and future needs. Through implementation of Land and Resource Management Plans, we ensure sustainable ecosystems by restoring and maintaining species diversity and ecological productivity that helps provide recreation, water, timber, minerals, fish, wildlife, wilderness, and aesthetic values for current and future generations of people.

Through technical and financial assistance, we assist States and private landowners in practicing good stewardship, promoting rural economic development, and improving the natural environment of cities and communities. We continue to develop and use the best available scientific information to facilitate achievement of our goals and objectives. Domestic and international activities are directed at developing values, products, and services to maintain ecosystem health.

Importance to American People

What does all of this mean to the American people? Consider that in fiscal year 1998, Americans owned 192 million acres of national forests and grasslands.

On those lands, Americans could:

- Drive 7,700 miles of scenic byways
- Boat or canoe on 4,348 miles of national wild and scenic rivers
- Hike 133,087 miles of trails, including trails on 34.7 million acres of wilderness
- Use some 23,000 recreation sites, including 4,300 campsites
- Use more than 380,000 miles of forest roads for access to their lands

In that single year, national forests and grasslands supported:

- 860 million recreation visitor days
- 9.3 million head months of livestock grazing
- 3.4 billion board feet in timber sales—enough wood to build more than 300,000 single family homes
- \$21 billion worth of hunting and fishing to the U.S. economy

And, there's more:

- At the same time, more than 60 million Americans drank pure, clean water that originated in watersheds from national forests and grasslands.
- The Forest Service helped 146,746 private woodland owners manage their property.
- The agency assisted 9,635 urban communities through Forest Service programs.
- Forest Service researchers published some 2,700 technical reports and engaged in other important research and wood products development projects. For example, the Forest Products Laboratory (Madison, Wisconsin) worked with the U.S. Postal Service to establish pressure-sensitive adhesives for their stamps. These new adhesives don't cause problems in recycling and may result in an additional 20 million tons of wastepaper being recycled each year.

On the cusp of the new millennium, the Forest Service is being challenged to improve the way we manage the magnificent natural resources we are charged with and the public funds for which we are accountable.

The Management Situation

The USDA Forest Service must comply with its legislated authorities and responsibilities, particularly concerning the water, air, and soils that sustain life on Earth. Specifically, we must work to sustain the health, diversity, and productivity of the Nation's forests and grasslands. We are equally required to conduct its business in the most effective and efficient manner possible—providing the best possible value for the American people.

The strategic plan is the keystone of the USDA Forest Service management system—providing the context and purpose for agency actions. The 2000 Revision to this plan incorporates the priorities of the agency's Natural Resource Agenda and information related to other program and unit plans. The Natural Resource Agenda focuses on watershed health and restoration, sustainable forest management, the national forest road system, and recreation.

The management situation of the USDA Forest Service is similar to that of many organizations today. Financial resources are finite and competition for them is strong. Operations are being transformed by new and emerging information technologies. Accountability (for monies spent and results achieved) is expected and closely monitored, from within and outside the agency. The results expected from us are as diverse as the public interests we must serve.

The model for how the USDA Forest Service manages its business has changed in response to the management situation and other factors. Consistent with requirements of the Government Performance and Results Act (Public Law 103-62), the new model provides for considering long-term as well as near-term objectives in an adaptive system with monitoring and evaluation of land and resource management plan implementation, financial performance, public perceptions, accomplishment of operational objectives, and achievement of long-term results. Full implementation of this management model will facilitate our accountability for actions taken and results realized.

The USDA Forest Service is committed to providing the best possible stewardship of the Nation's forest and rangeland resources, benefiting current and future generations of American people. The realities of diverse interests, finite budgets, and environmental considerations will influence the choices that are made in the management of forest and rangeland resources. Delivering on this commitment requires an understanding of the public's interests through direct discussions and collaboration. It also requires financial support through Congressional appropriations, volunteers, partners, and user fees. The development and use of scientific information is also essential to the achievement of the long-term goals and objectives of the agency.

Strategic Direction for Agency Programs

The keys to understanding USDA Forest Service programs are found in three documents: the *USDA Forest Service Strategic Plan (2000 Revision)*, the 2001 Budget Justification for the Committee on Appropriations, and the 2001 Annual Performance Plan. The goals and objectives found in the strategic plan provide the common threads that knit together budget priorities, individual program areas, and annual performance expectations into a coherent whole. This is particularly important for a Federal agency with extensive land management responsibilities, a largely decentralized organization, and a multitude of program areas to oversee. This formulation of the strategic plan represents an important change in the management model for the USDA Forest Service. It was developed in response to the Government Performance and Results Act (Public Law 103-62) and to changes in our own management situation.

The *USDA Forest Service Strategic Plan (2000 Revision)* establishes outcomes or results to be achieved over time. These outcomes were developed using science-based information from recent resource assessments, public input, and other information. The four goals of the strategic plan address ecosystem health, multiple benefits for people, scientific and technical assistance, and effective public service. Associated with each goal are objectives, strategies to achieve these objectives, and measures of progress.

The following section of this notebook will use the strategic plan goals and objectives to place national management focus areas into the broader context of USDA Forest Service strategic goals. Not unexpectedly, these focus areas may sometimes address more than one strategic goal. For additional information on the key issues, see our intranet website at <http://fsweb.wo.fs.fed.us/transition>.

Strategic Direction for Agency Programs

Goal 1: Ecosystem Health

Goal *Promote ecosystem health and conservation using a collaborative approach to sustain the Nation's forests, grasslands, and watersheds.*

Objectives

Objective 1.a Improve and protect watershed conditions to provide the water quality and quantity and the soil productivity necessary to support ecological functions and intended beneficial water uses.

Objective 1.b Provide ecological conditions to sustain viable populations of native and desired nonnative species and to achieve objective for Management Indicator Species (MIS)/focal species.

Objective 1.c Increase the amount of forests and grasslands restored to or maintained in a healthy condition with reduced risk and damage from fires, insects and diseases, and invasive species.

Focus Areas

Watershed Health and Restoration

Fire and Fuels Management and Their Impact on Communities and the Environment

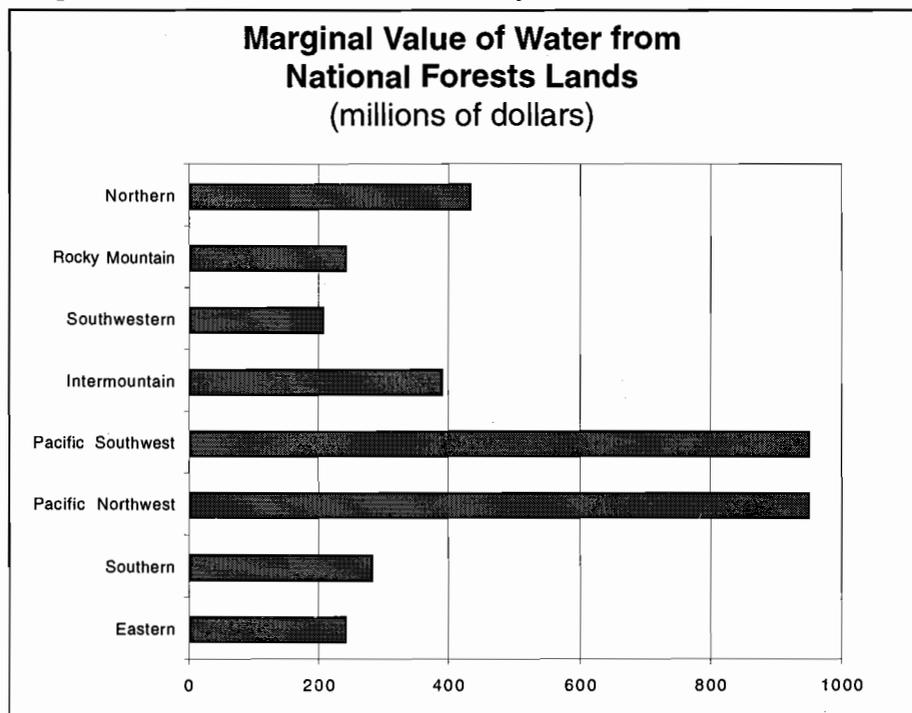
Sustainable Resource Management

Watershed Health and Restoration

Overview

As the Nation's largest and most important water provider, maintaining and restoring watersheds is integral to the Forest Service mission:

- Maintaining and restoring watersheds were the primary reasons for establishing the national forests at the beginning of the last century.
- Some 60 million people in the United States get their water from our Nation's forests—making the USDA Forest Service the largest water company in the country.
- The estimated value of the water flowing from the national forests is \$3.7 billion per year, exceeding the value of many other products from the National Forest System.



- Watershed health and restoration is the foundation for accomplishment of two of the four goals of the agency's strategic plan.
- The FY 2001 budget contains \$487.7 million for watershed health and restoration work—a 9.4 percent increase from FY 2000.

A Healthy Watershed:

- Maintains the integrity of water systems and soil quality.
- Meets the needs of thriving terrestrial and aquatic ecosystems.
- Supplies benefits for people, such as drinking water and recreation and commodity uses that do not compromise watershed health.

Throughout the Nation, many watersheds are deteriorating at alarming rates. Critical issues include:

- ❑ Invasion of exotic species and noxious weeds that displace native fish, wildlife, and plants.
- ❑ Increased risk of large wildfires.
- ❑ Decline of water quality and quantity from erosion, contaminated runoff, and other factors.
- ❑ Increased numbers of insect and disease outbreaks.
- ❑ Threats from increased urbanization.

What's Ahead

Restoring and enhancing the Nation's watersheds is the primary focus of many agency programs. Continued support of these programs is essential to their success.

Unified Federal Policy

The Forest Service has joined with other Federal land management agencies to manage lands and resources in a consistent manner. This includes a common approach to watershed inventory, assessment, monitoring, and management. Coordination with States, tribes, and communities in watershed management is an important part of this agreement.

Clean Water Action Plan

The Forest Service is a full partner in carrying out the Clean Water Action Plan, which aims to protect public health and restore our Nation's waterways by setting strong goals and providing States, communities, farmers, and landowners the tools and resources to meet those goals

We are using cooperative strategies built around watersheds and the communities they sustain to implement the clean water action plan.

Large Watershed Restoration Projects

In FY 2001 the Forest Service will invest more than \$18 million in support of 12 projects. These funds will be matched by partner organizations, including conservation, wildlife, and forest management groups; American Indian Tribes; State and local governments; and community organizations.

Related Activities

Development of a consistent approach to watershed assessments for public and drinking water sources in partnership with other State and Federal agencies.

For More Information

Contact Warren Harper at 202-205-1475 or visit the website at <http://www.fs.fed.us/ftp/root/pub/water/water.pdf>

Fire and Fuels Management and Their Impact on Communities and the Environment

Overview

On August 8, 2000, President Clinton asked Secretaries Babbitt and Glickman to prepare a report that recommends how best to respond to this year's severe fires, reduce the impacts of these wildland fires on rural communities, and ensure sufficient firefighting resources in the future.

The President also asked for actions that Federal agencies, in cooperation with States and local communities, can take to reduce immediate hazards to communities in the wildland-urban interface and to ensure that fire management planning and firefighter personnel and resources are prepared for extreme fire conditions in the future.

The report is officially entitled, *Managing the Impacts of Wildfire on Communities and the Environment: A Report to the President In Response to the wildfires of 2000*—The national Fire Plan for short by the USDA Forest Service.

The report to the President, along with preliminary adjustments by Congress, calls for \$1,103,421,000 in additional funding for the USDA Forest Service to implement what the agency is calling the National Fire Plan. This amount includes \$484,147,000 in additional base funding and \$619,274,000 in emergency funds.

Key Points

The National Fire Plan includes five key points:

- **Firefighting.** Continue to fight the fires for the rest of this fire season and be adequately prepared for next year.
- **Rehabilitation and Restoration.** Restore landscapes and rebuild communities damaged by the wildfires of 2000.
- **Hazardous Fuel Reduction.** Invest in projects to reduce fire risk.
- **Community Assistance.** Work directly with communities to ensure adequate protection.
- **Accountability.** Be accountable and establish adequate oversight, coordination, program development, and monitoring for performance.

Operating Principles

The following are the nine Operating Principles to guide the work as the USDA Forest Service implements the National Fire Plan

- ❑ **Firefighting Readiness.** Increase firefighting capability and capacity for initial attack, extended attack, and large fire support to reduce the number of small fires becoming large, to better protect natural resources, to reduce the threat to adjacent communities, and to reduce the cost of large fire suppression.
- ❑ **Prevention Through Education.** Assist State and local partners in taking actions to reduce fire risk to homes and private property through programs such as FIREWISE.
- ❑ **Rehabilitation.** Focus rehabilitation efforts on restoring watershed function, including protection of basic soil and water resources, protection of biological communities, and prevention of invasive species.
- ❑ **Hazardous Fuel Reduction.** Assign highest priority for hazardous fuels reduction to communities at risk, readily accessible municipal watersheds, threatened and endangered species habitat, and other important local features, where conditions favor uncharacteristically intense fires.
- ❑ **Restoration.** Restore healthy, diverse, and resilient ecological systems to minimize uncharacteristically intense fires on a priority watershed basis. Methods will include removal of excessive vegetation and dead fuels through thinning, prescribed fire, and other treatment methods.
- ❑ **Collaborative Stewardship.** Focus on achieving the desired future condition on the land in collaboration with communities, interest groups, and State and Federal agencies. Streamline process, maximize effectiveness, use an ecologically conservative approach, and minimize controversy in accomplishing restoration projects.
- ❑ **Monitoring.** To evaluate the effectiveness of various treatments to reduce unnaturally intense fires while restoring forest ecosystem health and watershed function.
- ❑ **Creating Jobs.** Encourage new stewardship industries and collaborate with local people, volunteers, Youth Conservation Corps members, service organizations, and Forest Service work crews, as appropriate.
- ❑ **Applied Research and Technology Transfer.** Focus research on the long-term effectiveness of different restoration and rehabilitation methods to determine those methods most effective in protecting and restoring watershed function and forest health. Seek new uses and markets for byproducts of restoration.

Immediate Actions

The following are immediate actions taken by the USDA Forest Service to begin implementation of the National Fire Plan:

- ❑ A national fire plan coordinator has been named
- ❑ A national management structure has been developed
- ❑ Key point of contacts in the field have been designated
- ❑ Field management structures, tiered to the national structure, are being developed
- ❑ A plan of work has been completed
- ❑ Required information for reporting purposes is being finalized
- ❑ A National Fire Plan Information System has been established
- ❑ A communication plan has been developed
- ❑ Seven implementation notes, to provide guidance, have been completed and distributed
- ❑ Letters requesting project information to assist with funding allocation have been sent to the field. To date, these include:
 - Fuels Management
 - Rehabilitation and Restoration
 - Technology Development
 - Workforce Management for Optimal Fire Management Readiness
 - Community Assistance
 - Fire Facilities Improvement
- ❑ Several briefings with key partners, including Congress, have been held
- ❑ Criteria for allocation of funds are nearly completed

Next Steps

The following are the next immediate actions to be taken by the USDA Forest Service to continue implementation of the National Fire Plan:

- ❑ Complete release and allocation of Emergency Funds
- ❑ Finish Accomplishment Reporting System development
- ❑ Develop selected information products (e.g., Fuels Management Projects, Funding Allocation Tables, and Volunteer Fire Departments Assisted)
- ❑ Provide information to Congress, as per directions in the Appropriation Bill; coordinate closely with the U.S. Department of the Interior
- ❑ Continue briefings at the field and national levels
- ❑ Establish field management structure
- ❑ Establish framework for 6-month status report
- ❑ Continue to implement the National Information Resource System
- ❑ Ensure adequate resources for NEPA processes, including Section 7 (of the Endangered Species Act) consultation. Streamline the process, as appropriate

**For More
Information**

Contact Dennis Truesdale at 202-205-1489 or visit the following websites:

<http://www.fs.fed.us/fire>, <http://www.firewise.org>

<http://www.fs.fed.us/fire/fuelman/firereg/maps/firereg.jpg>

<http://www.fs.fed.us/fire/fuelman/curcond/maps/curcond.jpg>

Sustainable Resource Management

Overview

The principles of sustainable resource management were embedded in the Forest Service Organic Act of 1897. Since then, the American public's understanding of how social health and public welfare are affected by the health of the land has continued to emerge, precipitating a robust body of both Federal and State legislation designed to protect the environment concurrent to meeting human needs. The principle of resource sustainability is the foundation of this body of law.

Critical contemporary issues of sustainable resource management include increased risk of large wildfires, invasion of exotic species and noxious weeds, outbreaks of insects and disease, forest fragmentation in rapidly growing areas, and rural community viability. Interest in resolving these issues in the United States is bringing together a wide variety of public and private sector partners, including many at the grass-roots level. These varied interests are finding shared goals and integrated approaches to address the ecological, economic, and social aspects of sustainability in ways that recognize the differing yet compatible roles that can be played by different land ownerships.

The Forest Service has adopted sustainability as the overarching goal in its long-term strategic plan. Among the ongoing efforts in this area is agency involvement with a multistakeholder Roundtable on Sustainable Forests. The roundtable serves as a forum to share information and perspectives about sustainable forest management in the United States. It is initially focusing on implementing a common framework of criteria and indicators for sustainability at different scales.

While national forest management issues often receive the bulk of media attention, it is important to recognize that two-thirds of the Nation's forests are owned and managed by tribal, State, and local governments; corporations; and nearly 10 million nonindustrial private landowners.

What's Ahead

Maintaining and restoring, as appropriate, the sustainability of the Nation's forests and grasslands in collaboration with owners, managers, communities, and others is the primary focus of many agency programs related to research, public and private land management, and international forestry. Continued support of these programs is essential to their success.

As part of the Montreal Process, each of the 12 participating countries will report by 2003 on the state of its countries's forests and progress towards sustainable forest management. The Forest Service, with the help of other Federal agencies having data responsibilities, is leading this effort.

A variety of data and institutional issues associated with sustainable resource management will need to be resolved over time. This will involve continued interaction with the Roundtable on Sustainable Forests and other interested parties who share responsibilities.

To keep the Nation's forests healthy and productive, it is necessary to continue to monitor them and focus attention on the threats that face them. Accordingly, we will expand its forest health monitoring program to 41 States in FY 2001, develop and expand maps identifying areas of risk, report on the health of all forested landscapes across the Nation by 2003, and improve forest health expertise through training and development.

Related Activities

Sustainable resource management is often accomplished through collaborative stewardship at local and regional scales. For example, efforts are underway to restore burned areas and address hazardous fuel accumulations in and around communities through the National Fire Plan. Building community capacity to address the ecological, economic, and social aspects of these issues in integrated ways is a long-term challenge facing the Forest Service and its many partners in rural and urban areas.

Large and small watershed approaches are underway to address landscape issues involving rural and urban America. Large-scale restoration projects focus on accelerating implementation in priority watersheds in ways that help reconnect communities to their watersheds.

The 2000 RPA Assessment of renewable resources of the Nation's forests and grasslands will be available by January 2001.

For More Information

Contact David Radloff at 202-205-1369 or Ruth McWilliams at 202-205-1373.

Visit the following websites:

<http://fs.fed.us/sustained>

<http://fs.fed.us/pL/rpa/>

Goal 2: Multiple Benefits to People

Goal *Provide a variety of uses, values, products, and services for present and future generations by managing within the capability of sustainable ecosystems.*

Objectives

- Objective 2.a Improve the capability of the Nation's forests and grasslands to provide diverse, high-quality outdoor recreation opportunities
- Objective 2.b Improve the capability of wilderness and protected areas to sustain a desired range of benefits and values.
- Objective 2.c Improve the capability of the Nation's forests and grasslands to provide desired sustainable levels of uses, values, products, and services.
- Objective 2.d Increase accessibility to a diversity of people and members of underserved and low-income populations to the full range of uses, values, products, and services
- Objective 2.e Improve delivery of services to urban communities

Focus Areas

Revision of Forest Plans Under the New Planning Rule

Regional Scale Plan Amendments and Assessments

The National Recreation Strategy

Revision of Forest Plans Under the New Planning Rule

Overview

In the next 3 years, over 60 percent of the 122 current Land and Resource Management Plans (LRMP's), for national forests and grasslands will be 15 years old. The law requires that each of these plans be revised every 15 years. The current estimated cost per plan revision is \$2.5 to \$3.0 million. A significant investment in people, time, and financial resources will be required to complete these plans.

The National Forest Management Act of 1976 (NFMA) requires the Secretary of Agriculture to develop, maintain, and revise LRMP's for the National Forest System. The new planning rule emphasizes collaboration with a broad variety of people, governments, and agencies and requires an improved approach to problem solving and decisionmaking.

The overall success of each plan revision and land and resource management over the next several years depends on successful implementation of the new planning procedures.

What's Ahead

To complete revision on all LRMP's as required by the NFMA, we plan to—

- Create advisory committees to provide structured interaction between all communities of interest on planning issues.
- Combine the planning activities of individual forest and grassland units, where practical, to better ensure consideration of ecological, economic, and social needs.
- Create science advisory boards to provide objective information and insight on natural resource issues at the national, regional, and local level.
- Provide national training and assistance to support field units through the revision process.

For More Information

Contact Robert Cunningham at 202-205-2494 or visit the website at <http://www.fs.fed.us/forum/nepa/>

Regional-Scale Assessments and Plan Amendments

Overview

Many of today's natural resource issues are broader in scope than the local forest level. As a result, regional-scale planning and assessments are essential for land management planning. Using regional-scale planning and assessments is one of the few ways that we can detect forest and grassland sustainability issues in time for people to make informed choices about sustainability problems. The new planning rule relies on broad-scale assessments for doing this analysis.

A number of regional-scale assessments and associated plan amendments are completed or underway: Interior Columbia Basin Ecosystem Management Project, Northwest Forest Plan, Sierra Nevada Amendment, The Southern Appalachian Assessment, An Assessment of Forest Ecosystem Health in the Southwest, Lake States Assessment, and Ozark/Ouachita Highlands Assessment. We will continue to invest people and financial resources in these ongoing efforts.

Under the new planning rule, the majority of the 122 current national forest and grassland plans will be revised in the next 10 years. As new information becomes available, the existing regional-scale assessments will need to be updated. New broad-scale assessments will be completed as the need arises.

What's Ahead

- Complete current projects for the Interior Columbia Basin Ecosystem Management Project and Sierra Nevada Framework Environmental Impact Statement and commit funding and resources needed to implement decisions.
- Recruit for the skills needed to meet the increasing demand for scientifically credible resource assessments.

For More Information

Contact Robert Cunningham at 202-205-2494 or visit the website at <http://www.fs.fed.us/forum/nepa/nfmalmrp>

The Recreation Agenda

Overview

The Recreation Agenda outlines our long-term strategy to keep pace with increasing recreation demands, while caring for the long-term health of the land.

The agenda provides a framework for meeting America's recreational needs in an ecologically and socially sustainable manner. The Recreation Agenda has four interrelated goals:

- ❑ Provide recreation opportunities that do not compromise land health.
- ❑ Increase customer satisfaction and educate Americans about their public lands.
- ❑ Build community partnerships to expand available resources.
- ❑ Improve relationships with private sector business partners, interest groups, intergovernmental agencies, and tribal governments to get the job done.

What's Ahead

In order to implement these goals, we will—

- ❑ Invest in some facilities and remove others. There is an estimated \$812 million backlog in repair and maintenance of existing facilities. We will invest proceeds from the Recreation Fee Demonstration Project and other revenue leveraging actions to address this problem. We will also seek permanent fee authority from Congress in FY 2001.
- ❑ Manage off-highway vehicle use to assure high-quality motorized opportunities in an ecologically and socially sustainable manner. This will be done collaboratively through forest plans and with the involvement of all the communities of interest.
- ❑ Provide access to recreation opportunities by working with local governments, nongovernment organizations, and local landowners on rights-of-way, where needed, and by applying principles of universal design to facilities to make them accessible for everyone.
- ❑ Seek legislative authorities that will allow for long-term private sector investment in existing and future recreation developments consistent with ecological and social sustainability.

- Exercise appropriate oversight of the private businesses that are providing recreation opportunities and facilities on national forests and grasslands using Cost-Recovery authorities to ensure timely processing of permit applications and better training in fundamental business principles.

**For More
Information**

Contact Richard Paterson at 202-205-1358 or visit the website at http://www.fs.fed.us/recreation/recstrategy/index_agenda.shtml

Goal 3: Scientific and Technical Assistance

Goal *Develop and use the best scientific information available to deliver technical and community assistance and to support ecological, economic, and social sustainability.*

Objectives

Objective 3.a Better assist in building the capacity of Tribal governments, rural communities, and private landowners to adapt to economic, environmental, and social change related to natural resources.

Objective 3.b Increase the effectiveness of scientific, developmental, and technical information delivered to domestic and international interests.

Objective 3.c Improve the knowledge base provided through research, inventory, and monitoring to enhance scientific understanding of ecosystems, including human uses, and to support decisionmaking and sustainable management of the Nation's forests and grasslands.

Objective 3.d Broaden the participation of less traditional research groups in research and technical assistance programs.

Focus Areas

Urban Forests

Forest Inventory and Analysis

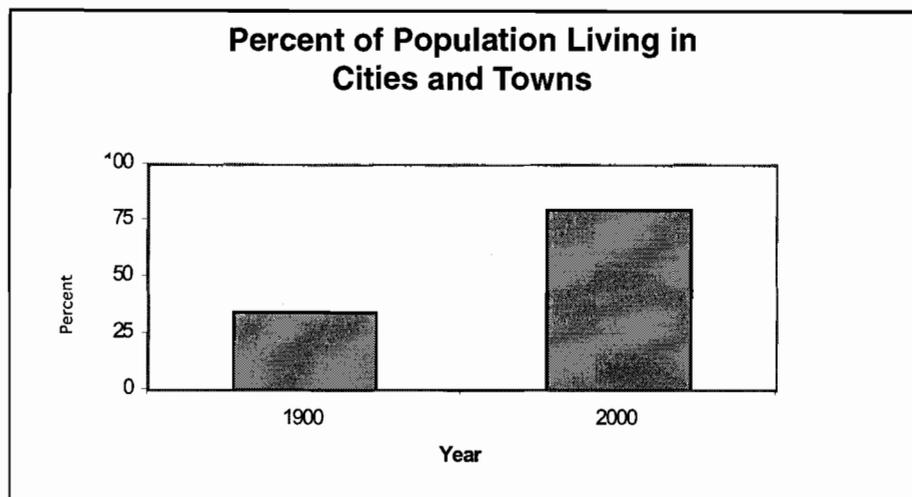
Collaborative Stewardship

Urban Forests

Overview

Since the creation of the USDA Forest Service early in the last century, the patterns of urban growth across the United States have changed dramatically. The public's needs and program challenges have evolved accordingly.

- ❑ Centers of urban growth are adjacent to many National Forest System land units, including forests near Los Angeles, CA, Seattle, WA, Denver, CO, Phoenix, AZ, Atlanta, GA, and Boston, MA. At the same time, people are moving to wild land interface areas, seeking an improved quality of life. The already large recreation demands on the national forests are expected to grow exponentially as this trend continues.
- ❑ Changing demographics and values will have a profound affect on future program delivery and public involvement in land use decisions and policy. Significant percentages of our population need information and opportunities to understand the connections between natural resources and their urban lifestyle.



- ❑ Competition for land uses and tradeoffs between utilization and protection of open space and native species are hotly debated in local development proposals. Land managers are having to make increasingly complex decisions, involving interrelated issues of land use, transportation, water use and conservation, fire protection, recreation, wildlife habitat, and open space conservation.

USDA Forest Service urban forestry research and education centers in Athens, GA, Chicago, IL, Syracuse, NY, and Davis and Riverside, CA, have programs that could be expanded to identify emerging issues and carry out monitoring and technology transfer.

What's Ahead

The Forest Service, in partnership with State forestry agencies, universities, and nongovernmental organizations (NGO's), has been involved with the management of natural resources in cities, towns, and communities since the early 1970's.

To address the challenges and meet the needs of our diverse urban populations, while enhancing forest health across the landscape, we plan to—

- ❑ Seek expanded legislative authorities to allow Federal, State, local, and private entities to coordinate their programs on urban national forests to connect major urban populations to natural resources.
- ❑ Increase education programs and stewardship involvement opportunities in community and forest lands.
- ❑ Expand opportunities for civilian employment, rehabilitation of incarcerated youth, community service, and volunteerism utilizing natural resource projects.
- ❑ Improve land use coordination to address strategic open space acquisition and restoration, water collection and conservation, fire protection, providing recreation and wildlife corridors, and other resource conservation objectives.
- ❑ Strengthen outreach to multicultural and underserved populations to promote involvement in resource decisionmaking and assessment of relevant services for the future.
- ❑ Establish additional “centers” for technology innovation, research, and education and development. The centers would facilitate technical assistance, training in new policy and scientific findings by means of cooperative efforts between USDA Forest Service (Research, State and Private Forestry, and National Forest System), State forestry agencies, universities, Tribal governments, NGO's, the private sector, and local communities.
- ❑ Explore of new sources of revenues, fee retention at the local level, establishment of revolving funds, and capacity building with a variety of sectors to provide additional resources to achieve these opportunities.

For More Information

Contact Ed Dickerhoof at 202-205-1086 or visit the website at <http://www.fs.fed.us/na/nic/>

Forest Inventory and Analysis

Overview

Now in its 70th year of continuous operation, the Forest Inventory and Analysis (FIA) program is the centerpiece of USDA Forest Service inventory and monitoring. FIA monitors the extent, condition, uses, impacts of management, and health of forest ecosystems across all ownerships in the United States.

The program's long-term monitoring effort maintains an ecological "family album" of the Nation's forests, providing snapshots over time that show how the forest is growing and changing. The album reveals that—after aggressive clearing and cutting of our forests from settlement through the late 19th century—the area of forest has stabilized at about 747 million acres.

The location, composition, and health of our forests are changing dramatically in response to current human and environmental impacts. Assuring sustainable management of forests requires consistent, comprehensive information on forest extent, condition, and trends across the landscape. To rapidly track forest information at the local level and incorporate that information into resource policy and management decisions, Federal, State, local, and private landowners need a complete inventory on a 5-year national cycle. Ten years ago the inventory was only needed on a 10-year cycle.

What's Ahead

Recent legislation requires that FIA work collaboratively with partners to take measurements in every State every year.

Seventeen States currently participate in the revised FIA program. Additional funding of \$8 million in FY 2001 will add 12 additional States to the annualized program.

The Forest Service and the National Association of State Foresters (NASF) signed a Memorandum of Understanding pledging cooperation to fully fund and implement the FIA program by 2003. Meeting this goal will require additional Federal commitments of \$8 million in FY 2002 and FY 2003. By FY 2003, partners are expected to contribute about 25 of the total program.

For More Information

Contact Larry Yarger at 202-205-1290 or visit the website at <http://www.srsfia.usfs.msstate.edu/wo/wofia>

Collaborative Stewardship

Overview

The interests and responsibilities of the USDA Forest Service are diverse, encompassing traditional forest, agricultural, and developed lands. For example, America's forests cover 33 percent of the Nation's land and total 737 million acres. For this reason, the agency works with millions of people who own, manage, and otherwise affect the management of public and private lands in rural and urban areas.

Voluntary approaches are used to accomplish work on the land and in communities across ownerships and boundaries. Increasingly, watershed-based efforts are being used to bring together ecological and political interests in metropolitan and rural areas.

The Forest Service provides leadership, as well as technical and funding assistance, through a variety of programs to promote sustainable approaches that incorporate ecological, economic, and social considerations about natural resource management, economic development, and community capacity building.

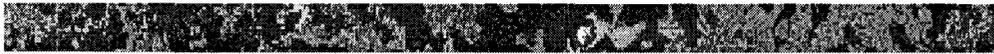
The Forest Service has examined collaborative efforts underway across the country and the agency's leadership has reviewed recommendations on how to strengthen local and regional efforts. These recommendations have resulted in a focused national-level effort to bust barriers and provide field-based team support and resources aimed at promoting, enabling, and learning from work watershed, ecosystem restoration, and fuels management projects.

What's Ahead

Agency teams are focusing on clarifying barriers and finding ways to overcome them. For instance, temporary authorities related to watershed approaches and community interaction and technical assistance are being reviewed and will be addressed through the 2002 Farm Bill if not sooner.

Other key issues needing to be addressed include contracting procedures and ways to accomplish the backlog of formal consultations with other Federal and State agencies.

In addition, our administrative procedures and training mechanisms are being retooled to support collaboration.



Related Activities

Our commitment to sustainability is primarily implemented through collaborative stewardship using watershed-based approaches. See Watershed Health Restoration and Sustainable Resource Management for more information.

For More Information

Contact David Radloff at 202-205-1369 or dradloff@fs.fed.us, Joyce Casey at 202-205-1751 or jcasey01@fs.fed.us, or John Henshaw at 202-205-1124 or jhenshaw01@fs.fed.us

Goal 4: Effective Public Service

Goal

Ensure the acquisition and use of an appropriate corporate infrastructure to enable the efficient delivery of a variety of uses.

Objectives

- Objective 4.a Improve financial management to achieve fiscal accountability.
- Objective 4.b Improve the safety and economy of USDA Forest Service roads, trails, facilities, and operations and provide greater security for the public and employees.
- Objective 4.c Improve and integrate informational systems, data structures, and information management processes to support cost-efficient program delivery.
- Objective 4.d Improve the skills, diversity, and productivity of the workforce.
- Objective 4.e Ensure equal opportunity in employment practices.
- Objective 4.f Provide appropriate access to National Forest System lands and ensure nondiscrimination in the delivery of all USDA Forest Service programs.

Focus Areas

Financial and Program Accountability

Organizational Capability

Program Delivery

Road Management

Facilities Management

Public Health and Safety

Financial and Program Accountability

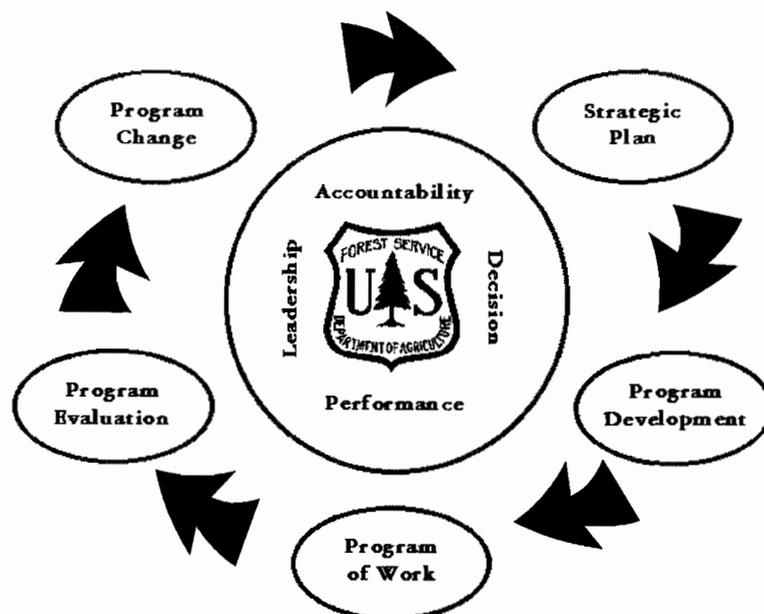
Overview

The USDA Forest Service has been unable to produce auditable financial statements for over 10 years and has been placed on the General Accounting Office's (GAO) "high risk" list.

Numerous studies and audits from the General Accounting Office, Office of the Inspector General, and the National Academy of Public Administration, as well as Congressional hearings point to the critical need to improve accountability in the Forest Service.

In response, the Forest Service has made accomplishments in the following areas—

- Foundation Financial Information System (FFIS):
 - Successfully implemented general ledger accounting system (FFIS) in fiscal year (FY) 2000.
 - Installed off-the-shelf software, which meets Federal accounting standards and is being used by over 40 other agencies.



- Budget Reform:
 - Developed an integrated set of “Land Health” and “Service to People” performance measures that link directly to mission related outcomes and financial information.
 - Developed a simplified budget structure that is linked directly to the agency’s *USDA Forest Service Strategic Plan (2000 Revision)*.
 - Revised the 2001 budget presentation using a performance-based approach.
 - Initiated development of a new budget formulation tool for use in the FY 2003 budget process. It will enable the agency to prepare forest-based budget requests that reflect both field needs and priorities and agency initiatives.
- Other Improvements Toward a Clean Audit Opinion:
 - Developed comprehensive methods for producing auditable financial statements.
 - Completed first real property inventory in agency’s history.
 - Implemented standard definitions for indirect costs.
 - Worked with National Finance Center to handle systems requests, resolve feeder system issues and address cash reconciliation.
- Leadership:
 - The National leadership team was reorganized in 1998 to create functional lines of accountability.
 - Created Chief Financial Officer organization and initiated Field Operations Assessment to address functional lines of financial accountability throughout the agency.
 - Replaced crumbling technology infrastructure with new platform.
 - Eliminated backlog of over 1,000 civil rights complaints.

What’s Ahead

- Submission of data to Office of the Inspector General for 2000 audit.
- Continued support for implementation of FFIS and future financial management initiatives, such as the redesign or replacement of current FFIS feeder systems.
- Adoption of financial performance measures in FY 2001.
- Implementation of quality assurance plan agencywide in FY 2001
- Clearly define lines of financial accountability throughout the field and in the Washington Office.
- Consolidate those financial processes that lend themselves to doing so.

For More Information

Contact Hank Kashdan at 202-205-1987 or visit the following websites: <http://fsweb.wo.fs.fed.us/CFO/> or <http://fsweb.wo.fs.fed.us/em/groups/nris/cdb.htm>

Organizational Capability

Overview

The USDA Forest Service faces significant organizational capacity challenges, including—

- Changes in the workforce:
 - A 20 percent reduction of the permanent workforce since 1992.
 - A rise of average workforce age from 41.6 in 1990 to 46.3, currently—a retirement wave is approaching.
 - An empty entry-level pipeline; the percentage of the workforce under age 30 went from 9 percent in 1990 to 3.6 percent at the beginning of 1999.
 - A decline in research scientists of 32 percent since 1990 (on top of a 36 percent decline from 1985-1990).
 - A 26 percent reduction in the administrative workforce since 1992, with increasing internal demands to reduce the proportion of agency funds spent on administrative processes.

- Increased work and customer expectations:
 - A 25 percent increase in customer visits (to 1.2 billion) is expected over the next 10 years, generating a corresponding demand for goods, services, and information.
 - Increased customer expectations to conduct business electronically with the Government.
 - Increased demand for research results and new technologies.
 - Demographic changes in America that demand corresponding changes in the workforce in order to understand and meet different needs.

- Rapid changes in technology:
 - A 3-year hardware replacement cycle for 34,000 personal computers across the agency, with constant upgrades of software applications to stay current with mainstream software products.
 - Need for constant attention to user skills to keep pace with changes in hardware and software.

Meeting these challenges will require a coordinated and sustained strategic financial investment.

What's Ahead

To meet the organizational capacity challenges and to meet public needs and expectations for services, we plan to:

- ❑ Recruit, in a coordinated fashion, approximately 1,500 employees in the next year in with specific skills and competencies. About half will be at the entry level and opportunities for all underrepresented groups will be expanded.
- ❑ Convene a National Forest Science summit with participation from academia, nongovernmental organizations, and the Cooperative State Research Education and Extension Service to define strategies and approaches to leveraging scientific research capabilities.
- ❑ Expand Service First, a pilot program with the Bureau of Land Management, to share resources in providing service to the public.
- ❑ Use a corporate approach to streamline and automate business processes and delivery systems. Expand e-business payments and services and establish or improve linkages between our financial tracking program, resource data bases, and the National Finance Center.
- ❑ Concentrate on managing information as an asset by establishing strong linkages between data in information systems and measures of strategic objective accomplishment.
- ❑ Standardize disparate field data bases and systems and migrate legacy data into corporate systems to support the mission and more effectively share data
- ❑ Offer one-stop-shopping for information on America's forests; provide comprehensive and consistent information on all 740 million acres (both private and public lands)
- ❑ Expand intranet and internet interactions to carry out the e-government mandate of the Government Paperwork Elimination Act and the Freedom to e-file Act.

For More Information

Contact Ron Hooper at 202-205-1709 or visit the website at http://fsweb.wo.fs.fed.us/hrm/hr_staff/communications/wf_planning/contents_workforce_planning.htm

Program Delivery

Overview

USDA Forest Service delivery systems have not kept pace with changes in technology and corporate data management. Existing authorities for contracts and partnerships with nongovernmental entities are under revision to allow for efficient delivery of goods and services, as well as timely support for collaborative relationships. Examples of how we are strengthening our delivery system include—

- Implementing the Forest Service and Bureau of Land Management “Service First” initiative.

The growing demand for better public service and for protection of the natural resources have prompted the Forest Service and the Bureau of Land Management to adopt new ways to deliver goods and services to the public. “Service First,” is designed to enhance the capability of both agencies through cross-agency streamlining of business processes, sharing of personnel and facilities, joint regulations, shared permits and information, and one-stop shopping centers for customers.

- Using efficient and responsive contracting techniques to increase reliance on outside sources to provide the necessary goods and services required by the agency:

Based on unique authorities provided by the Stewardship Contracting Pilot authorized by Congress in Public Law 105-277, we will evaluate the usefulness for natural resource management and the agency’s customers. From this evaluation, we may seek permanent changes to some current contracting authorities.

As a result of the growing need to form collaborative relationships with nongovernmental organizations, State and local governments, and academia, we will fully use existing authorities for entering into partnerships, challenge-cost-share agreements, and a variety of financial assistance arrangements. Fully using existing authorities will result in a number of new and nontraditional partnerships that will increase collaboration and effective management of the natural resources.

- Increasing emphasis on corporate information systems and data bases as a result of increasing need for accurate, timely, and consistent information in support of natural resource management.

What's Ahead

We have developed several corporate data structures for natural resource and administrative information. These include Infrastructure (INFRA), Natural Resource Information System (NRIS), Automated Lands Systems (ALPS), and Foundation Financial Information System (FFIS). These corporate systems are essential to providing accurate information for agency, Administration, and Congressional use. These systems and data base structures will require significant short-term financial and other resource investments to be effective and useful.

For More Information

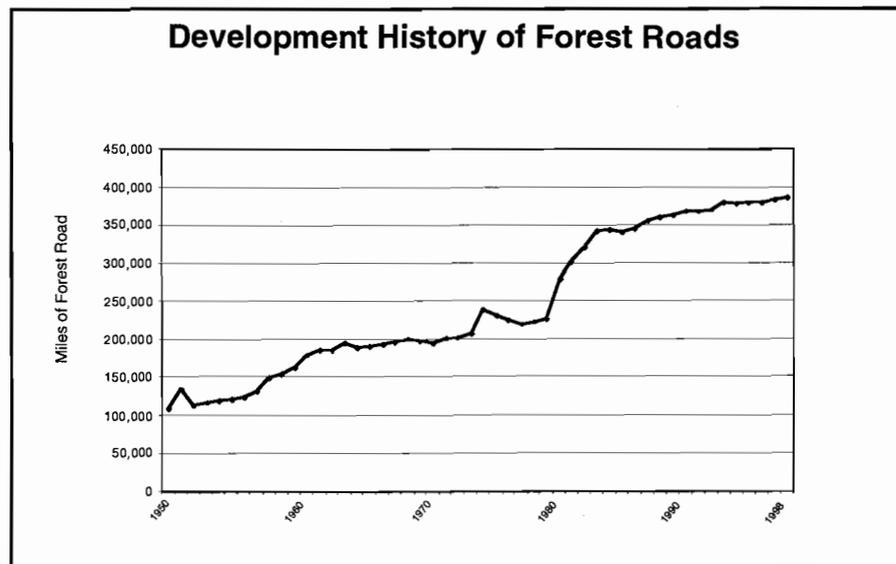
Contact Ron Hooper at 202-205-1709 or visit the website at <http://www.fs.fed.us/servicefirst/> or <http://www.fs.fed.us/land/fm/stewardship/>

Road Management

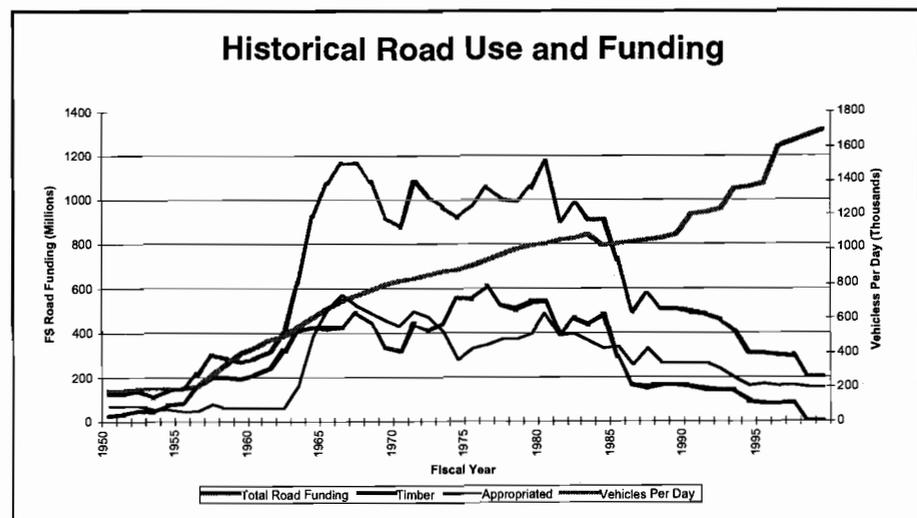
Overview

The National Forest Road System is an extension of the public road systems operated by States and counties that provide access to the national forests and grasslands. The system of roads—

- Includes over 380,000 miles of road.
- Is used for recreation by more than 1.7 million vehicles every day.
- Was primarily constructed between 1960 and 1985.



The Forest Service Road System is in poor condition and deteriorating. The deterioration is relatively recent, resulting from the decline in appropriated funding over the last 15 years. The deterioration impacts road users, safety, resource programs, and the resources themselves. Fixing the roads is likely the single most significant thing that could be done to improve water quality in the national forests.



What's Ahead

The new roads policy reflects the fact the road system is mature. The primary focus is now management of an existing system instead of building roads into previously unroaded land.

Roads Analysis is a science-based approach to transportation planning. This tool will be used by local managers to make management decisions about access issues and constructing new, decommissioning unneeded, and maintaining roads.

At the request of Congress, we continue to inventory and report road needs. Annual maintenance needs are at least five times annual maintenance appropriations, and the backlog of deferred maintenance and capital improvement needs is over \$10 billion.

As part of oversight for the TEA-21 bill, the House Transportation Committee requested the Federal Highway Administration (FHWA) and the Forest Service submit a report concerning advantages and disadvantages of managing approximately 60,000 miles of the Forest Service Road System as public roads. This may lead to funding needed improvements on these roads from the Highway Trust Fund (gas tax) instead of the U.S. General Treasury. FHWA supports creation of a Forest Service Public Road System and proposes it be included in the Federal Lands Highways Program.

For More Information

Contact Nelson Hernandez at 202-205-1433 or visit the website at <http://www.fs.fed.us/news/roads/>

Facilities Management

Overview

The USDA Forest Service owns over 40,000 facilities with a replacement value of more than \$4.2 billion. Current appropriations provide maintenance for less than 1 percent of asset value compared to the industry standard of 2 to 4 percent. A large number of our facilities do not meet our needs for location, size, safety codes, accessibility, etc. Other concerns include—

- ❑ Over 60 percent of the owned facilities are over 30 years old. Many of the facilities were built in the 1930's by the Civilian Conservation Crews. These historic structures no longer serve administrative needs due to inadequate space, improper location, high maintenance costs, and inability to meet current codes and requirements without major renovation.
- ❑ Funding for replacements and renovation through the facilities construction program has not kept pace with the need. At historical funding levels, the replacement interval for current Forest Service facilities is over 300 years.
- ❑ The 1999 Report to Congress identified \$2.8 billion deferred capital improvement and maintenance needs that were necessary to keep the backlog of facility construction from growing. By 2010, over one-half of Forest Service buildings will be older than 50 years and will become obsolete unless plans are made for their future use.

New legislation is needed to expand the authority to sell any improvements and appurtenant land excess to public needs and use the proceeds for acquiring or developing land and improvements. In the 106th Congress, two legislative initiatives addressed this need:

- ❑ The General Services Administration Bill—Property Act Reform Bill
- ❑ The Forest Service Bill—Facilities Acquisition and Enhancement Fund

The Forest Service will pursue this legislation with the 107th Congress.

In FY 2001, the Forest Service will create a new facilities Working Capital Fund account using the authorities already delegated to the Secretary of Agriculture. Implementation is expected in FY 2002.

What's Ahead

In FY 2002, the Forest Service will also propose a Facilities Initiative Fund to increase Facilities Capital Improvement funding by \$40 million for the backlog of deferred maintenance. This is a multiyear proposal with incremental increases each year until about \$280 million is reached. At the \$280 million level, the replacement/major alteration and renovation cycle for our facilities will be reduced from its current 300-year cycle to a 30- to 50-year cycle.

For More Information

Contact Josiah Kim at 202-205-1432 or send an e-mail to jkim@fs.fed.us.

Public Health and Safety

Overview

The health and safety of the public and employees is a major concern for the Forest Service. Increased visitation and urban encroachment are having significant effects on aging national forest infrastructures, facilities, roads, and ecosystems, thereby increasing risks to public health and safety. Investment in these systems will be necessary in order to continue to provide a safe experience for visitors. Also, as a consequence of increased use, the demands on agency Law Enforcement and Investigations (LE&I) personnel continue to mount.

LE&I personnel have the responsibility of protecting the public, employees, and natural resources. Approximately 456 uniformed law enforcement officers patrol National Forest System (NFS) lands nationwide. In addition, 126 commissioned LE&I personnel serve as criminal investigators, with priorities in resource theft, wildfire, archeological theft/damage, and drug production, distribution, and cross-border trafficking.

During the past 10 years, the number of incidents involving crimes against visitors, and those perpetrated by visitors, has increased to an alarming level. Forest Service LE&I personnel responded to over 260,000 incidents in FY 1999, up from 144,000 in 1996, a 55 percent increase in public safety and resource protection violations and other documented incidents on NFS lands.

The Forest Service also has primary responsibility for drug enforcement on the national forests. This daunting job requires the unique skills and abilities that agency LE&I personnel have gained through performing their regular law enforcement duties in a natural resource environment.

National forests are a haven for the production of controlled substances; calendar year statistics are staggering. In calendar year 1999, over 1 million pounds of marijuana was eradicated (over 490,000 plants) and over 8,000 pounds of bulk marijuana was seized. These numbers represent large increases over prior years. In fact, from 1996 to 1998, the Forest Service eradicated more marijuana nationwide than the Border Patrol did between the ports of entry or the U.S. Customs Service did at the points of entry along the southwest border. In addition, methamphetamine lab and dump sites increased from 28 in 1995 to 107 in 1999. The risk to the public and employees from armed growers, booby-trapped sites, and toxic chemicals is tremendous. Natural resources, particularly watersheds, vegetation, soils, and wildlife, are also at great risk from toxic chemicals, fertilizers, and wildlife poisoning/poaching.

What's Ahead

There is an estimated \$812 million backlog in repair and maintenance of existing recreation facilities. We will invest in some and remove others. We will invest proceeds from the Recreation Fee Demonstration Project and other leveraging opportunities to address this problem. We will also seek permanent fee retention authority from Congress in FY 2001. The safety of our many administrative facilities is also an issue requiring action. Please see the preceding section on "Facilities Management" for an overview.

Ongoing cooperation with local, State, and other Federal agencies will be essential as we address the burgeoning law enforcement workload. Our State and local law enforcement partners provide needed support for Forest Service officers in remote areas and vice-versa. Many rural counties have few deputies and small budgets. Cooperative law enforcement funding is a vital part of the overall public health and safety program. Not only does this funding provide added security for the public and our employees, it strengthens our relationships nationwide with local communities and governments. The prevention of crime is enhanced through community policing programs and educational efforts that additional cooperative law enforcement funding could provide.

For More Information

Contact Kim Thorsen (LE&I) at 703-605-4733 or send an e-mail to kthorsen@fs.fed.us.

Agency Overview

Introduction

Over the past 10 years, Reinventing Government initiatives, the Government Results and Performance Act, declining budgets, and changes in public lands management priorities have played an important role in reshaping the organizational structure of the USDA Forest Service. This section briefly describes:

1. The roles and responsibilities of the various components.
2. Important changes in the employment profile.
3. Changes the agency has made to create a more adaptable and flexible organization.

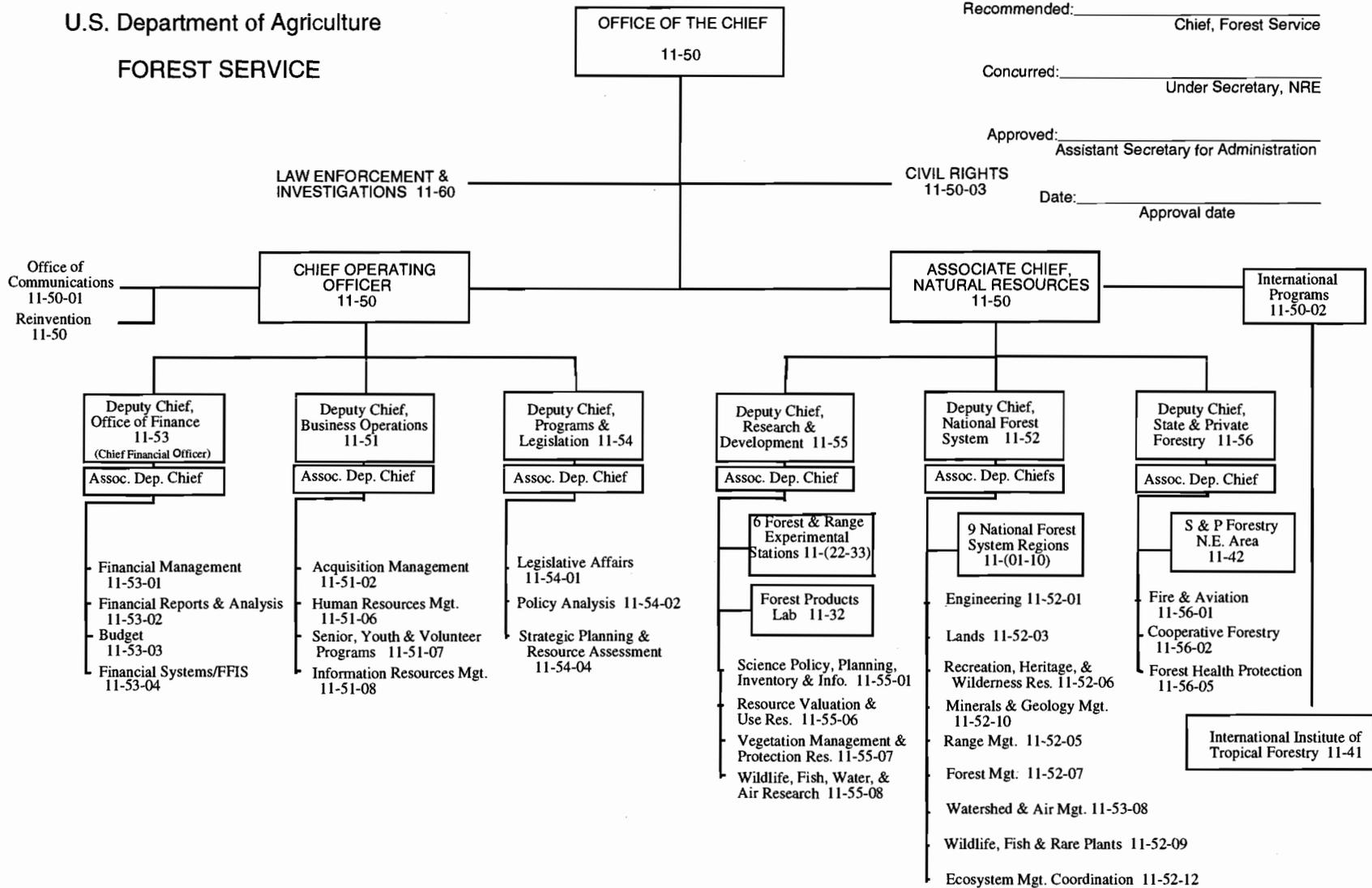
Organizational Structure

The USDA Forest Service organizational structure consists of line and functional staff in four organizational levels. Delegations of authority and responsibility for work accomplishment are made to organizational levels consistent with law, regulation, policy, and organizational capacity. In response to the trends listed above, a number of innovative and flexible organizational arrangements have been made in the last 10 years. These include zones designed to provide services to multiple organizational units, shared-service arrangements with other Federal agencies, and internal “enterprise teams” who contract with other USDA Forest Service units to provide services and expertise. As shown on the organizational chart on the following page, the current organizational structure and associated roles are outlined below and depicted to the regional level on the organizational chart.

National Level Organization

The Chief of the USDA Forest Service, the Associate Chief for Natural Resources, and the Chief Operating Officer lead the agency from the Washington Office. As demonstrated in the organizational chart, six Deputy Chiefs report to the Associate Chief for Natural Resources or the Chief Operating Officer. The six Deputy Chiefs also serve as the primary management link between Regional Foresters, Station Directors, and the Area Director on broad operational and administrative matters.

U.S. Department of Agriculture
FOREST SERVICE



Recommended: _____ Chief, Forest Service
 Concurred: _____ Under Secretary, NRE
 Approved: _____ Assistant Secretary for Administration
 Date: _____ Approval date

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FOREST SERVICE MISSION. As set forth in law, the mission is to achieve quality land management under the sustainable multiple-use concept to meet the diverse needs of people. The agency manages the 191.8 million acre National Forest System for many purposes and a comprehensive research program, provides for cooperative forestry assistance to States, communities, and private forest landowners and conducts international forestry activities in cooperation with other countries.

Supersedes chart dated: June 16, 1997
 Prepared by Human Resources Mgt., Forest Service

In most cases, Washington Office Staff Directors report to a Deputy Chief. Working under the direction of the Office of the Chief, Washington Office Staffs—

- Provide national level policy, guidance, and direction to the field offices in response to Administration priorities, Congressional intent, and national issues.
- Assist in the formulation of long-range plans and programs
- Plan and budget alternatives that reflect objectives and priorities of the USDA Forest Service
- Maintain relationships with national and international interests.
- Interact with individuals from other Federal agencies, national and international groups, scientific communities, and the public.

Regional Level Organization

There are 9 regions—numbered 1 through 6 and 8 through 10. (Region 7 was eliminated some years ago.) The regions are large geographic areas, usually including several States. A Regional Forester, who reports to the Deputy Chief for National Forest System (NFS), provides direction for each region.

The regional organization allows for a reasonable linkage between the national level and the 155 national forests and grasslands in the United States. Regional Foresters and their staffs—

- Provide technical and administrative assistance and oversight to subordinate units.
- Gather, analyze, synthesize, and disseminate information between the individual national forests and the national office.
- Work with State foresters to develop information for State and Private Forestry programs and cooperate with Station Directors to provide relevant information for research questions.
- Maintain relationships with regional interests, including Congressional delegations, State governments, Tribal Governments, and nongovernment organizations.
- Participate in the formulation of national policies, programs, and objectives by submitting information and advice to the Deputy Chiefs and Chief's Office.

Except for in the Northeastern United States, the Regional Foresters also provide direction to the functions of the State and Private Forestry programs within their geographic area. In the Northeastern United States, these functions are assigned to an Area Director.

National Forest Organization

There are 155 national forests and 20 national grasslands. Ranger districts, national grasslands, and national recreation areas fall under the administration of the forest supervisor of the national forest. Generally, there are four to seven subunits on each forest. Each forest supervisor reports to a Regional Forester or Deputy Regional Forester. The forest supervisor and forest staff are responsible for—

- ❑ Meeting regionally allocated objectives and targets of coordinated land-use planning and the production of goods and services from the NFS lands.
- ❑ Maintain relationships with county, State, and local government, as well as local public interest groups and communities.
- ❑ Working with local Congressional Representatives.
- ❑ Developing the Forest Land Management Plan that establishes allocations and standards for the resources within that forest.

Ranger District Organization

In the 155 national forests, there are 575 ranger districts. Reporting to his or her forest supervisor, the district ranger provides leadership for each district. Depending on district programs and size—from 15,000 acres to more than a million acres—the number of staff working on a district ranges from 10 to 100 people. USDA Forest Service on-the-ground program delivery occurs on the ranger districts. Specific activities may include trail construction and maintenance, operation of campgrounds and recreational facilities, and management of vegetation and wildlife. Each district ranger is responsible for implementing projects in accordance with objectives, standards, and guides in the forest plan. Ranger districts also develop and maintain relationships with local government, agencies, and communities and coordinate with adjacent landowners on common issues and activities.

Research Station Organization

Six research stations, one Forest Products Lab (FPL), and the International Institute of Tropical Forestry (IITF), make up the middle level of the Research and Development organization. For each research station, research is conducted at 8 to 20 sites within a geographic area. Each research station is managed by a Station Director, who reports to the Deputy Chief for Research and Development. The Station Director—

- ❑ Oversees research in broad geographic areas.
- ❑ Coordinates research projects conducted at work units/labs.
- ❑ Coordinates research program development with his or her counterparts in the NFS. Formulates new natural resource and social research programs.

- ❑ Advises the Chief concerning new research needs and requirements.
- ❑ Releases completed research results and promotes the prompt application of research findings through established relationships with other Federal, State, and industrial forestry organizations.

While IITF conducts research, its Director reports to the Chief through the International Programs Director. The FPL Director reports to the Deputy Chief for Research and Development.

Northeastern Area State and Private Forestry

The Area Director for the Northeastern Area office is responsible for coordinating all the State and private functional services to the States and private landowners throughout the 20 Northeastern States. To improve and protect State and privately owned forest resources and urban and community forestry, the Director and Northeastern Area staff provide coordination and leadership for intergovernmental resource programs for technical and financial assistance. These services are carried out through employees stationed at 10 locations throughout the Northeastern Area.

Employment Profile Summary

Over the 10-year period of FY 1991 to FY 2000, the number of people permanently employed by the USDA Forest Service has declined by about 18 percent. About one-half of this reduction occurred in the Pacific Northwest Region (Washington and Oregon), while roughly another quarter of the reduction occurred in the Pacific Southwest Region (California). The decline in temporary employees employed for seasonal work in forestry, wildlife, recreation, and fire is also evident during this same 10-year period.

Overall, it is evident that the largest reductions have taken place at the forest and ranger district level (20 to 21 percent) and at research stations (19 percent). Regional offices have also undergone significant reductions (12 percent), with the smallest reduction occurring at the Washington Office (7 percent). By contrast, Washington Office detached units—including Job Corps and Law Enforcement, among others who provide operational services to the entire organization—increased in size over the last 10 years.

Agency Response to Changes in the Organization and Workforce

These employment trends display the organizational challenges facing the USDA Forest Service today. The agency has an aging workforce with tremendous experience and expertise that is set to retire soon, with little to no new employees in the “pipeline” to take their place. This is a significant challenge. In response, a Strategic Workforce Plan has been developed and is being implemented to address these challenges.

In addition to an evolving workforce, a more adaptable and flexible organization is evolving in the Forest Service. The Forest Service is adopting a more boundaryless structure and is managing more collaboratively. These changes result from the amount of forest land in State and private ownership—approximately 70 percent—the checkerboard pattern ownership of federally managed public lands, and the rising expectations by the American people for wise stewardship of all of the country’s natural resources. In addition, the common goals of forest health, clean water, outdoor recreation, protection of fish and wildlife, and a sustained supply of forest products are driving some new organizational strategies.

Joint Ventures

The Forest Service is joining with other Federal agencies and State and local governments to share resources, offices, and skills to provide more effective land management and customer service, at lower costs. Currently successful joint ventures include the National Interagency Fire Center; the Forest Service/ Bureau of Land Management (BLM) “Service First” Program promoting seamless service to common customers; and the Urban Forestry Initiative with State foresters, city governments, and private landowners.

Partnerships

Partnering with special interest groups, local communities, and volunteer organizations is tearing down adversarial barriers, raising trust, and providing lower-cost, win-win solutions to land management issues.

Leveraging Core Competencies

The Forest Service is sharing information, responsibilities, and resources in working with other Federal agencies and State and local governments. The goal is to have the work done by the organization that can most effectively accomplish it.

Crosscutting Business Processes

The Forest Service is adopting more horizontal, cross-agency business processes to provide more common-sense product delivery and service to the American people. The BLM/National Park Service/Forest Service joint campground reservation system is an example of this new crosscutting way of doing business.

The goal is to develop the flexibility, cost effectiveness, and fast-paced responsiveness that is needed to meet the growing challenges of sustaining and protecting America’s forests and rangelands. For citizens, this is “common-sense” government. For the Forest Service of the future, it means a more fluid and faster moving organization, a highly skilled and technology-oriented workforce, and a continuous bias toward collaboration with its government partners, interest groups, and citizens.

FY 2001 Budget Overview

This section provides a brief look at the FY 2001 Forest Service budget as enacted by Congress. FY 2001 funding is included under Title II, Related Agencies; Title IV, Wildland Fire Emergency Appropriations; Title V, Emergency Supplemental Appropriations; and Title VIII, Land Conservation, Preservation and Infrastructure Improvement. A complete description of the FY 2001 budget is included as appendix 3

APPROPRIATION	FY 2000 ENACTED ¹	FY 2001 ENACTED	PERCENT CHANGE
Research	217,694	229,616	+5%
State and Private Forestry			
Title II	202,960	250,955	
Title IV ²		118,274	
Title V		11,294	
Title VI	5,000		
Title VIII		34,000	
Total	202,960	414,523	+99%
National Forest System			
Title II	1,147,951	1,280,693	
Title V		7,249	
Title VIII		20,000	
Total	1,147,951	1,307,942	+14%
Wild land Fire Management			
Title II	857,956	1,265,129	
Title IV ²		501,000	
Total	857,956	1,766,129	+106%
Capital Improvement and Maintenance			
Title II	436,843	468,568	
Title VIII		50,000	
Total	436,843	518,568	+19%
Land Acquisition			
Title II	79,835	102,205	
Title VI	76,000		
Title VIII		49,000	
Total	155,835	151,205	-3%
Other Appropriations	26,944	15,195	-43%
Total Discretionary Appropriations	3,052,933	4,403,178	+44%

¹For comparison purposes, FY 2000 adjusted to reflect primary purpose and General Administration spread among appropriations

²All funding under Title IV was appropriated under Wildland Fire Management. State and Private Forestry funding was specified in the report at the levels shown above.

Performance and accountability will continue to be the major themes for the USDA Forest Service in FY 2001. The emphasis on performance and accountability will be greater than ever before as the USDA Forest Service moves forward to implement a variety of actions to enhance its financial management, provide increased emphasis on performance outcomes and outputs, and effectively communicate the goals of the agency and its leadership.

The most significant item for the Interior and Related Agencies appropriations bill for FY 2001 was the major increases that Congress appropriated for dealing with the devastating fire season of 2000. The Clinton Administration submitted an amendment to its original FY 2001 President's Budget, and Congress acted on the request in conference. For the Forest Service, this resulted in substantial increases in Wild land Fire and State and Private Forestry. With the exception of the Research and Development appropriation, all other appropriations received funding above the President's requested level. Not only has Congress appropriated large funding increases, it has made very clear its expectations that the land management agencies must perform, must be accountable for the funds, and should work collaboratively with State, tribal, and local governments to ensure success. The Conference Managers for the Interior Appropriations Subcommittee also stated that they believe that the increased funds in FY 2001 will only be of value in increasing firefighting capability if the increases are sustained in the outyears.

In addition to the increased funding for fire management, Congress also created a 6-year Land Conservation, Preservation, and Infrastructure Improvement Program. This was in recognition of the critical nature of land conservation and related activities and guarantees significantly increased funding for critical land acquisition and other land protection programs. Forest Service received increases totaling \$153 million for State and Private Forestry, National Forest System (NFS), Land Acquisition, and Capital Improvement and Maintenance.

A simplified budget structure for the NFS appropriation was proposed in the FY 2001 budget. While Congress did not accept the proposed reduction to three budget line items, it did approve a simplified structure. The structure better reflects the integrated nature of the work the agency routinely accomplishes and supports the work that is necessary to restore and maintain land health, while promoting ecological sustainability.

Another change that was proposed and approved combines the maintenance and reconstruction/construction line items into a single line item for each of the three program areas: facilities, roads, and trails. There was also a change to the appropriation title, which is now called Capital Improvement and Maintenance.

The following table displays the appropriations for the Forest Service from 1996 to 2001. In several program areas, the enacted budget structure changed during this period. The zeros in the table reflect situations where a prior or current year budget structure for a program was changed or repaced by Congressional action.

USDA Forest Service
Fiscal Years 1996-2001 Appropriations
Enacted Budget Structures
(\$ in Thousands)

PROGRAMS	FY 1996 FINAL	FY 1997 FINAL	FY 1998 FINAL	FY 1999 FINAL	FY 2000 FINAL	FY 2001 ENACTED
<u>DISCRETIONARY APPROPs</u>						
FOREST & RANGE RESEARCH	177,854	179,786	187,797	197,444	202,510	229,616
STATE and PRIVATE FORESTRY						
Forest Health Management						
Federal Lands	25,165	33,165	36,675	37,525	38,782	41,383
Cooperative Lands	7,806	15,000	16,785	17,510	21,850	22,561
Fire Management	17,001	18,001	20,137	0	0	0
Emergency Pest Management	0	0	0	0	0	12,500
Subtotal--Forest Health Management	49,972	66,166	73,597	55,035	60,632	76,444
Cooperative Fire Assistance						
State Fire Assistance	0	0	0	21,510	24,733	25,000
Volunteer Fire Assistance	0	0	0	2,000	3,250	5,000
Subtotal--Cooperative Fire Asstnc	0	0	0	23,510	27,983	30,000
Cooperative Forestry						
Forest Stewardship	23,378	23,378	23,880	28,830	29,398	32,854
Stewardship Incentives Program	4,500	4,500	6,500	0	0	0
Forest Legacy Program	3,000	2,000	4,000	7,012	24,972	30,000
Urban and Community Forestry	25,454	25,505	26,750	30,540	31,265	31,721
Economic Action Programs	14,517	17,150	11,465	17,305	20,104	30,336
Pacific Northwest Assistance Prog	16,012	16,762	14,985	9,000	7,991	9,600
Forest Resources Info & Analysis	0	0	0	0	0	5,000
Subtotal--Cooperative Forestry	86,861	89,295	87,580	92,687	113,730	139,511
International Forestry	{0}	{0}	{0}	{0}	{0}	5,000
Emergency Supplemental	0	0	48,000	0	0	0
Title VI--Land Acq--Forest Legacy	0	0	0	0	5,000	0
Title IV--Fire Emergency Amendment						
State Fire Assistance	0	0	0	0	0	50,494
Volunteer Fire Assistance	0	0	0	0	0	8,280
Forest Health	0	0	0	0	0	12,000
Economic Action Programs	0	0	0	0	0	12,500
Community and Private Fire Astnc	0	0	0	0	0	35,000
Subtotal--Title IV	0	0	0	0	0	118,274
Title V--Avalanches, Chugach NF	0	0	0	0	0	11,294
Title VIII--LCP&I						
Forest Legacy Program	0	0	0	0	0	30,000
Urban and Community Forestry	0	0	0	0	0	4,000
Subtotal--Title VIII	0	0	0	0	0	34,000
TOTAL--STATE & PRIVATE FRSTRY	136,833	155,461	209,177	171,232	207,345	414,523

USDA Forest Service
Fiscal Years 1996-2001 Appropriations
Enacted Budget Structures
(\$ in Thousands)

PROGRAMS	FY 1996 FINAL	FY 1997 FINAL	FY 1998 FINAL	FY 1999 FINAL	FY 2000 FINAL	FY 2001 ENACTED
EMERGENCY PEST SUPPRESSION	16,661	0	0	0	0	0
INTERNATIONAL FORESTRY	{4,000}	{3,000}	{3,500}	{3,500}	{3,500}	0
NATIONAL FOREST SYSTEM						
Land Mgmt Planning, Inven & Monit	130,088	130,088	0	0	0	0
Land Management Planning	0	0	36,174	40,000	39,738	0
Inventory and Monitoring	0	0	91,931	80,714	87,771	0
Recreation Use						
Recreation Management	164,314	164,314	170,285	144,953	154,482	0
Wilderness Management	33,267	33,267	34,069	29,584	29,953	0
Heritage Resources	13,570	13,570	13,906	13,050	13,127	0
Subtotal--Recreation Use	211,151	211,151	218,260	187,587	197,562	0
Wildlife & Fish Habitat Management						
Wildlife Habitat Management	28,263	28,263	31,230	32,097	32,348	0
Inland Fisheries Habitat Mgmt	14,506	14,756	17,787	19,017	23,188	0
Anadromous Fisheries Hab Mgmt	21,029	21,029	21,988	22,714	25,920	0
TE&S Species Habitat Mgmt	21,763	21,763	25,763	26,548	26,755	0
Subtotal--Wildlife & Fish Hab Mgmt	85,561	85,811	96,768	100,376	108,211	0
Rangeland Management						
Grazing Management	16,006	22,506	27,507	28,517	28,792	0
Rangeland Vegetation Management	11,006	15,506	17,807	28,533	29,654	0
Subtotal--Rangeland Management	27,012	38,012	45,314	57,050	58,446	0
Forestland Management						
Timber Sales Management	188,641	196,000	208,848	226,900	223,029	0
Forestland Vegetation Management	51,768	55,768	65,732	58,300	62,925	0
Subtotal--Forestland Management	240,409	251,768	274,580	285,200	285,954	0
Soil, Water, and Air Management						
Soil, Water, and Air Operations	22,011	22,111	25,612	25,932	26,755	0
Watershed Improvements	20,003	20,003	25,584	30,165	36,608	0
Subtotal--Soil, Water, and Air Mgmt	42,014	42,114	51,196	56,097	63,363	0
Minerals and Geology Management	35,017	35,767	36,000	37,050	36,956	0
Landownership Management						
Real Estate Management	43,047	43,047	47,014	46,133	47,242	0
Land Line Location	14,006	14,006	14,973	15,006	15,367	0
Subtotal--Landownership Mgmt	57,053	57,053	61,987	61,139	62,609	0
Infrastructure Management						
Road Maintenance	81,019	81,019	84,974	0	0	0
Maintenance of Facilities	23,008	23,008	24,244	0	0	0
Facility Maintnce/Non-Recreation	0	0	0	27,654	0	0
Facility Maintenance/Recreation	0	0	0	24,570	0	0
Trail Maintenance	0	0	0	18,445	0	0
Subtotal--Infrastructure Management	104,027	104,027	109,218	70,669	0	0
Law Enforcement Operations	59,637	59,637	63,967	66,288	66,847	0
General Administration	263,698	259,353	261,888	255,264	248,362	0
Emergency Supplemental	26,600	43,072	10,461	0	0	0
Supplemental	0	0	0	0	2,000	0
Land between the Lakes NRA	0	0	0	0	5,365	0
TOTAL--NAT'L FOREST SYSTEM	1,282,267	1,317,853	1,357,744	1,297,434	1,263,184	0

USDA Forest Service
Fiscal Years 1996-2001 Appropriations
Enacted Budget Structures
 (\$ in Thousands)

PROGRAMS	FY 1996 FINAL	FY 1997 FINAL	FY 1998 FINAL	FY 1999 FINAL	FY 2000 FINAL	FY 2001 ENACTED
NATIONAL FOREST SYSTEM						
Land Management Planning	0	0	0	0	0	68,907
Inventory and Monitoring	0	0	0	0	0	163,852
Recreation, Heritage & Wilderness	0	0	0	0	0	230,270
Wildlife & Fisheries Habitat Mgmt	0	0	0	0	0	129,028
Grazing Management	0	0	0	0	0	33,856
Forest Products	0	0	0	0	0	255,844
Vegetation & Watershed Mgmt	0	0	0	0	0	182,034
Minerals & Geology Management	0	0	0	0	0	47,945
Landownership Management	0	0	0	0	0	86,609
Law Enforcement Operations	0	0	0	0	0	74,358
Subtotal--National Forest System	0	0	0	0	0	1,272,703
Quincy Library Group Implementation	0	0	0	0	0	2,000
Tongass NF Timber Pipeline	0	0	0	0	0	5,000
Valles Caldera National Preserve	0	0	0	0	0	990
Title V--Windstorms, MN & WI	0	0	0	0	0	7,249
Title VIII--LCP&II Plnng, Invtry & Mon	0	0	0	0	0	20,000
TOTAL--NAT'L FOREST SYSTEM	0	0	0	0	0	1,307,942
WILDLAND FIRE MANAGEMENT						
Preparedness and Fire Use	295,315	319,315	0	0	0	0
Suppression Operations	90,170	510,701	0	0	0	0
Preparedness	0	0	319,167	324,876	359,840	612,490
Fire Operations	0	0	265,392	237,300	200,687	226,639
EMERGENCY CONTINGENCY--RELEASED	100,000	0	0	102,000	240,000	0
EMERGENCY CONTINGENCY	{0}	{250,000}	{250,000}	{0}	{90,000}	426,000
Storm Supplemental	0	0	2,000	0	0	0
Land between the Lakes NRA	0	0	0	0	300	0
Subtotal--Wildland Fire Management	485,485	830,016	586,559	664,176	800,827	1,265,129
Title IV--Fire Emergency Amendment						
Fire Operations						
Wildfire Suppression	0	0	0	0	0	179,000
Hazardous Fuels	0	0	0	0	0	120,000
Rehabilitation	0	0	0	0	0	142,000
Fire Facilities Backlog	0	0	0	0	0	44,000
Research and Development	0	0	0	0	0	16,000
Subtotal--Title IV	0	0	0	0	0	501,000
TOTAL--WILDLAND FIRE MGMT	485,485	830,016	586,559	664,176	800,827	1,766,129
RECONSTRUCTION & CONSTRCTN						
Facilities						
Research	2,500	2,000	2,737	12,010	0	0
FA&O	10,011	9,974	16,096	24,946	0	0
Recreation	36,018	48,000	31,823	32,949	0	0
Subtotal--Facilities	48,529	59,974	50,656	69,905	0	0
Roads	94,942	93,000	88,064	0	0	0
Road Reconstruction and Support	0	0	0	98,009	0	0
Road Maintenance & Decommission	0	0	0	99,884	0	0
Trails	20,009	22,000	27,295	29,554	0	0
Timber Roads--PCP	{41,291}	{36,854}	{50,000}	{0}	{0}	{0}
Emergency Supplemental	60,800	32,895	0	5,611	0	0
TOTAL--RECNSRCTN & CNSTRCTN	224,280	207,869	166,015	302,963	0	0

USDA Forest Service
Fiscal Years 1996-2001 Appropriations
Enacted Budget Structures
(\$ in Thousands)

PROGRAMS	FY 1996 FINAL	FY 1997 FINAL	FY 1998 FINAL	FY 1999 FINAL	FY 2000 FINAL	FY 2001 ENACTED
RECONSTRUCTION & MAINTENANCE						
Reconstruction & Construction						
Facilities	0	0	0	0	79,241	0
Roads	0	0	0	0	100,652	0
Trails	0	0	0	0	29,396	0
	-----	-----	-----	-----	-----	-----
Subtotal--Reconstruction & Cnstrctn	0	0	0	0	209,289	0
Maintenance						
Facilities	0	0	0	0	54,745	0
Roads	0	0	0	0	111,117	0
Trails	0	0	0	0	20,444	0
	-----	-----	-----	-----	-----	-----
Subtotal--Maintenance	0	0	0	0	186,306	0
Land between the Lakes NRA	0	0	0	0	1,299	0
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TOTAL--RECNSRCTN & MNTNCE	0	0	0	0	396,894	0
CAPITAL IMPROVEMENT & MNTNC						
Facilities	0	0	0	0	0	166,296
Roads	0	0	0	0	0	235,547
Trails	0	0	0	0	0	66,725
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Subtotal--CIM	0	0	0	0	0	468,568
Title VIII--LCP&II	0	0	0	0	0	50,000
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TOTAL--CAPITAL IMPRV & MNTNC	0	0	0	0	0	518,568
LAND ACQUISITION--L&WCF						
Acquisition Management	7,392	7,500	7,500	8,000	8,492	8,500
Land Purchase	32,000	33,075	45,476	109,918	71,010	93,705
Title V--Priority Land Acquisitions	0	0	167,000	0	0	0
Title VI--Land Acq--Land Purchase	0	0	0	0	76,000	0
Title VIII--LCP&II	0	0	0	0	0	49,000
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TOTAL--LAND ACQUISITION	39,392	40,575	219,976	117,918	155,502	151,205
OTHER APPROPRIATIONS						
National Forests, Special Acts	1,069	1,048	1,069	1,069	1,069	1,069
Complete Land Exchanges	341	364	210	210	210	234
Early Winters Resort	0	0	0	0	0	0
Gifts, Donations, and Bequests	87	55	92	92	92	92
Range Betterment Fund	4,647	3,453	3,811	3,300	3,300	3,300
SE Alaska Economic Assistance	110,000	0	0	0	22,000	5,000
Subsistence Management--Alaska	0	0	0	3,000	0	5,500
	-----	-----	-----	-----	-----	-----
TOTAL--OTHER APPROPRIATIONS	116,144	4,920	5,182	7,671	26,671	15,195
TOTAL--DISCRETIONARY APPROPs	2,478,916	2,736,480	2,732,450	2,758,838	3,052,933	4,403,178

USDA Forest Service
Fiscal Years 1996-2001 Appropriations
Enacted Budget Structures
(\$ in Thousands)

<u>PROGRAMS</u> <u>MANDATORY APPROPs</u>	FY 1996 <u>FINAL</u>	FY 1997 <u>FINAL</u>	FY 1998 <u>FINAL</u>	FY 1999 <u>FINAL</u>	FY 2000 <u>FINAL</u>	FY 2001 <u>ENACTED</u>
PERMANENT APPROPRIATIONS						
Working Funds						
Brush Disposal	23,942	20,875	23,340	17,276	20,820	17,835
Licensee Programs	61	56	121	0	121	121
Restoration of Forestlands	2,872	31,829	600	31,703	6,610	6,600
Road & Trails for States	{0}	{0}	50,052	32,503	34,769	25,000
Timber Roads--PEP	6,209	7,486	6,499	1,951	5,945	7,669
Timber Salvage Sales	204,649	174,024	150,632	124,253	119,197	119,069
Operation & Mntnce of Quarters	6,284	6,945	8,181	6,641	7,434	7,434
Recreation Fee Collection Costs	1,165	1,071	1,800	564	1,100	1,100
Recreation Fee Demo Program	0	3,653	17,979	19,764	26,000	26,650
Midewin NTP Rental Fees	0	0	1,000	350	1,100	800
Midewin NTP Restoration Fund	0	0	5	0	0	0
Timber Sales Pipeline Restor Fund	0	0	0	4,099	6,160	6,000
Land between the Lakes Mgmt Fnd	0	0	0	0	3,500	3,500
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Subtotal--Working Funds	245,182	245,939	260,209	239,104	232,756	221,778
Payment Funds						
Payment to MN	1,267	1,267	1,267	1,267	1,267	1,267
Payments to Counties--NGF	5,114	4,645	6,093	4,794	6,016	6,038
Payments to States--NFF	125,417	119,524	118,176	103,001	113,059	105,175
Spotted Owl Garaantee	135,021	135,022	124,767	124,767	114,512	110,060
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Subtotal--Payment Funds	266,819	260,458	250,303	233,829	234,854	222,540
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TOTAL--PERMANENT APPROPs	512,001	506,397	510,512	472,933	467,610	444,318
COOPERATIVE WORK & TRUST FUNDS	205,597	206,703	231,885	181,737	198,440	207,615
REFORESTATION TRUST FUND	30,370	30,400	30,000	30,259	30,000	30,000
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TOTAL--MANDATORY APPROPs	747,968	743,500	772,397	684,929	696,050	681,933
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GRAND TOTAL--FOREST SERVICE	3,226,884	3,479,980	3,504,847	3,443,767	3,748,983	5,085,111

Appendix 1—Presidential Initiatives and Legislative Proposals for FY 2001 Budget

Presidential Initiatives and Other Special Funding Priorities

The Forest Service FY 2001 President's budget request for discretionary appropriations totals \$3.1 billion. This budget proposal would provide the resources necessary to effectively implement our programs consistent with the Forest Service Natural Resource Agenda, Presidential Initiatives, and other priority funding areas. More importantly, though, the new budget structure and performance-based approach to the budget proposal clearly show the ecosystem conservation activities and public services that will benefit this, and future, generations.

For FY 2001, a number of Presidential Initiatives and other special funding priorities were proposed or continued from previous years, including the following.

President's Lands Legacy Initiative

This initiative highlights the Clinton Administration's commitment to the protection of public open space, from the national to the local level, through the acquisition of lands—or interests in lands—for conservation and recreation. By working with States, tribes, local governments, and private partners, the USDA Forest Service may acquire lands to protect cultural and historic treasures; conserve open space for recreation and wildlife habitat; protect clean water supplies and wilderness areas; and the preserve forests, farmlands, and coastal areas.

A large portion of the initiative is funded through the Land and Water Conservation Fund. Many of the acquired lands are located in congressionally designated areas such as Wilderness, National Recreation Areas, Wild and Scenic Rivers, and National Scenic Trails. Acquisitions will also improve forest management through consolidation of boundaries and providing access to existing national forests and grasslands.

State and Private Forestry also focuses funding toward Lands Legacy programs, including Forest Legacy, Urban and Community Forestry, and the Smart Growth Partnership revolving loan program. These programs provide an avenue for the Forest Service to work with States, communities, nongovernmental organizations, and willing private landowners to provide jobs, while conserving important forest economic, ecological-environmental, and social values that represent national priorities.

Clean Water Action Plan

President Clinton's Clean Water Action Plan emphasizes a priority watershed approach to water quality improvement. The Clean Water Action Plan directs Federal agencies to work cooperatively with States and Tribes in determining priority watersheds where protection and improvement programs will be focused. Several actions in the plan are related to management of the national forests and grasslands, including restoration of stream corridors and riparian areas, rehabilitation of abandoned mine lands and hazardous material sites, decommissioning/maintenance of roads, and improved rangeland vegetation and grazing management. Other action items in the plan address water issues that may impact non-Federal lands, including State and private forest lands.

Research-Related Priorities

Bio-Based Products/Bio-Energy. Bio-based products are commercial or industrial products that use agricultural or forestry materials. Research is needed to provide the science and technology necessary to enhance the capacity of our production systems and to provide wood in a cost-effective and environmentally sound manner. Research will be done to develop new woody cropping systems for competitive fiber and renewable energy systems with near net-zero carbon release. Research will also be conducted to develop and demonstrate economically effective and environmentally sound strategies, operations systems, and technologies for management, harvest, and utilization of small-diameter material and the development of value-added products, including bioenergy, from this material.

Productivity and Carbon Sequestration. Research will be conducted to increase productivity by understanding the carbon, soil, nutrient, and water cycles; increase the durability and uses of wood products, including for bioenergy; develop cost-effective, low-impact operations systems; and develop management options for direct and enhanced carbon sequestration in forest and rangeland soils and biomass.

Carbon Cycle Science. Expanded research for carbon cycle science will include:

- ❑ Enhanced understanding and prediction of basic biological and ecological processes and functions controlling carbon cycles.
- ❑ Increased accuracy in monitoring and predicting carbon release and storage.
- ❑ Comprehensive accounting models for the carbon cycle, including storage in wood products.
- ❑ Improved capabilities to predict and manage the effects of environmental conditions on carbon storage and dynamics.

Legislative Proposals **Payments to States Stabilization.** From the collection of agency receipts for activities such as timber harvest, the objective was to secure a stable and permanent source of funding for rural schools and other infrastructure needs, while providing funding for maintenance, restoration, and stewardship of forest and grassland resources. The Clinton Administration's proposal, submitted in FY 2000, would have significantly increased spending over current baseline levels. Payment to States legislation, H.R. 2389, was signed into law as P.L. 106-393. The first payment to States will be made October 1, 2001.

Healthy Investments in Rural Environments (HIRE). As proposed, this legislation would reform the USDA Forest Service's trust fund system and authorize a new permanent appropriation—designed to hire thousands of skilled workers in rural communities. These workers would work to begin reducing the backlog of priority maintenance, reconstruction, and forest health projects on NFS lands. HIRE would use Jobs in the Woods, Youth Conservation Corps, and similar special employment programs to employ displaced timber workers and other rural workers to complete priority forest health, fire suppression, road and recreation maintenance, and other similar projects. HIRE would also fund work currently performed under the trust funds. The legislation would separate mandatory programs from timber receipts and authorize spending from the Treasury at current baseline-assumed levels under the new, broader-purposed program. In addition to providing rural jobs, the new mandatory account structure will preserve funding at known, fixed, and dependable amounts and display budget information more visibly, thus allowing the agency, Congress, and the public an expanded role in funding priority and allocation decisions.

Land Acquisition Reinvestment Fund. Through increased authority for land sales and acquisitions, this proposed legislation would focus on acquiring high priority wetlands, riparian areas, threatened and endangered species habitat, areas of high biological diversity, wildlife corridors, and other high value conservation areas to ensure increased environmental benefits and taxpayer value. Proposed legislation would facilitate protecting rare resource values and lands by allowing appropriate sale and reinvesting of Forest Service lands. Included would be lands where encumbrances or community needs make it more appropriate in other public or private ownership and where opportunities for achieving market value for a property is better through a sale than an exchange. The legislation will include necessary controls to avoid potential land sale abuses and ensure only appropriate lands are available for sales, including reinvestment in new lands, at any one time.

Facilities Acquisition and Enhancement Fund. Under this proposal, the Forest Service, in coordination with General Services Administration, could elect to sell facilities, buildings, constructed features, and land in excess of its needs. Proceeds would be used to acquire environmentally sensitive land and improvements and to construct new improvements.

Other Legislative Proposals

The FY 2001 budget reflects a number of legislative proposals that would reform selected programs to initiate or increase fee collections and/or to expand the involvement of the private sector where appropriate, including:

- Concession Reform
- Permanent Authority for Recreation Fee Demonstration Program
- Motion Picture Fees; Fair Market Value Fees for Special Use Permits
- Timber Fair Market Value (Sealed Bid)
- NonTimber Interest Timber Sale Bids
- Minimum Bid Level for Timber Sales
- Mandate New Timber Sales Contract to Avoid Future Damages
- Fair Market Value for Ski Fees

2002 Farm Bill

Every 4 to 5 years, Congress enacts omnibus legislation, "Farm Bills," that amend or create authorities for the U.S. Department of Agriculture (USDA) commodity, trade, research, rural development, nutrition, forestry, and conservation programs. Enacting a Farm Bill is a long and difficult process, given the multiple interests affected, the complexity, the political and economic implications, and the sheer size of the legislation. The last Farm Bill, the "Federal Agriculture Improvement and Reform (FAIR) Act, P.L. 104-127, was enacted in 1996.

The 107th Congress may begin considering elements of a new Farm Bill. Interested stakeholders have begun formulating legislative proposals and establishing coalitions to advance those proposals. That includes groups with interests in Forest Service programs, such as the National Association of State foresters, the National Association of Conservation Districts, and many environmental and conservation groups.

Historically, USDA leads the development of the Administration's Farm Bill and is the key information conduit between Congress and the Administration. Program revisions or new authorities sought by the Forest Service must be developed in consultation with departmental policymakers.

In the spring of 2000, the Forest Service established an interdeputy team to identify and develop proposals for the USDA Farm Bill recommendations. Each deputy area was asked to submit issue papers on possible legislative proposals; more than 50 papers were submitted. In August, the interdeputy team formed working groups to refine the issue papers.

USDA will develop the new Administration's Farm Bill proposal for the 107th Congress and establish the necessary alliances with other interests. The Forest Service will play a significant role with USDA and the Administration on any proposals affecting the agency. The Forest Service Farm Bill proposals should be approved and forwarded for clearance by the Department by early next year.

**For More
Information**

Contact Mit Parsons, Special Assistant, S&PF, Farm Bill Inter-Deputy Team Leader, 303/275-5737, mparsons@fs.fed.us, or Steve Hart, Legislative Affairs, 205-0844, shart@fs.fed.us.

Appendix 2—USDA Forest Service Employment Profile

FTE Profile of the USDA Forest Service

As with most other Federal agencies, the U.S. Department of Agriculture (USDA) Forest Service has reduced the number of employees over the past 10 years. These reductions are usually measured in “Full-Time Equivalents” or FTE’s. The FTE has been used as a unit of measure in the Federal Government for many years. One FTE is equivalent to 2,087 work hours or the number of nonovertime work hours a full-time employee works in a year. One reason that FTE’s are used, rather than a simple head count of employees, is that agencies have many variations in working patterns (e.g., such as large numbers of seasonal or part-time workers in addition to its full-time workers). By using FTE’s as a common measurement unit, it is possible to make direct employment comparisons between agencies in the Federal Government.

Over the 10-year period of FY 1991 to FY 2000, total FTE’s have continuously decreased (figure 1), though not always at a steady rate. About one-half of the overall reduction in FTE’s took place in the Pacific Northwest Region (Washington and Oregon) and roughly another quarter of the reduction took place in the Pacific Southwest Region (California). At the same time, the proportion of “Permanent Full-Time” (PFT) employees versus “Other” employees has risen from 74 percent to about 77.6 percent (figure 2). This trend has stabilized since 1996. The net effect of this trend is that the organization has less flexibility to adjust employment short-term to respond to budget or program fluctuations without significant dislocations in the workforce.

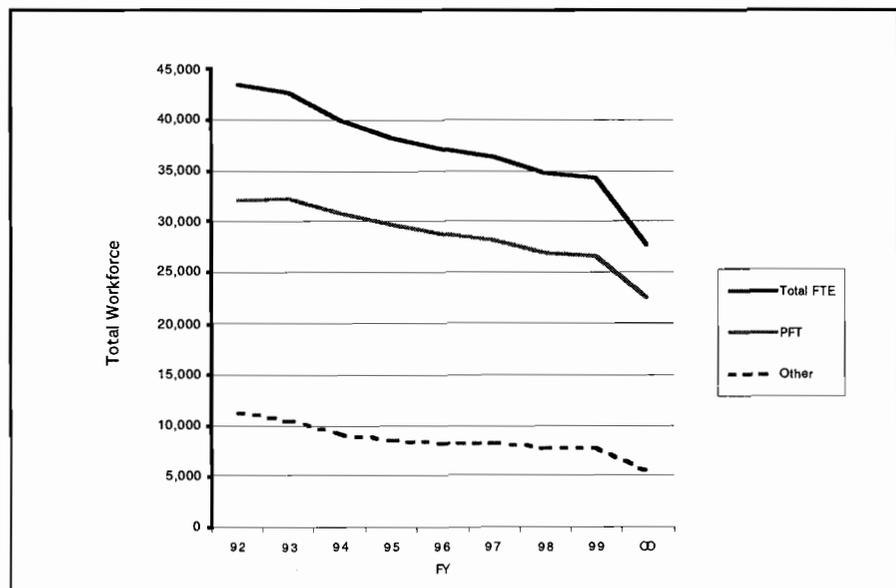


Figure 1. FTE Profile

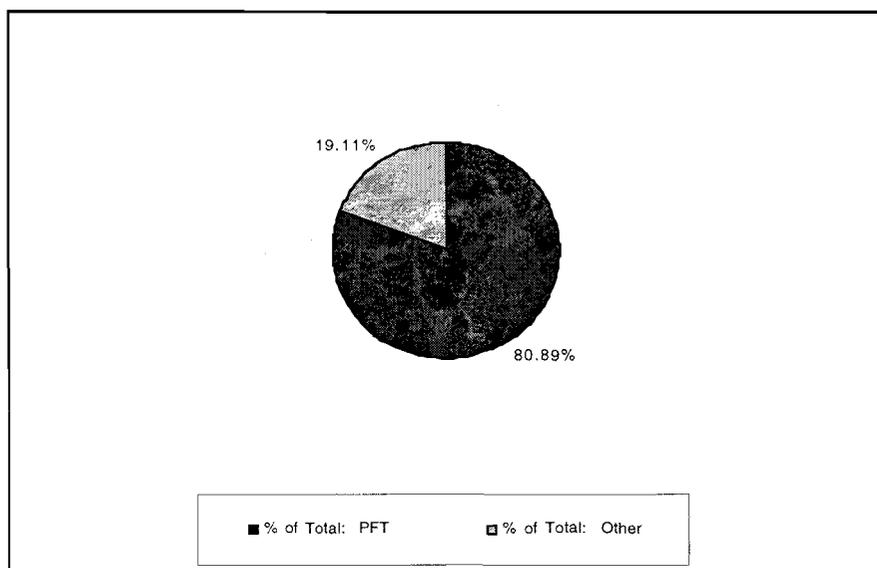


Figure 2. July 2000 FTE's

The information in the next section is based on head counts (i.e., actual numbers of employees). This is the way most employment data is available in the Forest Service. **Permanent employment** data includes all employees with permanent appointments regardless of their tour of duty or full-time/part-time work schedule.

Nonpermanent employment includes all employees without permanent appointments—those who can be released from service under different civil service rules and who have different employment benefits. Nonpermanent employment includes people working on full-time and part-time schedules and on year-round or seasonal tours of duty.

Organizational Component Profile

Over the 10-year period, permanent employment decreased about 18 percent. In FY's 1994 and 1995, the shift of 555 law enforcement and 950 Job Corp employees to detached Washington Office units significantly affected the organizational profile. These adjustments reflected a change in organizational reporting relationships, but not in where people were stationed or in their work responsibilities. After adjusting the data to reflect these changes, the information indicates:

- Regional offices decreased about 12 percent
- Forest supervisor and district offices decreased about 20 to 21 percent
- Research stations decreased about 19 percent
- Washington Office decreased about 7 percent

Washington Office detached units—which now include all field Job Corps and Law Enforcement personnel and other units that provide operational services to the entire organization—increased over the period (figure 3).

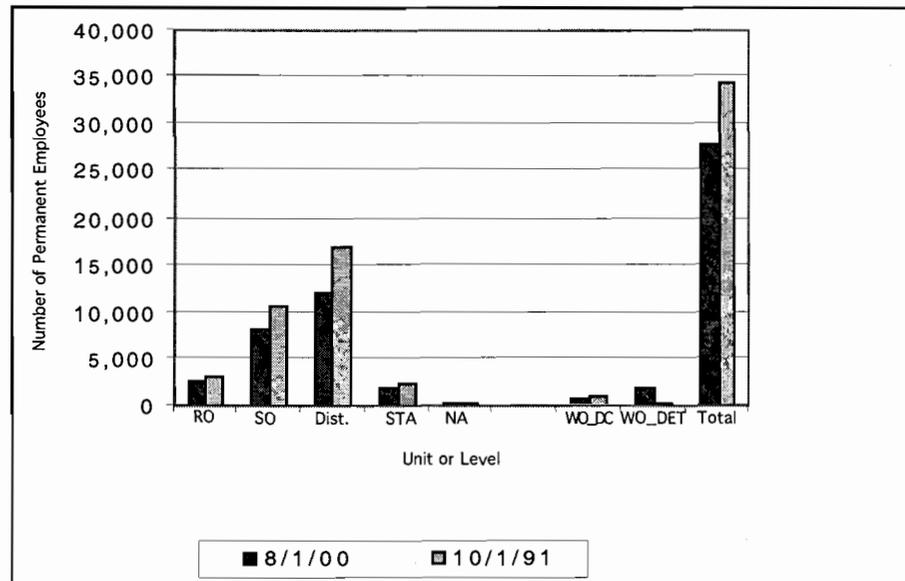


Figure 3. Permanent Workforce

PATCOB Profile

The workforce is made up of several kinds of workers that can be put in broad categories: Professional (P) (minimum requirement a specific 4-year degree); Administrative (A) (minimum requirement of either high-level specialized experience or a general 4-year degree or a combination); Technician (T); Clerical (C); or Blue Collar (B) (primarily trades and labor work). The numbers of permanent employees in each category has changed significantly over the period (figure 4).

The most significant reduction as a category was the reduction of clerical workers (down 52 percent since FY 91). The current profile of the Forest Service for all categories is shown in figure 5. Despite significant changes by individual category, the overall profile of the Forest service for the 10-year period has changed very little due to the relatively small numbers of employees in the categories where significant changes took place.

Grade Profile

The grade profile (figure 6) has changed consistent with the changes in employment category over the 10-year period. Clerical positions and technician positions predominate in the lowest grade cluster (GS 1 to 8) where the greatest change as a percentage of total workforce occurred, dropping almost 7 percent. The mid-grade range, GS 9 to 13, gained the most as a percentage of the total workforce, gaining 6.2 percent. The top manager and senior research scientist range, GS 14 to 15, increased to 1 percent of the total permanent workforce and the Executive and Senior Scientist range, SES/ST, remained stable as a percentage of the total workforce.

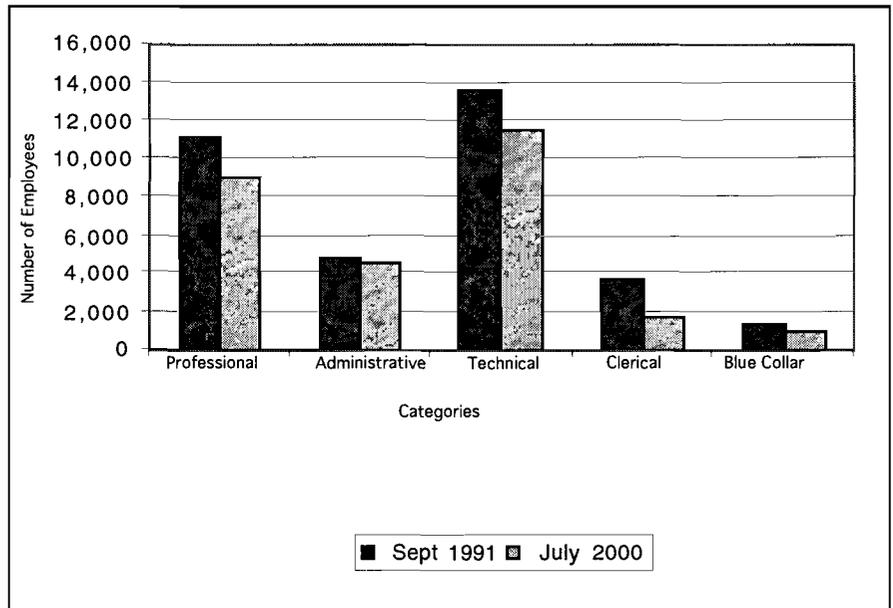


Figure 4. Changes in the PATCB profile of Permanent Workforce from 1991 to 2000

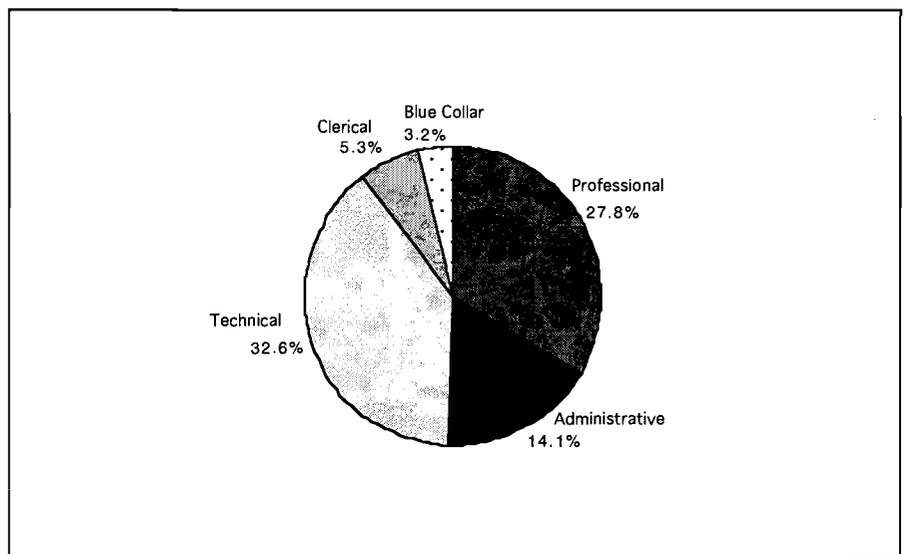


Figure 5. Current PATCB profile of Permanent Workforce

Prevailing Occupations

The 10 most prevalent occupations in the agency are represented in figure 7. The largest change over the past 10 years is the reduction of almost 2,000 foresters. The largest increase was in the general biologist occupation. The largest decrease in percentage of an occupation not related to an occupational series change was in the engineering technician series (down 48 percent).

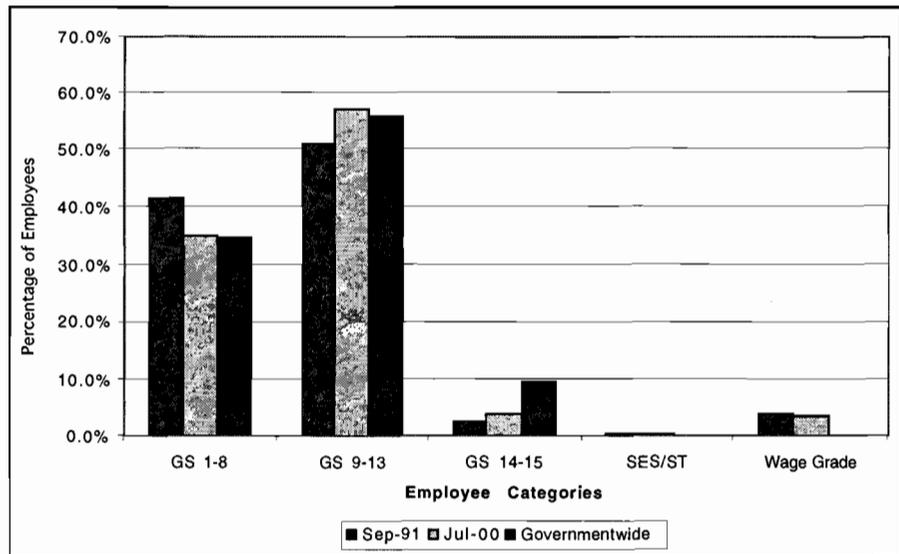


Figure 6. Grade Profile

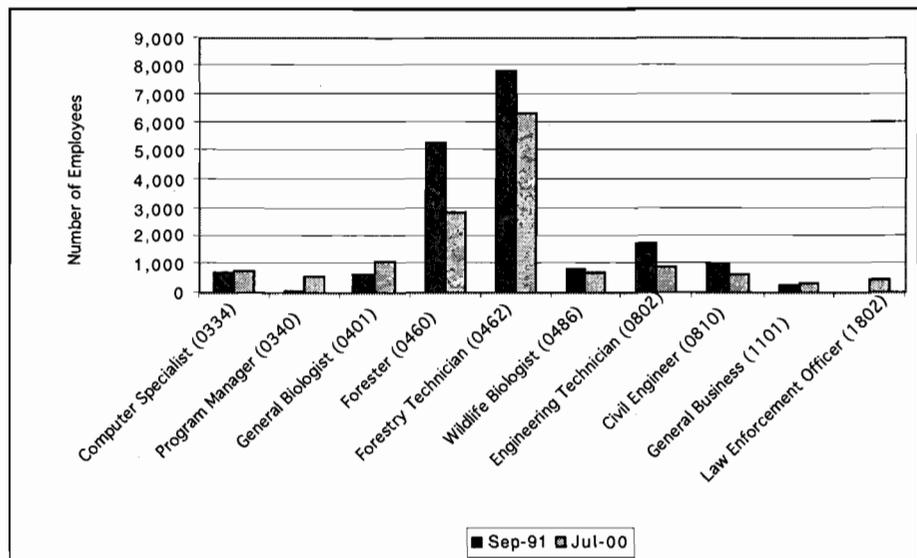


Figure 7. Changes in 10 most populous series from 1991 to 2000

EEO Profile

Agencies track progress made in eliminating under-representation for legally protected groups, including White Women; People With Disabilities (PWD); and African American, Hispanic, Asian American/Pacific Islander, American Indian/Alaska Native men and women. Underrepresentation is determined based a comparison of the population in the agency's employee category as compared to the population in the same category in the Civilian Labor Force (CLF). Parity is reached when the two are the same percentage.

The EEOC requires us to make comparisons based on the detailed CLF statistics collected every 10 years in the census. Our current comparisons, therefore, are based on the 1990 CLF because the results of the 2000 census are not yet available. For PWD, we do not have comparison data, but rather track progress over time. Our efforts are concentrated on employment of people who have the most severe disabilities (i.e., Targeted Disabilities) rather than all disabilities.

A detailed look at the EEO progress over the last 10 years is summarized in figure 9. When looking at underrepresentation by PATCOB category, the agency began the decade with 29 out of 45 category/employee groups (e.g., professional category/Hispanic women) showing underrepresentation. Under-representation was eliminated for 2 category/employee groups; reduced for 18 category/groups; stayed the same for 4 category/groups; and became worse for 5 category/groups. Progress was also made in increasing the representation of employees with targeted disabilities over the period.

		White		Black		Hispanic		Asian Am./Pacific Is.		Am. Indian/Ak. Native	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Professional	CLF%	54.7	30.3	2.4	3.2	2.1	1.4	3.5	1.9	0.2	0.2
	9/91 %	69.0	22.4	1.1	0.6	2.2	0.7	0.8	0.6	1.4	0.5
	3/00 %	62.9	26.8	1.5	0.8	2.9	0.9	1.0	0.7	1.8	0.6
Administrative	CLF%	42.1	40.4	3.6	5.3	2.6	2.6	1.4	1.4	0.3	0.3
	9/91%	32.9	50.1	2.6	3.9	2.1	3.0	0.6	1.0	1.3	2.6
	3/00%	33.9	46.5	2.6	5.3	3.0	3.4	0.9	1.2	1.3	2.4
Technical	CLF %	36.1	42.9	3.6	6.6	3.2	3.4	1.9	1.6	0.4	0.4
	9/91 %	55.5	27.9	2.2	1.5	4.5	1.5	0.4	0.6	4.1	1.9
	3/00 %	53.3	28.7	2.1	1.8	4.7	1.8	0.5	0.6	4.4	2.1
Clerical	CLF %	14.0	63.4	2.8	9.6	1.7	5.2	0.8	1.9	0.1	0.5
	9/91 %	5.5	72.6	0.7	6.9	0.9	6.0	0.2	1.4	0.3	5.6
	3/00 %	9.2	69.6	0.9	5.1	1.0	7.1	0.2	1.2	0.7	5.1
Blue Collar	CLF%	65.4	9.8	9.1	2.2	8.7	1.5	1.7	0.5	0.8	0.2
	9/91 %	79.0	4.5	3.2	0.4	5.7	0.3	0.8	-	5.3	0.8
	3/00 %	77.1	5.8	3.5	0.2	5.9	0.2	1.1	-	5.7	0.5
22											
KEY		Underrep in '91, but no longer				Underrep, but progress					
		Underrep and regression				Underrep and no progress					
Targeted Disabled	9/92 %	1.03									
	4/00 %	1.24									

Figure 9. EEO Profile for 1991 to 2000

Appendix 3—FY 2001 SUMMARY OF INTERIOR AND RELATED AGENCIES SENATE APPROPRIATIONS BILL AND REPORT LANGUAGE

FY 2001 Summary of Interior and Related Agencies Appropriations Conference Report

Summary

Introductory Remarks Relative to All Agencies

The conference agreement on H.R. 4578 incorporates some of the provisions of both the House and the Senate versions of the bill. Report language and allocations set forth in either House Report 106-646 or Senate Report 106-312 that are not changed by the conference are approved by the committee of conference. The statement of the managers, while repeating some report language for emphasis, does not negate the language referenced above unless expressly provided herein.

The statement above also includes previous “remarks relative to all agencies” in either the House or Senate reports.

Title II

Introductory Remarks Relative to All Agencies

None. Therefore, previous remarks relative to Forest Service in either the House or Senate reports will stand unless specifically negated elsewhere in the report.

Forest and Rangeland Research

Funded at \$229.616 million, this item—

- Is \$1.392 million below request
- Is \$11.922 million above FY 2000 level—
 - \$3 million for small-diameter tree and low-value resource research
 - \$5 million for Forest Inventory and Analysis funded under State and Private Forestry, not Research and Development
 - Funding for study of hydrological and biological impacts of lead and zinc mining on the Mark Twain National Forest moved to U.S. Geological Survey

- Provides specific funding, including:
 - Additional \$1.4 million for Northeastern Ecosystem Research Cooperative
 - \$250,000 for silvicultural research by University of Washington Olympic Natural Resources Center
 - \$1.13 million for harvesting and wood utilization lab in Sitka, AK
 - \$6.010 million for operations of labs located in Princeton, Parsons, and Morgantown, WV
 - \$200,000 to continue “CROP” on Colville National Forest
 - \$502,000 for Wind River Canopy Crane, WA
- Provides \$750,000 for operational funding to support the Rocky Mountain Forest and Range Experiment Station in Rapid City, SD

State and Private Forestry

Funded at \$250.955 million, State and Private Forestry provides \$12.5 million contingent emergency funds for priority pest management.

Forest Health Management

Funded at \$63.944 million, this item—

- Earmarks \$150,000 (\$300,000 total) for support of cooperative effort between State of Vermont and University of Vermont
- Earmarks \$500,000 to control and manage Asian long-horned beetle
- Includes a directive to keep insect and disease risk maps up-to-date and provided to Congress annually

Cooperative Fire Protection

Funded at \$30.000 million, this item—

- Provides \$25 million to State Fire organizations, including funding for Kenai Peninsula included in Title IV
- Provides funding for volunteer fire organizations at twice the President’s request (\$5 million versus request of \$2.498 million)

Cooperative Forestry

Funded at \$124.841 million, including—

Forest Stewardship

Funded at \$32.854 million, this item—

- Maintains earmark of \$500,000 for New York City watershed
- Maintains \$200,000 for technical and educational assistance to private landowners in Utah
- Maintains \$450,000 for Washington State Forest Stewardship program
- Adds \$750,000 for NY/NJ Highlands study update

- ❑ ***Stewardship Incentives***
 - Not funded

- ❑ ***Forest Legacy***

Funded at \$30 million, this item—

 - Maintains \$1.4 million for purchase of conservation easement in Ossipee Mountains adjacent to White Mountain National Forest
 - Earmarks \$2 million for Great Mountain, CT, easement
 - Earmarks \$2 million for West Branch, ME, project

- ❑ ***Urban and Community Forestry***

Funded at \$31.721 million, this item—

 - Maintains House earmark of \$250,000 to support Northeastern Pennsylvania community forestry
 - Provides \$500,000 (vice \$1 million) for Forest Park reforestation project in St. Louis, MO
 - Maintains 1-year moratorium on funding for the Urban Resources Partnership that encourages innercity activities through the normal urban and forestry competitive grants program—awaiting communication from Office of Inspector General (OIG) regarding progress in rectifying concerns over this program

- ❑ ***Economic Action Programs***

Funded at \$30.336 million, this item includes 23 earmarks within Economic Action Programs for a total of \$20.003 million.

- ❑ ***Assistance to Pacific Northwest Communities***

Funded at \$9.6 million, this item—

 - Earmarks \$900,000 to continue University of Washington and Washington State University technology transfer extension activities
 - Provides \$1.878 million payment for Columbia River Gorge economic development
 - Includes no funds for Columbia River Gorge payments to counties

Forest Resource Information and Analysis

Funded at \$5 million.

International Forestry

Funded at \$5 million as a direct appropriation.

National Forest System (NFS)

Funded at \$1,280.693 million, including funding for both Land Management Planning and Inventory and Monitoring. Modified the language regarding national commitments and expenses associated with the Washington Office to state that the managers expect priority for funding allocations in these Budget Line Items to emphasize field efforts.

Land Management Planning

Funded at \$68.907 million.

Inventory and Monitoring

Funded at \$163.852 million, this item notes the potential benefits of Natural Resource Information Systems (NRIS). Managers expect thorough agency review to assure system is consistent with strategic objectives instead of previously directed internal review with independent analysis by a neutral third-party

Recreation, Heritage and Wilderness

Funded at \$230.270 million, this item—

- Earmarks \$700,000 for Continental Divide Trail
- Earmarks \$100,000 for Monongahela Institute at Seneca Rocks
- Earmarks \$120,000 for Cheat Mountain Backcountry Assessment in the Monongahela National Forest
- Provides \$100,000 for cooperative recreational site planning on the Wayne National Forest
- Earmarks \$100,000 for radios at Tuckerman's Ravine on White Mountain National Forest
- Earmarks \$68,000 for Talimena scenic byway
- Includes directive to conduct feasibility study on constructing recreational lake on Bienville National Forest in Smith County, MS

Wildlife and Fish Habitat Management

Funded at \$129.028 million, this item earmarks \$200,000 to protect and improve Batten Kill River.

Grazing Management

Funded at \$33.856 million, this item maintains Region 5 grazing at the FY 2000 level.

Forest Products

Funded at \$255.844 million (\$10.7 million above House and \$10 million above Senate), this item—

- Earmarks \$700,000 to the State of Alaska for monitoring of environmental conditions at log transfer facilities on Tongass National Forest
- Earmarks \$790,000 for forestry treatments on Apache-Sitgreaves National Forest
- Funds timber sales to 3.6 billion board feet
- Eliminates bill language concerning mandatory reprogramming to attain the Congressionally directed sale offer

Vegetation and Watershed Management

Funded at \$182.034 million, this item—

- Provides \$300,000 for CROP on Colville National Forest
- Provides \$1 million for acid mine cleanup on the Wayne National Forest
- Provides \$360,000 for Rubio Canyon waterline analysis on Angeles National Forest
- Increases aquatic restoration in Washington and Oregon by \$1.5 million
- Increases support for watershed protection at Lake Tahoe by \$1.25 million
- Earmark \$300,000 for Okanogan National Forest to address invasive weed infestation (for this earmark, no more than 5 percent for indirect costs)

Minerals and Geology Management

Funded at \$47.945 million, this item increases support by \$500,000 for administrative duties related to Kensington Mine in southeast Alaska, including completion of Supplementary Environmental Impact Statement.

Land Ownership Management

Funded at \$86.609 million.

Law Enforcement Operations

Funded at \$74.358 million, this item—

- Earmarks \$500,000 for methamphetamine dumps
- Earmarks \$500,000 for special needs on the Pisgah and Nantahala National Forests

Quincy Library Group (QLG)

\$2 million earmarked in NFS for implementation of QLG project.
Specific accounts not identified.

Tongass Timber Pipeline

\$5 million earmarked for Alaska region to establish a 3-year timber supply for operators on the Tongass National Forest.

Valles Caldera, NM, Management

Funded at \$990,000

Land Between the Lakes, National Recreation Area

- Congress was generally pleased with transition from Tennessee Valley Authority (TVA) to Forest Service
- Directed the Administration to use the trust fund strictly for authorized purposes and not for general operations

General

Items previously discussed under this header are now discussed under report language for administrative provisions.

Wildland Fire

Between Title II and Title IV, provided \$1,884.403 million. This item also provides—

- Funding for Title II at \$1,265.129 million
- \$426 million for contingent emergency appropriations to repay previously advanced sums as well as establish an available contingency fund for future emergencies
- Funding for Title IV at \$619.274 million emergency appropriation (Operations)
- That FY 2002 budget request will continue initiatives begun under this appropriation
- Department of the Interior and Department of Agriculture work together to formulate complementary budget requests

Fire Preparedness

Funded at \$612.490 million, including support for—

- Most Efficient Level at 100 percent
- Joint Fire Sciences and new systems and technology
- Restructuring of the agency workforce to respond better to future fire preparedness, operations, and suppression needs
- Development of systems to support financial and logistic support to fire operations and technologies
- Minimize use of new program management or other overhead activities that might reduce direct benefit of funds provided

Fire Operations

Funded at \$226.639 million, this item includes—

- \$263,000 for urban interface treatments at the Showlow and Blue Ridge ecosystem management areas in the Apache-Sitgreaves National Forest
- \$1 million for QLG project
- \$6.947 million for Minnesota windstorm damage
- \$1.5 million for Lake Tahoe basin
- \$2.4 million for Giant Sequoia National Monument and Sequoia National Forest
- \$426 million as emergency contingent appropriation

Capital Improvement and Maintenance

Funded at \$468.568 million.

Facilities

Funded at \$166.296 million, this item includes \$73.306 million for maintenance, \$74.535 for capital improvement requested program, plus \$18.455 in earmarked projects, including—

- \$1 million for Allegheny National Forest Marienville Ranger Station
- \$500,000 Allegheny National Forest visitor services
- \$900,000 for Angeles National Forest water and sewer rehab
- \$1.3 million for Big Bear Lake Center, phase II
- \$740,000 for Cedar Lake Recreation Area
- \$110,000 for Coweeta Research rehab
- \$380,000 for Cradle of Forestry projects
- \$2 million for Franklin County Lake project
- \$1.25 million for Gladie Creek Center
- \$500,000 for Grey Towers site rehab
- \$300,000 for Hardwood Research Center plan (IN)
- \$600,000 infrastructure improvements for Hubbard Brook, NH
- \$350,000 for Indian Boundary Camp rehab
- \$2 million for Institute of Pacific Island Forestry in Hawaii

- \$150,000 for Lake Sherwood Recreation Area in Monongahela
- \$175,000 for Mt. Tabor Work Center in Vermont
- \$2 million to build Mt. Baker Snoqualmie Valley Campground
- \$600,000 for Nantahala National Forest Fontana Lake
- \$800,000 for Ocoee River sites and Conservation Center
- \$600,000 for Ouachita National Forest Albert Recreation Area
- \$400,000 for Ouachita National Forest Camp Clearfolk
- \$400,000 for Uwharrie National Forest Badin Lake
- \$900,000 for Uwharrie National Forest Kings Mountain Point
- \$500,000 for Waldo Lake rehab

Roads

Funded at \$235.547 million, including—

- \$131.5 million for maintenance
- \$104.047 million for capital improvement
- Earmarks—
 - \$1.5 million for Lake Tahoe basin
 - \$600,000 for Highland Scenic Highway repairs
- No new funds for Beartooth Highway, existing funds not rescinded

Trails

Funded at \$66.725 million, including—

- \$31 million for maintenance
- \$35.725 for capital improvement
- Earmarks (capital improvement)—
 - \$500,000 for Florida National scenic trail
 - \$200,000 for Virginia Creeper Trail
 - \$1 million for Continental Divide Trail

Land Acquisition

Funded at \$102.205 million, including—

- \$90.205 million for line item acquisition
- \$1.5 million for forest inholdings
- \$500,000 for wilderness protection
- \$8.5 million for acquisition management
- \$1.5 million for cash equalization
- No additional lots to be acquired in Lake Tahoe Basin Management Unit, only larger resources to protect watershed values and provide recreation opportunities

Other Accounts

- Acquisition of Lands for National Forests, Special Acts—\$1.069 million
- Acquisition of Lands to Complete Land Exchanges—\$234,000
- Range Betterment Fund—\$3.3 million
- Gifts, Donations, and Bequests—\$92,000
- Alaska Subsistence Management—\$5.5 million as requested
- Southeast Alaska Economic Disaster Fund—\$5 million for Craig to assist with economic development

Administrative Provisions**Bill Language**

- Indirect Costs—limited to 20 percent for Knutesen-Vandenberg, Brush Deposit, Reforestation, Salvage Sale, and Roads and Trails. Obligations above this may be charged to appropriated funds, subject to Congressional notification
- Land Between the Lakes—Forest Service able to use authorities consistent with TVA until September 30, 2002
- Green Mountain—Authorizes sale of facilities and proceeds used for maintenance and rehabilitation
- Retains provisions on National Forest Foundation and National Fish and Wildlife Foundation

Report Language

- Language modified concerning requirement to buy white vehicles; managers emphasize need to be economical in vehicle purchase.
- Managers expect full adherence to NAPA report dealing with staffing size limits for Chief Financial Officer. Managers expect to continue and receive regular updates on progress in agency accountability and financial management.

Title III—General Provisions**Bill Language**

- Section 132—Land conveyance to Harvey Redmond.
- Section 320—Establishes an Advisory Committee on Forest Counties Payments, which will have 18 months to provide recommendations to Congress concerning long-term funding for forest counties. Includes Chief of Forest Service, or a designee. Committee terminates 3 years after date of enactment of this act.
- Section 330—Allows for pilot-testing certain authorities in support of “Service First” initiative (language modified to make it clear that authorities may be used agencywide).
- Section 331—Allows for Secretary of Agriculture to permit Colorado State Forest Service to perform watershed restoration and protection services.

- Section 332—No funds may be used to issue Record of Decision for ICEBMP until Congress receives report evaluating, for this area, the effects of 2000 wildfires and President’s initiative for managing impacts of fires. **NOTE:** Restrictive language regarding land management planning revisions dropped.
- Section 338—Authority for stewardship and end result contracts expanded; Forest Service authorized to enter into an additional 28, of which at least 9 are to be in Region 1 and 3 in Region 6.
- Section 339—Limits cost recovery for special use permits, no charge to be made when the service primarily benefits the general public.
- Section 340—FiberOptics. Shall use schedules from May 1, 2000, to determine fees.
- Section 345—Backcountry Landing Strips. Modified language from Senate. **NOTE:** Report language appears to cover all concerns raised by Forest Service (e.g., temporary closures for law enforcement and protection of soil and water resources).
- Section 347—Exchange of land in Kern County, including Camp Owen.
- Section 349—Funding from Land and Water Conservation Fund for a foundation to work with the Secretary of the Interior.
- Section 251—Boise Lab Replacement. Forest Service to work with University of Idaho.

Title IV—Wildland Fire Emergency Appropriations

Wildland Fire Management

Much of the language pertinent to Title IV is actually contained in Title II, but is shown here under Title IV.

Title II Report Language

Funding provided is \$25 million above level included in Administration request, including—

- Directive that the increased funding provided be dedicated to projects within the wildland-urban interface on Federal lands or adjacent non-Federal lands
- \$15 million of additional funding for fuels reduction be used to carryout and implement the QLG plan
- \$142 million for rehabilitation and restoration
 - \$97 million above the Administrations report
 - Priority burned area rehabilitation and restoration to address short- and longer-term detrimental consequences of wildfires

- ❑ \$44 million for emergency reconstruction and maintenance of the agency's rapidly deteriorating fire facilities—
 - \$12 million for air tanker bases
 - \$32 million for additional fire related facilities
 - Directs that the FY 2002 budget justification contain an exhibit that shows project specific information on accomplishments with these funds
 - In the future, agency is to request funds within the agency's existing budget structure
- ❑ Concern over potential impacts of invasive species and insects. Within funds provided for State and volunteer, Conference Managers for the Interior Appropriations Subcommittee directed the agency to consider Western States severely impacted by fire in making allocations

Title IV Bill Language

- ❑ Total of \$619.724, of which—
 - \$179 million is for wildfire suppression
 - \$120 million is for removal of hazardous fuels
 - \$142 million is for emergency rehabilitation
 - \$44 million is for capital improvement and maintenance
 - \$16 million is for research
 - \$50.494 million is for State fire assistance
 - \$8.28 million volunteer fire assistance
 - \$12 million is for forest health
 - \$12.5 million is for economic action programs
 - \$35 million is for assistance to non-Federal entities most affected by fire
- ❑ \$320.474 million may be transferred to State and Private, National Forest System, Forest and Rangeland Research, and Capital Improvement and Maintenance. Transfers in excess of those in this title must be approved by committees on appropriations
- ❑ Prior to May 1, 2001, Secretaries of Agriculture and the Interior shall publish, in the Federal Register, a list of all wildland urban interface communities at high risk from wildland fire, along with an identification of reasons

Title IV Report Language

- ❑ Specifies that the Forest Service must—
 - Maximize the use of streamlined administrative procedures and systems in recognition of the exigent circumstances
 - Ensure that all procedures available on a Government-wide basis for acquisition and employment in emergency situations are utilized
 - Submit a report summarizing additional needs, if warranted
 - By May 1, 2001, identify communities at risk and additional authorities needed, if any, to increase amount of fuel reduction treatments in high fire risk urban wildland interface areas

- ❑ Modifies language to make it clear that contracting authorities are those associated with hazardous fuels reduction
- ❑ Within 60 days of enactment, the Secretary of Agriculture is to publish, in the Federal Register, the Forest Service cohesive strategy for protecting fire-adapted ecosystems, including—
 - Explanation of any differences between the strategy and other related ongoing policymaking activities (transportation policy, roadless, Interior Columbia Basin DSEIS, Sierra Nevada Framework/Sierra Nevada Forest Plan DEIS)
 - 30 days for public comment and accompanying explanation
- ❑ Within 60 days of enactment, Secretaries of Agriculture and the Interior and Chairman of Council for Environmental Quality to evaluate and report on the need for revised or excepted environmental compliance procedures
- ❑ To ensure that agencies perform—
 - Not more than 20 percent of funds may be spent on indirect costs
 - No funds may be diverted to other uses
 - Secretaries are encouraged to use all expedited National Environmental Policy Act procedures allowed under current law or regulation
 - For accountability, a financial plan and an action plan must be submitted not more than 90 days from enactment.
 - The financial plan will include:
 - Total funds allocated to the agency
 - Total retained by national or regional office
 - Total used to repay accounts used to cover costs during 2000 fire season
 - Total funds allocated to each administrative level of each agency, for Forest Service this includes allocations to each region, national forest, research station, area, and State
 - The action plan will describe in detail the work proposed to be accomplished with each of the various funding allocations described in the table (e.g., estimates of number of personnel to be hired, equipment to be purchased, services to be contracted, or acres to be treated by treatment type).
 - Performance report, submitted not more than 90 days following the end of the fiscal year, will include updated financial report showing final expenditures and updated action report showing final accomplishments for each item included in original financial plan

Title V — Emergency Supplemental Appropriations

State and Private Forestry	Provided \$11.294 million for emergency needs of Alaska Railroad caused by avalanches in the Chugach National Forest, including directing \$2 million to establish an avalanche prevention program in the Chugach.
National Forest System	Provided \$7.249 million for Minnesota and Wisconsin windstorm damage.

Title VIII — Land Conservation, Preservation and Infrastructure Improvement

State and Private Forestry	<p>Forest Legacy Funded at \$30 million.</p> <p>Urban and Community Forestry Funded at \$4 million, including statement in report language that provides a list of eligible programs for future funding under Title VIII funding. Aside from programs listed above, Smart Growth Partnerships is included.</p>
National Forest System	<p>Additional Planning, Inventory and Monitoring Provides \$20 million to be used to address high priority needs for these activities. Funding mix not specified.</p>
Capital Improvement and Maintenance	Provides \$50 million for Maintenance. No funds to be used to for new or expanded facilities or roads.