

HEARING THE PEOPLE

INTERVIEWS WITH KEY PEOPLE

"A Prerequisite For Public Service"



WILLAMETTE NATIONAL FOREST
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Agriculture

Forest
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Reply To: 1600 Information Services

Date: June 4, 1984

Subject: "REASONS FOR THE GULF"--A Candid Interview with Andy Kerr of the
Oregon Natural Resources Council

To: Regional Forester, Forest Supervisors and Public Affairs Officers, R-6,
Willamette National Forest Management Team

Serving the public requires effective communication with the many publics
interested in what we do.

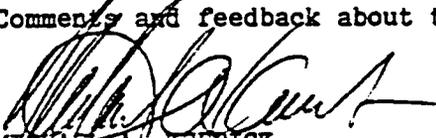
Actively listening to their concerns as they describe them is a vital part of
our communication responsibility.

In an attempt to be "a listening ear" to many of the key publics we serve in the
central Willamette Valley, my Public Affairs Officer, Jerry Mason, will be
working on a series of interviews designed to hear and transmit the concerns of
leaders of key "stockholder" groups.

The attached report--REASONS FOR THE GULF, A Candid Interview with Andy Kerr--is
the first of those reports. Each report will be cleared by the interviewee
prior to transmittal (as has this one). It is hoped Jerry will be able to
complete one report a month on key leaders from all points on the value
spectrum.

The purpose of these reports is to help the decisionmakers clearly understand
what some of our key public leaders think about how we are doing our jobs--
valuable feedback in a democratic nation.

Comments and feedback about the report are welcome.


MICHAEL A. KERRICK
Forest Supervisor

Enclosure



REASONS FOR THE GULF

Candid Comments from Andy Kerr

Associate Director for Conservation, Oregon Natural Resources Council

on

Reasons Why There Is Such a Gulf
Between Conservationists Represented by ONRC
and the U.S. Forest Service

based on

An Interview with Andy Kerr

by

Jerry Mason
Public Affairs Officer
Willamette National Forest
Eugene, Oregon

May 10, 1984

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PREAMBLE --

As a public affairs officer I believe it is my job to serve as a two way conduit of useful information: 1) information from the Agency to the public it serves and 2) information from the public to the Agency about how the public believes it is or is not being served. The first mode usually is characterized as being the mouthpiece, the second as the ears. Effective communication involves the ability to operate effectively in both modes.

The information in this interview is offered as information obtained by the ears that should be conveyed to the brains of the organization. Much of it explains why the Forest Service is becoming more and more alienated from a significant segment of our stockholders "the conservationists", which in turn explains why we find that they are increasingly ignoring invitations to get involved in our processes and are instead resorting more and more to judicial and legislative processes to obtain a favorable response to their concerns.

While not necessarily endorsing all the comments expressed, I think it is important that an Agency founded on the concept of public service for the greatest good for the greatest number seriously consider how this widening gulf can be bridged.

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REASONS FOR THE GULF

AN INTERVIEW WITH ANDY KERR OF OREGON NATURAL RESOURCES COUNCIL

The purpose of my visit was simply to listen to what this leader of Oregon conservationists believes is the reason for the widening gulf between the U.S. Forest Service and the conservationists he represents. I'm reporting his comments in hopes that both the Agency and the conservationists will seriously consider the substance of these remarks and then take positive steps toward reducing the gulf.

Question Recently the Wilderness Society published a 10 point plan outlining their desired future for management of the National Forests. That plan points out changes they'd like to see made in the future, what changes would the Oregon Natural Resources Council (ONRC) like to see made and what would it take to reduce the extreme polarization that now exists between ONRC and the Forest Service?

Answer First, remove Crowell. The Agency was slightly more conservation oriented under Cutler. It always had a "Wood is Good" mentality. Maximum volume does not necessarily mean maximum value.

The Forest Service has a real PR problem. I think Sirmon made a speech recently asking if the Agency has lost the public's faith. Well it's no wonder with its stance on herbicides, deficit timber cutting, and economic analysis that is heavily skewed in favor of timber cutting.

Oregon conservationists are known as having the least interest in being involved in forest planning efforts. We've been through it before and now Crowell has rewritten the regulations to hardwire the process to get the answers he wants.

Secondly, the Forest Service has to get rid of its timber bias. If the Forest Service could of they would have transferred the volume lost in the Mapleton Suit to other Districts resulting in heavy overcutting. The Forest Service is getting a perception among my constituents of being a lawless Agency.

A good question to ask is do you have to be a forester to become a Forest Supervisor? The answer may indicate your bias.

The Forest Service is viewed as a servant of the timber industry not the public.

Randy O'Toole is sponsoring a symposium on the Forest Service mission in San Francisco in November where key basic questions like this will be discussed. The Chief and other high officials will be invited.

We are considering sponsoring a symposium for Oregon to explain to Forest Service people why we are so concerned about resources that are being neglected. We intend to get articulate specialists to explain to Forest Service people why these resources need more management attention.

Even without Crowell we have problems with the Agency's organizational biases, but now we are really doubting if the Forest Service will be able to do anything to address our concerns. The Agency refuses to come up with a decent "no cut and no road" administrative allocation.

The Forest Service processes right now are hardwired to come up with the answers John Crowell wants. Mt Hood is a good example. He told them to rewire the process when he got wind that the answer may come up "wrong" in terms of less cutting.

Question Now that the passage of an Oregon Wilderness Bill seems likely, do you think conflicts over the remaining unroaded but non-Wilderness areas will increase or decrease?

Answer Direct confrontation activity over Mid-Santiam will increase because AuCoin and Wyden caved in for other political reasons when I think Hatfield was willing to go up (in acres included in Mid-Santiam). I think he might have gone up to 1 million or 1.1 million Statewide.

Earth First! represents frustration with the political process. Mid-Santiam indicates where the threshold of frustration is. The degree of confrontation indicates the numbers of people who are pushed beyond that threshold because of Forest Service insensitivity to their concerns.

What I hear every time is that Forest Service managers tell us there's no slack, we've got to cut here. At a meeting on the Fall Creek issue, the new ranger at Lowell said "We have to cut this sale." I asked him isn't there any slack. He said no there's no slack. But then Mike Kerrick corrected him a bit.

Our question is, is there any slack in the Forest Service? Is there any way we can find some slack in timber cutting that'll alleviate confrontation? Will the Forest Service sincerely manage for undeveloped recreation in the roadless areas in Mid-Santiam?

The public wonders at the incongruity of the timber industry and Forest Service wanting to cut more and more when there's a record amount of timber under contract with little or no market and several mills are on the verge of closing.

The ONRC lawsuit will be moot if the Wilderness Bill passes. Now the Forest Service is legally in the Driver's Seat but the Agency might well drive off the cliff. Legally you can proceed but you still need to be very careful to do what the public wants you to do. Mainline conservation groups like us, the Sierra Club, and the Audubon Society are "freaked out" about the real possibility of timber cutting in many of those remaining roadless areas.

The Forest Service said that 300,000 acres was the limit on new Wilderness claiming that is what the public wanted, but really that's what the timber industry and the Agency itself wanted. Congress said the 7,500 acres was enough in the Mid-Santiam, however Congress and the Agencies are usually a little behind the public's desires and the times. Hatfield would have gone for more if AuCoin and Wyden hadn't capitulated.

If the Forest Service goes ahead with logging in the remaining areas, they may win the battle but lose the war. By that I mean if they continue to show insensitivity to the public's concerns in areas like Mid-Santiam during a time when Bohemia is closing their mills in Drain and International Paper is getting out of Gardner, there's a record amount of timber under contract, the Agency will further alienate many more public's who don't see the need to rush to cut in areas like this.

Organizations like Earth First! are a reaction to the Forest Service's short sighted rush to harvest timber in these areas. Earth First! is on the cutting edge of the conservation movement. They're precursors of things to come if the Agency doesn't change its policies in this matter. People get irritated that the Agency changes its policy to charge people more for campgrounds while still subsidizing the timber industry and the grazing industry. Dismissing Earth First! as too radical is similar to dismissing Martin Luther King as too radical at that time.

Polls show that most people think either that trees are not being cut in National Forests or that they shouldn't be cut.

The Forest Service should exercise constraint in Mid-Santiam and the Old Cascades; the Willamette National Forest has the slack to cut elsewhere without getting into these roadless areas right now.

There is no expectation among conservationists that the Forest Service is willing to move toward us so why should we want to move toward them?

The Mapleton case was won using the Forest Service's own data. So will the Agency now tell its people not to send that data to the files? Your own people told you there was a problem there but the Agency did not respond.

The Wassen Creek Roadless Area on Mapleton is a good example. The National Wildlife Federation (NWF) probably wouldn't have sued if the Agency had been responsive to information from your own people. But since there was no response, the NWF decided not to sue over just one drainage but enlarged the suit to cover the whole problem because it was endemic to the whole National Forest. So now the short term effect is that the most productive District in the nation must put off timber sales for two years all because of the Agency's intransigence.

A lot of the public's support for wilderness is because of their mistrust of Forest Service management activities to protect their interests. A minority view among conservationists is that some wouldn't mind logging in some areas if there wasn't so many roads.

As the supply of undeveloped Forest land shrinks, their value in the public's mind increases proportionally. On the other hand, timber is not increasing in value at the same rate. There are alternative sources of supply for timber other than the National Forests, but there aren't alternative sources of habitat for the Spotted Owl, rare plants, and local, undeveloped recreation in natural Forests.

Question What would it take to get conservationists like yourself to want to try to re-establish cooperative problem solving relationships?

Answer A reasonable expectation on our part that the Agency could seriously change. An expectation that I wouldn't get the standard answer "I'm sorry but it's out of my hands."

Mike Kerrick is a lot nicer than Dave Gibney in the days of French Pete. The new line officer is a lot slicker now. They say "I hear what you're saying, but the cut is still up." It's like the executioner learning to smile at you, but the trees still drop.

Question What are some of the battlegrounds of the near future?

Answer Other than the Mid-Santiam, Hardesty Mountain is a sacred area, as is the Pacific Crest Trail, Lost Lake on the Mt. Hood, and around the Detroit Reservoir. They're all thresholds over which many of the public could go if the Forest Service is insensitive to their concerns.

Industry's biggest mistake was to cut the Coburg Hills. If there's cutting in a very popular place you can bet it'll push a lot of people more toward the ONRC and away from the Forest Service or the industry. So in this sense, you can win in the short term and cut, but lose in the long run by alienating more publics.

After all the fights about wilderness are over there will be fights over 100 acre patches of old growth.

The fact that Hardesty made it into one Congressional Bill is a strong indication of public concern and a signal that the Agency should be very sensitive to. One of the ways conservationists may attack is to attack at the point of public vulnerability when the Agency plans to sell the timber.

It's important to remember that this is no more the last Wilderness Bill than this is the last set of Congressmen.

ONRC is considering legislative and legal options to force the Agency to apply the principles established in the Mapleton Suit to other areas, such as maybe the lack of a worst case analysis on the Willamette National Forest. We really don't want to do that but if it comes down to that or seeing Wilderness go down the tube, we'll do what we have to to win.

The Forest Service needs to be a benevolent victor in regard to the remaining roadless areas. It must treat the people well. If it goes ahead and logs in these areas it may win in the short term, but you will soon see a call for more and more restrictive and prescriptive language to be inserted into NFMA.

The Agency missed the will of the public in RARE II for two reasons: 1) the Agency's built-in dislike of wilderness because it limits your management options, and 2) your built-in timber bias that says "Wood is Good".

There's a growing perception among the public that the Forest Service abuses the discretion it is given.

For example, Randy O'Toole says there's a memo about the five year reforestation requirement that says, in essence, the Agency doesn't have to reforest an area in five years just to be assured that it can. That is clearly an abuse of the intent of Congress to have areas reforested after five years.

Another example is reducing the harvest date from 100 percent of the culmination of the mean annual increment to 95 percent because of the Agency's interpretation of the word "generally" in the law. Congress clearly intended that National Forests not be managed as industrial tree farms, but the Forest Service is trying to abuse its discretion by violating the intent if not the letter of the law. That'll only lead to more pressure to revise NFMA.

A recent Hell's Canyon decision by John Crowell is another example. He determined that the word "selection" meant shelterwood cutting. Well shelterwood cutting is just an extended clearcut. What's more, if any of the three neighboring Forests have to lower their cut, it will be made up from cutting in Hell's Canyon, a National Recreation Area.

If the Forest Service decides to operate on a "let 'er rip" philosophy in those roadless areas out of wilderness based on a biased RPA decision, you'll see several attacks to thwart you including pressure to redo NFMA.

I'd be embarrassed as an Agency to have to go all the way to Congress to get your EIS OK'd, other Agencies can get support without having to go to such extremes.

One thing I think you really need to do is to get rid of your own prejudices and preconceptions. Herbicides is a good example. There's significant scientific uncertainty as to whether herbicides are hazardous to human health. Yet the Forest Service invariably responds that it's EPA's job to figure that out and besides people use more of them on lawns than in the Forest, as if that makes it all right for you to use them.

People still think that to get a few million more board feet the Forest Service is willing to be a party in giving people cancer. Why hasn't anybody in the Agency figured out that that's very bad PR. Dow Chemical tossed in 180 million in the Agent Orange pot rather than persist in a bad PR stance, yet the Forest Service persists in taking a PR bath for marginal paper increases in timber production. What that does to people is drive them toward paying more and more attention to Forest Service "mismanagement" in many areas.

A good idea would be to have dedication ceremonies for the new wilderness areas. It was done for Hell's Canyon in 1976, and the Chief, Associate Chief, Forest Supervisor, and several of the leading locals there (all those who fought against it) and the conservationists, the ones who got the work done, were not included.

I'd like to see a dedication ceremony involving both the Forest Service and the conservationists, not necessarily the industry.

We're going to have dedication ceremonies whether or not the Forest Service decides to. You'd look good if you did it and bad if you didn't and we did.

End of Interview

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United States
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Reply To: 1500 External Relations

Date: September 14, 1984

Subject: TIMBER INDUSTRY PERSPECTIVE OF FOREST SERVICE PERFORMANCE--an interview with Dennis Hayward, Vice President of Resource Issues, North West Timber Association

To: Regional Forester, Forest Supervisors and Public Affairs Officers R-6, Willamette National Forest Management Team

In June I sent you an interview from a leading environmental spokesman, Andy Kerr of the Oregon Natural Resources Council. Now its time to hear from the other side, the Timber Industry.

Jerry Mason's second interview allows you the opportunity to see the Forest Service through Dennis Hayward's eyes. Dennis is a leading spokesman for the timber industry in the mid Willamette Valley, especially on timber-related issues concerning companies dependent on federal timber sources.

One of the key messages in this interview is that it is high time all citizens realized the very tenuous status of the timber industry in western Oregon. It is hoped that this interview will make that point and the reasons behind it much clearer to those who need to hear it and take heed.

Comments and feedback about the report are welcomed. More interviews will follow in the coming months as time and subjects allow.

MICHAEL A. KERRICK
Forest Supervisor

Enclosure





A TIMBER INDUSTRY PERSPECTIVE ON FOREST SERVICE PERFORMANCE

Candid Comments from Dennis Hayward

Vice President of Resource Issues
North West Timber Association
Eugene, Oregon

Drawn from an Oral Interview

by

Jerry Mason
Public Affairs Officer
Willamette National Forest
Eugene, Oregon

Interview date: July 31, 1984

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PREAMBLE --

As a Public Affairs Officer, I believe it is my job to serve as a two way conduit of useful information: 1) information from the Agency to the public it serves and 2) information from the the public to the agency about how the public believes it is or is not being served. The first mode usually is characterized as being the mouthpiece, the second as the ears. Effective communication involves the ability to operate effectively in both modes.

The information in this interviews is offered as information obtained by the ears that should be conveyed to the brains of the organization. While not necessarily endorsing all the comments expressed, I think it is important that we seriously listen to them and take action that is appropriate to our charge to serve the greatest good for the greatest number.

I hope you appreciate the opportunity to view ourselves through the eyes of a key public whom we serve.

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INTERVIEW WITH DENNIS HAYWARD

Note: "M:" = Jerry Mason, Public Affairs Officer, Willamette National Forest
"H:" = Dennis Hayward, Northwest Timber Association, Eugene, Oregon

M: How many people are in the Northwest Timber Association?

H: The Northwest Timber Association is 18 years old and represents about 30 small, independently-held lumber and plywood firms in western Oregon, that are almost totally dependent upon public timber. They were built relying on the public timber supply and they will live or die on the public timber supply. They don't have the alternative of private land.

M: Your position with NWTA is...

H: Vice President of Resource Issues. There's only two of us and we cover the full spectrum of contractual matters, timber supply, and the Small Business Set-Aside program.

M: What are the main issues with which NWTA is currently concerned?

H: One--Contract relief, because it is essential to the survival of our timber industry. Two--Maintenance of a viable timber set-aside program. It is currently under review, with plans to change it radically. And three--All of the timber supply issues, including the Forest Planning process as directed through NFMA.

M: What do you think of the chances of getting timber contract relief legislation passed?

H: If it doesn't pass by September, then they have to start the whole process over in another Congress, and there probably won't be a lot of the people around anymore, depending on what happens on some other fronts. No matter how sincere the Forest Service administration was in trying to provide relief, the 5-year program simply and clearly won't work. There is adequate evidence that it was too optimistic in what had to happen, the types of volumes that had to be moved. Since that time, our markets have gone down, they haven't gone up.

M: What I've been hearing from the top office is that it needs five years to work and it'll just work if you meld in your high priced timber with your low priced sales.

H: Where's that low priced timber? For that program to work, you were supposed to be able to meld high priced timber with cheap stumpage. If all your volume averaged a hundred dollars over break-even, and you could buy volume at \$25 under break-even, you'd have to buy four times as much volume in units of the cheap stuff for every unit of the expensive stuff to break even. Even if that worked, you'd have to have an astronomical volume that a mill would have to produce to average that out. The second main assumption was that we'd have tremendous markets to support us. But those markets have not existed and there's no indication they will exist. In order for that volume to be worked in with the cheap volume, we'd have to more than double our harvest level during the next five years.

There were also penalties involved, unfortunately, in the 5-year package itself. Probably the most notable one was that when you extended a contract, you took on the new default clauses. It was very clear that if you were not confident you could operate a sale under the 5-year program, you should not extend that sale, because it's certain death. The other item was the addition of all sorts of clauses, kind of an open door as to what might be added at the time of extension. It added a lot of risks to an already risky sale.

M: If I understand you correctly, you're saying the 5-year program won't work mainly because the firms that you represent have mostly high-priced timber which can't be marketed under today's conditions; and they don't have nearly enough low-priced timber to make it profitable.

H: I don't know that they have any low-priced timber.

M: Any?

H: The timber that's being sold today is being sold at a break-even. That doesn't give you anything to meld with that expensive stuff. We'd have to eat all that backlog over five years, plus bring in all the new volume at this low price. There haven't been changes made that have affected the bid price. By the bidding, it would appear that while people are not paying the prices they were five years ago, they're still pushing it to break-even. Look at sales that people bought six, eight months ago that they felt really good about. The market's taken a tremendous dump since then, and they can't even operate those sales. They may be operating, but they can't make any money. This industry hasn't made any money for four years now. Someone said "for two months I made money, I didn't know what to do!" They're just operating at break even, at best.

I don't think that the public or the Forest Service realizes how tenuous of a condition the major segment of Oregon's economy is in. We're surviving from day to day, based on the volume we buy. But we can't touch that old volume. The environmentalists say look at all the volume they have under contract. But that volume, in our minds, doesn't exist as far as operating. Nobody can take a timber sale that's a \$200 or \$250 loss on the stump, and run it through the mill. It doesn't take very long before you're done. One other thing to realize is that none of our people have filed 5-year plans. We're all under the class action Northside litigation which claims that the sales are inoperable. And that's in the courts. Our members are part of that suit.

M: As I understand it, Northside's point was that the sales were commercially impracticable to operate, is that correct?

H: Northside claims the sales are commercially impractical, meaning an unforeseeable factor beyond their control, basically the Federal Reserve policy caused their problems. I think I would agree. Back when we put all this volume under contract we were under an administration that was guaranteeing at least 15 percent inflation, and was telling us that housing starts were going to explode, lumber prices were at an all-time high. We had reductions in supply, we had RARE II facing us. Real and unreal there was an envisioned timber supply availability shortage. Yet all these companies were trying to put volume under contract to continue to operate.

And so they all stepped up to the bidding table. You have a bidding system whose objective is to maximize the dollar return. That's the situation that got us where we're at. We aren't totally to blame. I think the system must shoulder a lot of the responsibility too!

M: Where do you see all this going? It's really up in the air--the legislation, courts?

H: I think we're in a very, very serious situation as far as the public-timber dependent segment of this industry is concerned. In the State of Oregon, the public doesn't seem to realize how serious the problem is. There seems to be an attitude out there of "Oh, the timber industry's dead and gone." That shouldn't be what happens, and it doesn't need to be what happens. With over 400 billion board feet volume in the State of Oregon, and over a trillion board feet on the west coast, we have more volume than all the southern states combined. We've got the resources here, it's just how we handle it. If something doesn't change soon the industry as we know it today is going to go down the tubes. Somebody else may pick up that capacity, but there would be a tremendous dislocation for a period of years. You can argue that someone will come in and bid the sales, but I don't know what that will do to the timber dependent communities. I don't know what it would do to Roseburg if Roseburg Lumber Company goes. We'd have to go through two or three years before that capacity is reoriented. People like mine, or a third-generation family with a sawmill in the community--what good does that do for people like that to go down? I think that the labor unions have to take a close look at what's going to evolve out of that new picture. What's going to happen to the working guy out there? A lot of our plants are nonunion, but we pay high wages. I don't know what the average is--- \$10, \$12 an hour. You have people in the industry that come in, and they start from scratch, and they pay \$4, \$5 an hour. I'd much rather see a higher standard of living for the people of Oregon, and a lower stumpage price. The greatest benefit that this timber resources provides the state is the economic activity. It's not the county receipts; it's the opportunity for a guy to have a job, not be on the welfare system, to make money, and to have a good standard of living. If you gave us this timber, which you're not going to do, the benefit would still be there. If you gave it to us, we might be able to average it in. Many of our people have made and lost a lot of money on stumpage. They're not in that business. They're not in business to go out and speculate and make money on the timber sales. Their objective is to buy it for X dollars and sell it for Y dollars, and make their money in between. Efficient operation and conversion. If we pay \$5 for stumpage and sell it for \$50, or pay \$500 and sell it for \$1,000, it makes no difference, because what we're trying to manage is in between.

M: You buy the raw material, convert it into a product, and you want to make a profit in the process, right?

H: Our big concern is not just making the money. A lot of people out there are trying to make money just on buying and selling timber. Consequently our Association is in strong support of prebidder qualifications and required performance. How you get there is another story. What the actual elements are is a long process.

- M: In other words, tighten up the requirements to be a bidder. Don't just let anybody bid.
- H: And that doesn't mean increase the cash up front, because cash flow might kill a lot of legitimate mills in a lot of communities. What it does mean is that before going to the bidding table a bidder must show that he is capable of financially operating that timber sale. And then once he buys that timber sale, a process is needed to require performance. We have a proposal that's been given to the Forest Service that's pretty stringent. But the key to it is the market-related contract term adjustment. If we go into that kind of a tight contract there has to be protection that if a catastrophe comes again, there will be some level of protection.
- M: You don't want to have to march according to orders, and march right off the cliff, in other words.
- H: Right. That type of thing has happened maybe three times since World War II. If the economy takes a dive, there ought to be some built-in mechanism. The current situation was unforeseen. If we enter another depression, or severe recession, give us time. However, we do support tightening up on timber speculation so we don't get in the mess we're in now.
- M: I have a feeling that people wish the timber industry was healthier than it is but several factors are making things very shaky right now.
- H: I think we need to bring in one more element that ties up some of my earlier comments about how much timber we have. The Canadian situation, and the market. We used to have two million housing starts, now we only have 1.5; therefore, our industry is in trouble, because we can't compete into the eastern markets and the southwest. Why can't we compete? There are rail rates, and there are labor rates, and there are stumpage rates. The Canadians now control 35 percent of the American market. They provide 35 percent of all of our wood. How do they do that? They have a system where they say that jobs and stability of the industry are more important than stumpage rates. They've dropped their stumpage rates. When we're paying \$200, they pay \$40. They bring those stumpage rates up and down, based on the economy. If our stumpage rates were lower, there's no reason we couldn't compete. What I think really needs to happen for the State of Oregon is to figure out how to work the system so that we compete in the mainstream of the demand. If it's 1.5 million housing starts, we're competitive. Right now we're sitting here with the greatest resource and we're only able to operate on the margin. As soon as the market takes a little dip, down our mills go. Somehow we've got to get into a balance of timber supply, and capacity, and prices, such that we're competitive at all levels of the market, not just when it's high, or not just when the export lumber market is hot.
- M: What do you see the Forest Service doing in the immediate future, realistically, to help the timber industry get over this rough time?
- H: Basically, I think it's not so much what they can do at the local level. I think it's the approach of the Administration. There is tremendous pressure in this Administration, not just people in the Administration, but people like Metzenbaum saying, let's maximize the buck. They can take

a look at how much they'd get if we operated those timber sales, and calculate it against what we'd pay for them under the legislation. And they say "look at this tremendous loss." But it's a paper loss. And our politicians and the administration need to take the necessary steps to get this industry past this problem and make sure the problem doesn't happen again? I don't think we have a very sympathetic ear in the higher levels of the Forest Service and the Administration. They are free market people, and of course, we're strong advocates of free enterprise. But we've got to remember that basically, we're in a free enterprise system, but we're dealing with a supplier that has a monopoly, or almost a monopoly.

At all levels of the Forest Service there's been a great forgetting of the important role, almost the dominant role in many of the communities, that Forest Service resources play in local communities. There's a responsibility to those communities because they exist in their current state largely because of that resource. The decisions made here on the Willamette, or in Roseberg, or in Grants Pass, or wherever, have a tremendous effect on the social and economic basis of the community. I don't see much attention or real concern about that. We hear an awful lot about the amenity concerns, and responding to the preservationists, but I don't see too many Forest Service press releases saying--gosh, if we can increase timber supply, we can be a big help, or if there's a reduction, it's going to cost us so many jobs. Maybe it's there, but this is my impression. I see all this effort saying okay, we've got the timber industry over here, and we've got the environmentalists, and those are the two equal parts, and now, where do we cut the pie in the middle? These comments are not related to the Willamette; they're just in the Forest Service. In one community the Forest Service planned to have a public meeting. They said, "Here's five people from the community, and here's five people from the environmental organization. Now this represents a balance of the community." And it didn't. There should have been 95 people from the community and the industry, and the five preservationists. They always say we're going to balance this thing, we're going to compromise. We're going to play a political game.

- M: That's a good point that you bring up. In my position, especially, it's very hard to deal with publics who tell us that they know where the pulse of the public is, and they speak for the pulse of the public. I've had several people come up to me and say, I represent the public, and therefore, you should do what I want. And I reply, I know you represent a segment of the public.
- H: I would have the same feeling. I'm not going to come out and say that we represent the public. I know I represent the industry, who has certain objectives and goals regarding timber supply, and I think we make those pretty clear. The other side sits out there and says, we represent the environmental community, and we represent the public. You are the professionals. I think it's good that you look at public values. But you have to be the decisionmakers, and stick by the decisions.
- M: One of the key elements of the decision is, if you're working with an agency that's charged with representing the public and serving the public, you try to do the best to serve the public. And you say okay, Joe Public, what do you want, and you hold the microphone, you get a cacophony of voices.

- H: I'm not saying those things shouldn't be considered in your decisionmaking process. But I think you still have to say okay, this is what they say, but these are the facts. This is our professional judgment, and this is what we're going to do. And once you make the decision, stick to it. One incident that kind of bugged me a while back. You had a 5-year timber sale program for one of the Districts. And a letter came out that said you were going to harvest along a creek, and wanted to know how the public thought you should cut along this corridor. That bugged me because you already have a land use plan that allocated to visual management, or other uses, and in those land use prescriptions it says you are going to maintain this view, do this, that, and the other thing. Now you're coming back and saying now it's time to harvest. Now, public, how should we harvest? You should have said we're going to partial cut this, we're going to have a little clearcut--whatever your professional decision was to do it, you should do it.
- M: You're saying that we should have stuck with our decision in the Land Management Plan.
- H: If the public comes in and wants to talk to you, you can't tell them no. You've got to talk to them. You've made a decision, Congress has made a decision, now go do your job. You know you're going to get sued. You know you're going to get appealed, no matter what you do. Compromising won't stop that.
- M: Decisionmaking sometimes means that you have to say we're going to do this. If you want to appeal it, here's your appeal rights. But a lot of times we get nailed if we don't involve the public.
- H: I'm not saying you shouldn't involve the public. I guess the image I have is, now we're going to implement a decision, let's make the decision again. Within the rules that were set up in the Land Use Plan, do you have some other preferences?
- M: The plan is going to be revised in two years, and maybe the decision should be postponed or revised. What we're talking about is politics. External and high-level politics. And regardless of what it says in some document, if you have a significant amount of public opposition or not enough public support, the thing is probably not going to fly.
- H: Take Hardesty Mountain for example. It wasn't put in the Wilderness Bill. Now you should be able to go ahead. But if I'm sitting in ONRC's seat saying "if we make a big stink up there, they'll back off." And they say you don't listen to them, but you do. The game for them is, how do we cause enough harassment to keep them out of these areas for long enough that we can get a revision of the plan and force them to do it again? Instead of saying the decision has been made, we're all gentlemen, we may not agree with the compromise, but the decision on that land base is made, now we're going to move forward. Now obtaining input and public participation in the process is fine, but if their goal is still to stop every tree cutting, then it's not very meaningful input.
- M: Land management planning is dynamic. I don't think any land management plan decision is locked up, final. The next one we do, we're going to still be into hassles three or four years down the road with people saying, I don't like that decision; I wasn't part of it, I never knew about it ...

- H: I have a great deal of sympathy for the Forest Service because of the rules and regulations you have to operate under just to try to stay out of appeals and still get the task accomplished.
- M: My sensing of the public is that most people don't support "road block" tactics like those used by the Cathedral Forest Action Group. I think even half or more of the main line environmentalists would say that those guys are out of line.
- H: I don't know. I think preservationists are sitting back and saying we don't want to perform that way, but my God, you guys, keep up the static, keep that issue up in front of them. Make people forget we passed a Wilderness Bill. I think they're using the radicals to keep this issue alive. I think you need to look at people's goals. We want to see, within the system, maximum timber production. They might say their goal is to balance the whole thing, but it's really to maximize reduction of timber harvest. I think it's pretty clear. When the industry speaks, you guys know where we're coming from. I think we're pretty honest about saying what we want. We recognize that they're multiple use lands. We have never come in and said manage them as tree farms. But they're not all wildlife preserves or wilderness areas, either. Here again, I'm dealing with images, but I get the feeling that there are an awful lot of people in the Forest Service that would just as soon not cut trees anymore; that they almost feel apologetic about the fact that they're managing the resource, when they put up a timber sale that has a clearcut. They think, "How do we hide it, how do we tell them we're sorry we're using this great resource?" Instead of saying more positive stuff about how we're proud that we sold 700 million feet last year and created this many jobs.
- M: Let me tell you what I think is behind that. The general public's perception of the word timber sale and clearcut is not something that people would get proud of, even though it results in timber revenues and jobs. When you say it to a person who is 35 or under, the word timber sale does not connote something good. The word timber industry has the same stereotype. And I think that's what's behind all that. Sure, the environmentalists make us feel guilty about it.
- H: They go a long ways towards creating that image in the public. If you listen to their rhetoric on the Mapleton law suit, you'd think you'd drive to the coast and you'd see mud flowing down the hill. And they'd make the public think they'd won their case in Mapleton because of mismanagement of the land. And it wasn't that. It was strictly they threw in a hodgepodge of stuff, and they got you on a couple of procedural items.
- M: Same way on the herbicide situation?
- H: People think the Government's banned herbicides; so they must be dangerous. But this too was a procedural decision. No one catches the environmentalist's contradictions. Nobody says back in 1978 when we passed the Endangered American Wilderness Act, the environmentalists said this is all we want. And they said don't worry, we'll make up for it in intensive management. And then four years later they're fighting intensive management as hard as they can, and at the same time they got another big wilderness bill. Then the next day they said it isn't enough. At the same time they're saying now it's uneconomical to practice forestry. We do all

these multiple use things, we give up the land base, we build less road and take more care, now they're going to say it's uneconomical to practice forestry! Eugene has a very strong element of people who are preservationists. There are also a lot of people, and a lot of businessmen, that recognize when a small business fails in Eugene, a yarn shop goes down, or something. Maybe those people don't realize that a large percent of their customers, one way or another, are tied to the timber industry. A lot of the people buying weaving at the Saturday Market get their money out of the timber industry.

M: Eugene reminds me of sort of a small boat where the waves are getting rough, and the people in the boat are either sitting there or squabbling with each other, rocking the boat. The timber industry and environmental folks are in this boat together, but there aren't very many people working to stop the squabbling, stabilize the boat, and get people rowing in one direction.

H: On that subject, though, I think a lot more could be done by the Forest Service from the PR angle to break this image that it's either preservation and wilderness or it's timber harvesting. I spend a lot of time recreating. We're a camping, hiking, fishing type family. I go out there in the woods and then think of the comments that were in yesterday's paper from the preservationists, and say "where's the beef?" What's the problem? Of course there's more things that could be done, but I see plenty of recreation, open space, hunting. If you listen to even the Forest Service's own wildlife people, you'd think there wasn't any wildlife left out there. But you go out there, and there's wildlife. And every time you go out there, it's an adventure, and it's fun, and it doesn't matter that you see a harvest unit across the creek. They go out, and they may look at a clearcut and say isn't that clearcut ugly, and then they pull into a little lake that's 50 feet off a harvest unit. They go out there and look at the bugs and the birds and the beautiful rhododendrons and say isn't this neat. I think this concept of multiple use means we can have it all, within reasonable bounds. We certainly can't have maximum timber production. We can still have an adequate timber production, and still provide these other values.

M: You can't have everything that everybody wants.

H: Through intensive management, though, we can have an awful lot of it. The whole movement in wildlife right now is preservation of habitat, and that irritates me, because in timber we're supposed to practice intensive timber management to produce more off less acres, but I don't see intensive management being applied to wildlife.

M: More habitat off the same amount of acres.

H: Rather than just preserving 75 acres for a pair of pileated woodpeckers, or a thousand acres for a spotted owl, there's no emphasis at all in the Forest Service to see if maybe we can get by with half those acres through management of food supplies or specific habitat characteristics. We're going to spend some bucks, and we're going to do some intensive management. Let's manage that resource for the maximum output. Management of that resource intensively can provide wonders.

M: We touched the health of the timber industry. How would you characterize the health of the timber industry right now, and what do you see happening in the next five or ten years here in western Oregon?

H: First of all, there's always going to be a timber industry here. I would say the next year is critical, and the next five years are certainly critical, for at least that portion of the industry that lives off the public lands.

M: How would you characterize the health?

H: Very, very sick. It relates back to the problem we talked about earlier, the problem of the older contracts, the need to look at how we sell timber in the future, to not let history repeat itself. There's still an unstable and uncertain timber supply. This relates to economic issues, both micro, dealing with the requirements on timber sales, and to macro, on allocating costs. This whole economic thing is going to be a big problem in the next few years.

M: Economic thing?--I don't know what you mean.

H: It's really hitting, of course, the east side, it's the deficit sales issue and how economic is it to practice forestry. The Forest Service has to start allocating costs to multiple use. There's no concern about whether the wilderness system breaks even or pays for itself. No concern whether wildlife, in any way, generates funds, or whether recreation pays for itself. That's all acceptable. Why is it therefore totally unacceptable, if providing jobs, and community stability, and opportunities for people to live and have homes in the State of Oregon, why does that not have an equal value? I'm a forester. I don't have a degree in timber, I have a degree in forestry. I think for a long time timber Foresters have been willing to give and take, and to try to practice good forestry, to show concern for the environment, to spend dollars picking up slash and piling junk, and preventing fires. But if we're going to do all those things, we ought to allocate the costs of doing them to the outputs that are coming from it. Not just say the timber sale's got to cover it all.

M: You're saying that timber sales should not necessarily have to always stay in black and show a profit.

H: Timber sales often serve more than timber purposes. And at the same time, though, we've got to take closer looks at what you're doing on the ground as part of that timber sale. I guess slash is a good one. Do we really need to reduce the slash level down to this particular level of risk. Or can we reduce the amount of hand piling of sticks we do on a timber sale, leave it there. Maybe it creates a higher fire risk, but maybe there are some benefits to wildlife. Cleaning up the woods--fire, visual, everything else--is an expensive business. That's just one. Road construction standards. Look at more temporary roads with road closures. Tie it in with wildlife management. When we enter a drainage and we have to build a road around a thousand-acre spotted owl area to get to that timber sale, that extra road cost should be charged to wildlife. Those costs must be recognized in the process. You need to recognize that when you build a big road that it shouldn't be charged to that timber sale, it should be charged to the whole drainage; and not just this generation of trees, but

as a capital investment, to be charged off over the long run? Right now it's basically a dollar in, dollar out type of accounting system, and it makes the numbers look pretty screwy. It's very odd to sit here in the most productive timberlands in the world and say timber product costs could be uneconomical. A lot of people say that's not a problem in western Oregon. It hasn't been a problem in the past. But the day could come when you could point to a timber sale, when maybe stumpage is worth \$50. Then all of a sudden a lot of timber sales will start looking like they're not cost effective. It's more of a problem in the Rocky Mountain States. I wouldn't want to be building a sawmill in Montana right now. But I'm saying we're not totally immune from that philosophy. And as you go through planning, you've got to keep these things in mind. If I catch a steelhead out there, and you've foregone a harvest or you spent a bunch of money on something extra that ought to be recognized in the cost of that steelhead. They're going to tell me it's worth \$50 a day to go steelhead fishing. Maybe that timber sale had a higher expense because of that. Let's recognize it.

M: In conclusion, if you were giving the Forest Service a charge, say the Willamette first, to pay attention to certain things that are of concern to your industries, what would you want us to pay attention to?

H: I don't think the Willamette has to pay any attention to contract relief. That's from above. From the overall standpoint, I think they need to look very closely at their role and how they effect the community. In providing the range of multiple uses that they provide, not only for recreation and diversity, and this sort of thing, but continue to recognize in the decisionmaking process the key role they play in the future economy of the region.

This concern, though, needs to go down into details, too. How are you managing on the ground, and detailed things like sale size. Recognize how much you're spending in managing the operation and recognize the effect on local industry, and thus on the local economy. Sale size is the one that comes to mind that we've had a problem with. There's pressure from above to be more efficient on your cost per thousand, so therefore sales tend to get bigger, though what the economy needs now is smaller, shorter-term sales.

M: Now, for the Forest Service in general. What should the decisionmakers, all the way to the Administration, concentrate on?

H: To recognize the tenuous situation that the industry in Region 6 is in, and to recognize that there may be values more important than the maximization of the contribution of the Federal Treasury on paper. There seems to be a tendency that the people who are moving up in the Forest Service now are "not-rock-the-boaters." Rather we need people who are willing to say this is the right decision, and I'm going to stand by it. I've done my homework the best I can, and I'm not afraid--as a lot of them are--to say publicly, this is our direction, rather than wobbling back and forth. There's a tendency today to worry too much about being in tune with the politics rather than maybe influencing politics a little bit. It's tough, I realize, when you're in a Government job. I think the Forest Service needs to accept the fact that no matter how far you go to balance things, that's not going to stop the law suits, the appeals, and the

harassment that's going to go on. Once you give in some place, they're just going to try the same tactics somewhere else. Maybe it's going to take Congressional involvement before this whole thing is straightened out. Maybe the industry is wrong. We've sat back and have played the game professionally, at least to a higher degree than some groups. We input to the system and when the decision's made, 99 percent of the time, even if we disagree with it, we accept it. From a timber supply standpoint right now, the best thing the industry could do is start appealing you guys left and right on everything you do, because it looks like supply is going to go down. Keeping the current plans would be better. But instead we're looking at how we work with the Forest Service to help them make appeal-proof plans. There's no such thing. The Regional Guide just disgusts me, from what it was supposed to be to what it is. But the deadline passed, and we didn't appeal it. I wouldn't want to be in the position with the Rangers when every time you turn around, you're appealed, and you're taken to court. It wears you down, and pretty soon you say okay, I'll go over here and cut trees, and we'll drop the cut. It's easy to drop the cut a little bit here, and a little bit there, and try to keep everybody happy. But five percent here and five percent there adds up darn fast.

- M: Well, one thing that I think would be good is if somehow we could all work toward some acceptable compromise on some of these things.
- H: But we've got to have some common goals first. Usually you end up with a political compromise that's halfway in between. Compromise is very seldom the best decision. That's the problem we're up against. Then it's a political decision, not a professional one.
- M: The Oregon Wilderness Bill is a case in point. Environmentalists wanted two million, or 1.2 million, or three million, while some people wanted no additional acres added.
- H: Sure, they said they wanted three million. But I've got their public input from three years ago when they pinpointed one million acres that they wanted, and it's near the million acres they got. That was their goal. Sure, they said they wanted three million acres. Maybe the timber industry is wrong, we should say we want every last tree, we want the allowable cut on the Willamette to be 1.8 billion feet. We feel like we'd look pretty silly. But still they try to make us look greedy just saying we want 700 million. It's a tough situation. The Forest Service angers me at times, but I've also got a lot of sympathy.
- M: It seems as if the industry is getting desperate, just like some of the environmentalists are feeling desperate. They say this is the last this or that.
- H: The environmentalists use the "last chance" argument every time.
- M: The industry is saying we're not going to be around too much longer if the situation goes the way it could go.
- H: We're not going to be here as we are today. All you've got to do is look at the net worth figures of some of these people in relationship to their obligations in the timber sales.

- M: It seems like compromise on the part of the industry or environmental groups like the Cathedral Forest Action Group isn't too viable in these times.
- H: I think you're dreaming a lot if you really think you will be able to sit down and come up with a solution that they'll buy. At least in this area. They've made it very clear. They say, "sure, we just got another million acres of wilderness, which was our objective and goal. But we're going to fight you for every last tree." The environmental movement did a lot of good for this country. But how often does any organization that's been successful say, "we've reached our goals, now we can disband." They don't; they just change their goals. I don't know whether the spokesmen for these groups, the Oregon Wildlife Federation, ONRC, or others, really represent the beliefs of the mainstay of their membership or not. I'd like to think that most people would say let's reach a balance. I still think that on any of these issues, if you could take a cross section of the public and set them down; educate them, and say let's come with a solution, it would be a pretty good solution.
- M: Well, we've certainly underscored the theme that decisionmaking is becoming more tense and more political.
- H: A tough job for the Forest Service to do. They're professionals, and have to play political games.

END OF INTERVIEW

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United States
Department of
Agriculture

Forest
Service

Willamette
National
Forest

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Reply To: 1500 External Relations

Date: December 20, 1984

Subject: A CONGRESSIONAL VIEWPOINT--an interview with Oregon Congressman
JIM WEAVER on his opinions about the U.S. Forest Service

To: Regional Forester, Forest Supervisors and Public Affairs Officers R-6,
Willamette National Forest Management Team

This is the third interview of Jerry Mason's "Hearing the People" series. The purpose of these interviews is to give key publics from all points on the public opinion spectrum an opportunity to clearly present their opinions on Forest Service performance to top management of the organization.

These interviews do not necessarily represent the opinions of the Forest Service, but in order to better serve the people, we believe it is vital to hear them and listen carefully to their viewpoints.

Congressman Jim Weaver is a Democrat representing the people of Lane, Douglas, Coos, and Curry Counties and portions of Benton, Jackson, Linn, Marion, Jackson and Josephine counties in southwestern Oregon. Since 1974 Congressman Weaver has been elected to the House of Representatives six times, rising in seniority to his Chairmanship of the House Subcommittee on Mining, Forest Management, and the Bonneville Power Authority. From that position, he exercises considerable influence on National Forest legislation, policy, and budget.

Congressman Weaver's candid, often critical, comments convey one Congressional viewpoint of Forest Service performance in the last ten years.

Comments and feedback about this report are welcomed. More interviews will follow in the coming months as time allows.

for MICHAEL A. KERRICK
Forest Supervisor

Enclosure

Note: The notes from Congressman Weaver's speech at the Mission Symposium in San Francisco December 14, 1984 will add additional insight into his viewpoint of Forest Service management. Summary notes of that speech attached at end of the interview.



NOTES FROM CONGRESSMAN JIM WEAVER'S SPEECH

"MY VIEW OF THE NATIONAL FORESTS"

DELIVERED AT THE MISSION SYMPOSIUM

SAN FRANCISCO, CALIFORNIA - DECEMBER 14, 1984

- National Forests in the west are essentially what was left after private interests got the land they wanted.

- Trees are not renewable in our lifetimes

- Methuselah lived 950 years, and that's about the time it takes to reestablish a stand of old growth

- The point is that we don't really know how fast trees and stands will regenerate

- The watchword for National Forests should be "Conservative Management" By "Conservative" I mean to err on the side of caution--it is closely allied with the term "conservation".

- Conservative is appropriate when we think of man's natural bent to use nature as much as possible. The world's forests, especially the tropical forests, are going the way of the Cedars of Lebanon.

- Large corporations see the short supply of timber in the future.

- The Japanese have a policy of reserving their forests; when the world's short of wood, they'll still have some left.

- We should have "Forest Reserves" within the National Forests. My definition of Forest Reserves is not necessarily wilderness, but land reserved for later use.

- Let's adopt a real and true multiple use policy. However, the prevailing culture of the US Forest Service is to harvest and manage timber. It is becoming a predominantly single use agency.

- The statutory multiple uses are watershed, fish and wildlife, recreation, and timber (maybe we should add a new use religion).

- The true mission of the Forest Service should be Conservative Conservation.

- Only harvest from better growing areas, with good soils, access, and regrowth potential; and even then harvests from these lands should be very conservative with an eagle eye toward future needs

- Pressures on the Forest Service, from within and without, are tremendous

- Without question, The prevailing culture in the Forest Service is maximum harvest.

- Those who differ with this culture are not vociferous

- The culture has to change

- The resource waste is shameful.

WEAVER SPEECH 2

- The only chance of making the change is to bring economic pressures to bear on the agency.
- For the next 5-10 years the economic pressures on the Forest Service will be less because the timber demands will be down (cites as evidence the 12.3 cap on R-6 timber, and Canadian imports into American markets)
- So we have 5 years, maybe a little longer to put conservative forest management policies into effect.
- This conference is a beginning. We have a chance for change. Now it is possible to sow the seeds of change.

- We live in a Capitalist Society, but a key rule of capitalism is that you do not live off the capital, you live off the income from the capital.

- Yet that's just what we've been doing with respect to natural resources; ironically all in the name of capitalism.

(Cites examples of phony ideas being discussed by USFS nationally):

- Costs to regenerate a tree (unknown or underestimated)
- Now that we've cut the private timber, let's cut the public timber, while we're waiting for the private timber to regrow
- The more you cut the more you get (ACE effect)
- The crying need to replace dead, dying, and decadent awful old trees with thrifty young stands (critical of even age policy)

- A computer formula will give us the allowable cut
- Using herbicides and genetics will make trees grow faster (there's empirical proof)

[each comment was delivered with ridicule and greeted with applause]

- We're living on capital in our National Forests and that must cease. We must be conservative with our natural resource capital.

Told story about Herbicide incident with Dick Worthington (see question 22 in the Weaver interview)

- I'm in favor of expanded trade with China but don't give away our National Forests and our resource treasures in the process. That'll make us a raw material slave to China. If Dou Chou Ping (sp?) puts 900 million Chinese in wood houses, we'll run out of National Forests.

- 1/3 of the German forests are dying, and they didn't see it coming. It could happen here too.

- The world is running out of trees, after this depression, we will see an enormous build up in the need for National Forests.

- We must put our national drive to use the forests within the confines of a conservative use ethic.

- We're looking at a century of madness in terms of natural resources (oil, water, air, trees, agricultural land, soils, and trees). It is insanity, and we're heading for disaster.

- We need to start a new mission for our National Forests, and that mission could start with meetings like this.

Speech ends - Standing Ovation

Congressman Weaver Interview, November 13, 1984

1. Mason: In your ten years in Congress since 1974, what major trends, if any, have you observed in the quality and direction of Forest Service management of the land?

Weaver: I think you're becoming more commodity oriented and less conservation oriented. The personnel that I've had the chance to observe on the ground do a very good job. I think that political decisions have entered more and more into the Forest Service management decisions. Some of them are good of course as long as they go along with my politics, and bad if they don't go along with my politics.

2. Mason: Has that been just in recent years or every since you've been in Congress?

Weaver: It has been exasperated in the last few years, without question. But I particularly note this in the Washington, DC area.

3. Mason: Do you see the trends changing any in the next four years?

Weaver: I can only say I hope so. As an example, the Forest Service's defense of deficit sales. They are stretching things to talk about building roads in order to help wildlife. I consider this asinine, but that's the kind of thing we get. If I were the Forest Service I would take a different approach to deficit sales. If they were forced on me politically that's one thing, but to see the Forest Service take the lead and push deficit sales and argue for them, I think, is simply showing that the Forest Service is going in the wrong direction.

4. Mason: How would you describe your relationship with the Forest Service during these years and what direction do you think that relationship is heading?

Weaver: It has gotten worse, to my sorrow. My relationships with the Forest Service the first years I was in Congress were excellent. I led the fight in the Congress when Cecil Andrus tried to take over the Forest Service and put it into the Interior. I wanted to see the Forest Service kept independent in the Department of Agriculture where I thought it could be the most independent. I got along very well with the Forest Service. But in the last few years my relationship with the Forest Service has deteriorated in direct ratio to my feelings about the Forest Service going in the wrong direction in terms of their commodity approach.

5. Mason: Is that basically tied to a difference of opinion on the basic policies of Forest management?

Weaver: That's right, no member of the Forest Service and I have personal disagreements. I respect and like everybody that I know in the Forest Service with one or two exceptions, and that's par for the course with anybody. There are policy differences that have caused me to become more vociferous and articulate in my open disagreement with the Forest Service. I've not appreciated things like when I propose a wilderness area, the Forest Service within a month or two, doubled the estimated program harvest for that wilderness. This sort of thing constantly happens. I just don't appreciate that kind of thing. I just don't like the general thrust of what's happening in the Forest Service in that direction at all. I appreciate that one of the most important aspects of the problem, my guess, is John Crowell, and the pressure he puts on the Forest Service. I understand and sympathize with the problem, nevertheless the issue remains.

6. Mason: What do you think are the most urgent National Forest management issues of today? And what do you think will be the most urgent issues of the 1990's?

Weaver: Well, you see, I believe that the National Forests are reserves and should be treated most conservatively. I suspect that the trees aren't going to grow back as fast as we are presently cutting them. I think we're too optimistic on our regrowth estimates. I just believe we should be more conservative in our management of the National Forests. I believe that timber is a resource that is fast disappearing in this world. I look upon Japan as an example of a country that is purposely keeping many of its forests out of timber harvest, not from any environmental point of view at all. Japan is just simply saying "the world's running out of trees, we want some when they do." I want some trees left in this country when trees become very scarce. That's what I mean by conservative treatment of our Forests. When I say reserve I don't mean preserve, I mean reserve. A harvest, a conservative harvest of our National Forests, yes. But making sure we have plenty against the day when trees will be a really scarce commodity in the world. All the aspects of management of the Forests should relate to that objective (the harvest of marginal lands, deficit sales, fisheries, etc.).

7. Mason: Do you think the Pacific Northwest has a timber supply problem now? Or is it a market problem? Do you think timber supply will be a major issue in the 1990's?

Weaver: No, the Pacific Northwest doesn't have a timber supply problem. I think that in certain areas where the private timber holdings have been cut out. There is a severe problem over in the Coos Bay area for instance, and in some places in Washington, but this is primarily where private timber has been cut way too fast. I'm afraid that those companies that rely mainly on their own timber such as Weyerhaeuser and Georgia-Pacific, are going to be leaving the Northwest. And that's just a tragedy. I can only say I think the timber supply will be a major issue of the 1990's. I don't think it'll be a major issues of the 1980's because of slower demand for our timber, but by the 1990's I wouldn't doubt but what the world will be short of timber and there will be enormous pressures on our Forests.

8. Mason: Do you see the degree of conflict and polarization pertaining to Forest Service related issues increasing or decreasing and why? What advice would you give to us to reduce the conflict and polarization?

Weaver: Actually in the near term, decreasing, because of the lesser demand on our timber. That's one other reason I think the Forest Service should change gears, try to change gears from their strong commodity approach because I think the pressures on them will lessen and they should react to that. I think, however, the world's commodities such as timber, in the long run, are going to become very scarce and we're going to see an increase in polarization. In the short term, however, it will be less.

9. Mason: Would you elucidate more on why you think the Forest Service has a strong commodity approach?

Weaver: I see the Forest Service is completely dominated by the timber industry. Of course you tell the timber industry they dominate the Forest Service and they'll laugh you out of the room. The main political pressures on the Forest Service come from the timber industry. The main pressure comes from the demand and need for timber or lumber. The Forest Service has reacted to it and made it part of their culture. There are some rebels within the Forest Service, mostly silent, but basically that's the culture of the Forest Service today. It's a shame.

10. Mason: Do you think there's much that can be done to turn the Forest Service in the direction you'd like to see it move?

Weaver: Well, look, the Forest Service is involved in politics and it's difficult. I could say, I wish we had a Chief who said, "By God, we're going to be a conservation-oriented agency and go our own way." Well, it's not too easy to be that kind of Chief in today's times with a John Crowell over him; or even in our general culture today, it's difficult. On the other hand the political power in the Congress in general, is there to support such a Forest Service. Not where the Forest Service is most heavily vested, in the Northwest. They are the ones who pay the closest attention to the Forest Service. It's always important in politics, not just whose vote you have, but who the vote of those most concerned, with the Forest Service it's the Northwest politicians. Their thrust is more trees, more roads, more etc. The Forest Service is reacting to that, but, I think the Forest Service could regain, through strong leadership, a political base in the Congress to resist those pressures. There's no question about it. In other words, taking in the whole country and instead of reacting just to the political pressures on them from Northwest politicians and timber industry. If they start seeking a national base once again, they could resist some of those pressures.

11. Mason: There's been talk among Forest Service leaders of the need to regain leadership in the conservation of natural resources. Where do you see the Forest Service with respect to conservation? If we have lost leadership in this area how could we regain it?

- Weaver: You've certainly lost it, completely, and I just couldn't agree a more. I think that's the single most important thing the Forest Service could do is try to regain that, become the hero's of conservation movement and not just put out Smokey the Bear posters. Which is just like newspapers coming out against automobile accidents.
12. Mason: Did we have it at one time in your tenure in Congress?
- Weaver: No question, my feelings about the Forest Service were made many years ago, when I thought it was the greatest institution in the world, I still think it can be. It's losing that now.
13. Mason: When did we go wrong and why?
- Weaver: Oh, there's no question, when the pressures on timber began building up in the 60's and 70's. There's no question, you reacted like anyone else would to those pressures.
14. Mason: Is it because we were in the mainstream of conservation and the timber pressures just sort of bent our personality, is that what you are saying?
- Weaver: No question, no question. You're human beings. It's a natural thing.
15. Mason: Well, how do we unbend ourselves? The Chief is saying we need to regain our leadership. How do we do that?
- Weaver: You just take the bit in hand and do it. And you need top leadership. I happen to like Max Peterson and I think he's a good man. Let the Chief feel that he's got a base constituency throughout the Nation. I'm one of the few members of Congress in the Pacific Northwest who stand behind him. And I know that, if you're looking for Pacific Northwest base, that's not enough. There are Senators and members of Congress more powerful than I am, you're just going to have to look to that national constituency. Look for the Saylor's Congressman Saylor from Pennsylvania was a great conservationist Republican, the leading ranking Republican in the Interior before he died a number of years ago. But I mean, look for new Saylor's, develop them, educate them. But you see just the opposite is happening. Your people are going to members of Congress trying to get more money for roads, get more money for chemicals, get more money for deficit sales, and that sort of thing. You're doing exactly the opposite, you're developing members of Congress like Joe McDade of Pennsylvania who could be a very good man for you. You're trying to get him to actually be more commodity oriented. This happens every day. As you know, I offer an amendment every year in the Agriculture Committee to cut out money for roads and put it into wildlife and etc. I make deals with the southerners, state and private cooperatives so I get their votes. This happened for the last three years, I passed it each time, but each time the Forest Service comes in, talks to some members of Congress and gets that reversed. Furthermore, you should listen to some of the testimony I listen to week after week back there it's pure bull shit.

16. Mason: I know you are wrestling with many tough, almost no-win, questions as Congress attempts to gain some control of the nation's economic problems, how do you see the Forest Service helping Congress in these times?

Weaver: Well, there's no question that the Forest Service's efforts could actually be saving more money and fitting better with this conservative administration. You're just building a road network out there that I think is ridiculous. Couple hundred, two hundred and fifty million less on roads, fifty million less on sales preparation. You could be cutting back on funds to spend as well. Whether you're just getting too bureaucratized, I don't know. It's such a shame. My point is this, if you did that you'd be spending less money and you'd be more fitting with the nation's economic times.

17. Mason: On the issue of Roadless areas that are not Congressionally designated Wilderness areas, how do you see the Forest Service reconciling the release language in the Oregon Wilderness Bill with the almost frantic activity in portions of the environmental community (i.e., in Mid-Santiam and Hardesty) to preserve almost all the roadless areas at least until the next cycle of Forest planning?

Weaver: Well, it's a tough one, it's a tough one. I fought the fight to get those areas included in Wilderness and I lost a lot of them politically to Hatfield. I wish that the Forest Service had, of course, been a little pro-wilderness, but that's too much to ask. I really mean that, you're a management agency, you don't like the idea of wilderness. So what I ask you to do is be conservative in your management. No, I won't ask you to come out "gung-ho" for wilderness. But I lost them to Hatfield, and that was it. When you lose a battle, you lose a battle. The environmentalists who felt keenly about these individual areas are mainly people who are not thinking in terms of wilderness in general. They like this particular area, Hardesty, or this particular draw, and they didn't get it in wilderness and they're hurt. And obviously some of them are not taking it sitting down. Of course, it was a disaster for whoever put those spikes in those Hardesty trees. I mean, disaster not only to the public good but disaster to their cause. It's awful.

I suggested to some of them, if you wanted to do something, you should have put small U.S. flags in the trees as a form of patriotism instead of sabotage. How should the Forest Service deal with this? Well, in terms of just negotiating, I think you did all right, I think you did the very best you could within the limits you've set for yourselves. You tried to come to a compromise, you worked with the people very closely, and I commend you for that. Again, the whole point was, you had some downed timber there and you just couldn't stand it. A tree was lying down out there and it just drove you out of your mind. You had to get it out. Now I understand that, I have the same feelings, exactly. I'm a producer too, a builder, and I don't like to see waste, it drives me out of my mind. What did you get for the timber, twenty, thirty thousand bucks, something like

that. I think you'd better start figuring out some of your priorities better. What I'm saying is, maybe it was better to let some of those trees lay out there. It's just like deficit sales, the whole thrust, the culture, trees out there, we're going to get them -- no matter if we don't get any money for it at all.

18. Mason: With the current focus on below cost timber sales, what are your views on other resources we provide at below cost (i.e., dispersed recreation, trails, road maintenance, wilderness management, developed recreation, domestic water use, irrigation water, grazing, minerals management, hunting, improved wildlife habitat, etc.)? Do you see other areas being affected by the fall out from below cost sales?

Weaver: A very good question, a very fair question. But if you're out there just going absolutely crazy with wilderness, recommending twice as much wilderness as the environmentalists wanted, and getting wildlife, fisheries enhancement, if there were a thousand of those fisheries enhancement projects on streams, I think I'd probably come in and say, "Whoa fella's, I think you're overdoing it, you're subsidizing it too much." Do you see my point? You're overdoing the timber. And so we're trying to say slow down and we're using deficit sales to point that out. As I say, if you were building a thousand subsidized fish enhancements, or a thousand wildernesses, I'd come to you and say, "Hey, slow down". It's a matter of balance.

19. Mason: How do you think the American public, overall, feels about the management direction of the Forest Service?

Weaver: You've got to remember that to the general American public the Forest Service is an abstraction and will always be an abstraction. They won't be in a National Forest in their entire lives, many of them. They love the idea of the National Forest, they absolutely love it. It's just amazing.

20. Mason: But does it connote National Park to them?

Weaver: It connotes National Park, it connotes Wilderness, it connotes the idea, and that's the point, the idea of Wilderness. It disturbs them deeply to hear that these National Forests are being cut down. As I say, that goes back to the fact that you have a strong potential base for being more conservative in your management. Right now the Forest Service's political base is mainly politicians in the Northwest, Senators and Congressmen in the Northwest. I go to Sid Yates and talk to him about the National Forests' budget and Sid agrees with me. He says, "Jim, I'm with you completely, but I have to", this is the way committee systems work, "I have to respect the two guys on my committee from the Northwest, Dix and Aucoin." And they both, of course, are the road builders and commodity advocates. So, if the Forest Service went in and cultivated Sid Yates from another side, they are doing the opposite now, but I mean if they did, they could build a national base. They could pick off guys like Joe McDade and Sid Yates, you know. But right now the Forest

Service has relied entirely on its Northwest political base, which of course is all commodity oriented because the timber industry is centered here. And those few members of Congress in the areas where there are National Forests elsewhere, like Darrel Anthony, who when he was on the Agriculture Committee, always led the fight against me, at the behest of the Forest Service.

21. Mason: Do you have any pet peeves about the Forest Service that you really think ought to be changed?

Weaver: Well I don't like the phrase "pet peeve". They're not minor. I mean, the bull shit in committees that I get, which just simply manifests and reflects the approach of the Forest Service today. We haven't mentioned one other thing and this would be a good time to do it, and that is the chemical orientation of the Forest Service. Every time I bring up chemicals; for instance, the Chief always says "we only use two percent of the 2-4-D and as if that makes it all right." That's like somebody saying I only committed two percent of the murders in the country. In my estimation, the 2-4-D that's being put on lawns in this country is highly dangerous, and I happen to have strong suspicions that all these enormous childhood viruses they're getting might well have something to do with these phenoxy herbicides. I don't know, but I mean....I'm suspicious as hell. I found out that a disease that can be caused by phenoxy herbicides was long thought to be caused by aspirin, that's idiopathic dramacidicperpua.

Rayes syndrome is also thought to be caused by aspirin. And I'll tell you how deeply I've gone into it. I've gone to discuss this with a scientist who worked for the astronauts and tried to get some money to get research on this. I remember there was a spurt of Rayes syndrome in the spring right when they were spreading these herbicides on lawns. But, as I said, I haven't a shred of concrete direct evidence on this. I've told the farmers that because these herbicides and other chemicals help you grow more food, and I don't have any direct absolute direct evidence that they're harmful, I wouldn't dare to try to keep farmers from using these herbicides. I don't think they should, but I wouldn't dare try it because the risks are too great; lesser food production without being sure. But on the forests, it's different, that is, you don't need to use these herbicides. I've heard the story of this BLM forester over in Coos Bay, it's sufficient to me, whose papers were suppressed, etc. Anyway, I'd like to see you simply stop using chemicals.

22. Mason: One thing I've noticed, though, in the four years I've been working for the Forest Service, is that many publics don't view the forest as an agriculture land base to be managed as other agriculture lands are.

Weaver: Absolutely, they don't, but if you did a more conservative job of selecting out your better lands and growing trees on them and leaving alone some of this higher elevation stuff or worst soils or more marginal stuff. Leave those sites alone or be much more careful with them. You're moving in the right direction with

your land use plans. It's just your culture, your approach, your thrust that is still stuck in the mud. And that culture bias is reflected in your plans. But the planning has helped. I don't think there's any question about that. The screams of the timber industry are proof of that. The chemical culture among foresters, and maybe I should say the chemical/commodity culture, is just enormous. When I first began examining chemicals, back in the middle 70's in Congress, the thing I wanted to know was what effect these phenoxyes had on the seedlings we were planting, because I didn't think they were paying enough attention. So I went to the Forest Service and I said I want all your studies on scientific controlled experiments on the effects of the phenoxy herbicides on the Douglas-fir seedling itself. It happened to mention this to Weyerhaeuser and they said we have an enormous amount of research. It came out as none. Well, this is just cited as an example. I thought I had a bombshell so I gave that speech in Ashland, and Dick Worthington refused to sit by me and introduce me. The hostility was just intense down there. I cite this now as a simple manifestation of the culture of the Forest Service. It's a cultural thing. And there might be some employees out there who don't like it either, but they don't dare say so because it's so deep in the culture. That's what I'm talking about.

23. Mason: In your years working with the Forest Service, what would you say are the values that beat at the heart of the organization? In other words, in your observation of Forest Service people from the top to the bottom, how do your personal values about forest management match what you see reflected in them?

Weaver: There are just an awful lot of people in the Forest Service that I just think are wonderful. Even those whose whole thrust is commodity oriented still strike me as very highly qualified people. Other than a couple or three people, most of the people I've known in the Forest Service are very good, fine people. I like them very much. They are concerned, dedicated. It's the culture in the Forest Service that I'm concerned about, and I think if that culture would change by strong leadership, you'd see a lot of these people actually opening up in different ways.

I'm not blaming this on Max Peterson. He is responding, however to political pressures, very understandably. We all respond to political pressures. And if you resist them, you often times get fired. It doesn't do any good. But, what we need and hope we can develop now--and I think we've got maybe 10 years of lesser pressure on us to try to develop this. And I think the Forest Service could be brought around to it. So, as I say, I like the people. I think, you know, it's just like any time when the times are one way (like when Senator McCarthy was screaming about Congress back in the 1950's), people were afraid to raise their voices, so therefore, the worst always came out...always, out of any organization. And that is what I think is happening in the Forest Service today. There are some individuals in there that aren't good people, but because of the culture there, the rest of the people who are good people can't go against them, so the

Questions from the audience -

Q - Is it time for Congressional consideration of a national omnibus bill incorporating all the nation's environmental laws?

A - That's something that would have to bubble up from groups like this; it'd take a groundswell of support before Congress would want to take something like that on

Q - Is it time to have Congress look at interim progress for NFMA?

A - It would stir up a hornet's nest, more groundwork is needed.

Q - Aren't "conservation" and "fiscal conservatism" harmonious concepts?

A - Good environment is good economics, sure it may interfere with a few fast buck operators like Georgia-Pacific. I wouldn't have 3-4 ghost towns in my district if we had been living in accord with those principles. The key is to not use up the resources in a flagrant or imprudent way.

Q - Is there an opportunity to change the Forest Service thru the Budget process?

A - The budget is an accurate reflection of the Forest Service mission as it is actually practiced. Every year I move to strike dollars from the Forest Service road budget and every year the Forest Service lobbies to put it back in.

Q - Many perceive there are violations of the spirit and intent of NFMA if not the letter, but lawsuits revolve around process not substance. How can Congress help us with this problem?

A - I think we live in a society that is too litigious, however I'm delighted with the lawsuits about herbicides in the northwest. Often groups will have to go to court to find out exactly what legal provisions mean.

Notes by Jerry Mason, Public Affairs Officer Willamette National Forest.

worst is coming out in the Forest Service. A change of thrust from the leadership in the Forest Service--if that's possible--could rectify this. But I think the Forest Service badly needs, terribly needs, to have that feeling of true conservation, real genuine purpose, a feeling that they are really nature's conservators with really sound land management. I think they need to have that feeling. I don't think they have it now; therefore, I think the Forest Service is becoming more and more of a bureaucracy and that's too bad.

----- END OF INTERVIEW -----



United States
Department of
Agriculture

Forest
Service

Willamette
National
Forest

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Reply To: 1690 Internal Communications

Date: March 28, 1985

Subject: BLIND INSIGHT IN DARK TIMES
An Inspirational talk by Tom Sullivan

To: Willamette National Forest Employees

Tom Sullivan, a blind man with much relevant insight, was the keynote speaker at the Associated Oregon Loggers Convention in January in Eugene. His talk was titled "The Courage to Succeed" and was aimed at people in the timber industry. But I think what he has to say is very relevant to any individual or group facing tough times.

Since we face similar tough times, our Public Affairs Officer Jerry Mason, transcribed the talk from a tape and is making it available to you in printed form.

I ask you to 1) consider how Tom Sullivan insights relate to you as an individual and as a work unit and 2) to share this report with anyone who you think would benefit from it.

I hope this helps you look within to martial the courage to succeed that I know is inside, us ~~all~~

MICHAEL A. KERRICK
Forest Supervisor



BLIND INSIGHT IN DARK TIMES

THE COURAGE TO SUCCEED

an inspirational talk by

TOM SULLIVAN

ASSOCIATED OREGON LOGGERS CONVENTION

EUGENE, OREGON

JANUARY 1985

Transcribed by Jerry Mason
Public Affairs Officer
Willamette National Forest

FOR FOREST SERVICE EMPLOYEES

in hopes that
Tom Sullivan's message
will prove inspirational,
motivational, and relevant
to us in these turbulent times.

THE COURAGE TO SUCCEED

A personal motivational talk by blind author, singer, composer Tom Sullivan at the Associated Oregon Loggers Convention Eugene, Oregon, January 1985.

INTRODUCTION BY THE OREGON PIONEER

In many respects, the words courage and success are synonymous. A living example of that truth is Tom Sullivan. Now here's a person who tells us he wishes we could see what we hear. Blind since birth, Tom has displayed unbelievable courage in building for himself a life, abnormal only because of his tremendous success. As an athlete, he was a world class wrestler. As an author, he has written four best selling books. As a golfer, he shoots in the low 90's. And as a master of communications, he has appeared on dozens of prominent national television shows. In fact for three years, he was a special correspondent to Good Morning America.

I like Tom Sullivan because he too is a pioneer. Sightless people all over the world have followed his lead. Music has been the main focus of Tom's energies, but his numerous talents and interests have taken him into every facet of the political, economic, and entertainment worlds. A husband, father, an active busy person, that's Tom Sullivan the man who had the courage to succeed, and I'm proud to present him to you now...ladies and gentlemen, Tom Sullivan...

THE COURAGE TO SUCCEED BY TOM SULLIVAN

I need to tell you first, more than anything else, I am truly proud to share with what is the best that this nation produces--independent business men and women. That means a lot to me because I've had to learn to be independent. That's tough enough for anyone. I hope in the time that we spend together, you'll decide that a couple things have happened. First, that you've made a new friend and then that you rekindle your own belief that life is a celebration of your own uniqueness and you can demonstrate a consistent courage to succeed.

This song I'm going to start with is from a movie that was made about my life called "If You Could See What I Hear". I think it sets up some of the guidelines for the exploration of my world, a world that may be some what different than you've known before.

Sings...I look at the world with my heart
And see things no one has seen
Day after day
In its own special way
Life sends a love song to me.

Chorus..If you could see what I hear
The sights and sounds of life
Are ringing in my ears.
So close your eyes
And I'll take your hand
I'll make you understand
You can see what I hear.

You know its interesting isn't it? I think people still think that you folks go out with an axe and chop down trees and sit on the logs and take them down river. I really do think the American public has no sense of the sophistication of your business and has no awareness of how hard you folks have to work to keep up with their need for products.

So we live in a system of labels and we categorize human beings. Here's something interesting for you. We categorize human beings and what does that cause? That causes us as human beings to say, "OK, I'm going to be just the same as everbody else." Boy is that crazy. Nobody buys the same as someone else. What's purchased is difference. The courage to succeed is the courage to establish difference.

You're all members of an association here but each one of you, each person in this room represents their own business very specific to them. You need to establish your uniqueness in order to compete. You have to be a little bit better, a little quicker at the job, a little more enthusiastic. And even when times are tough, you still have to give service.

So I was in my backyard, the kid walked by, looked over the fence and said "How you doing blindy?" and a wonderful thing happened to me much like the emotion I think has been going on in this group over the last three years. I became competitively angry. Now there are two kinds of anger. Obviously there's destructive anger that doesn't do anybody any good and competitive anger. I became competitively angry. So I went into the house and I got a transistor radio and two baseballs and tied strings to the baseballs. I put the radio on the tree stump. And for the next seven months I threw baseballs at this radio until I could hit the hell out of it.

Then I went to my Dad and said "Listen, Dad, I want to play in the little league. Now, my Dad owned some Irish pubs, so if you want in to see him at about six at night, he'd give you anything you wanted. "Hello Dad, I want to play baseball"--"That's all right, have a good time". God love him.

So I worked on my pitching for eight months and my father called the Commissioner of the league and they arranged for me to get to play in one game. I want to take you back to that game.

You're now about eleven. You've walked into the dugout, picked up a bat, walked up to home plate, looked out on the pitcher's mound, and the guy who's going to throw a hard object at you is blind. Does that get you a little edgy?

So I struck the first kid out on 3 pitches. He never moved. He just stood there. I walked the second batter. I got a little cocky, I guess. Then I walked a third kid, got a little wild. The fourth batter popped up. I walked the fifth batter, so we had the bases loaded. The count went to 3 balls and 2 strikes on the sixth kid and I thought "MY WHOLE LIFE DEPENDS ON THIS NEXT PITCH. EVERYTHING I'M EVER GOING TO BE EVERY DESIRE I'VE EVER HAD, EVERY EMOTION THAT COULD BE IN THE MIND OF A LITTLE 11 YEAR OLD, IT ALL HINGES ON THIS NEXT PITCH."

How often as independent business men and women have you done that? "Gee, if I don't get this order, my life is ruined." When I think of all the times I've gone home to my wife Patty and said "I'm ruined"--but the sun comes up the next day and we eat. And the kids are still healthy and they go to school. I want to make this point--we tend as human beings to wire ourselves believing that failure is right around the corner, "I'm going to fail", "I know I'm going to fail", so we do. We tend to see negatives. The point here is this -- NO SINGLE MOMENT IN TIME WILL DETERMINE WHO YOU ARE! NO SINGLE MOMENT WILL CARVE OUT YOUR DESTINY! This is so even for those of us who have a disability and have coped with it all of our lives. We're different than those who have become disabled along the way. My heart and hat comes off to those people who face disabilities somewhere in life and still adjust. The adjustment is what allows you to carry out the courage to succeed.

So 3 balls and 2 strikes on this kid. I wound up like a coil spring and threw the baseball and heard a horrible sound. I hit the kid right in the head. He went down in a heap and that was the end of my baseball career.

I moved on to football, that seemed intelligent. Let the blind guy hike the ball and block the tree, Charlie. Basketball, we moved a buzzer to the basket, and then when I started shooting too well the kids would turn off my buzzer. In tennis I had a great serve, but if they hit it back that was the end of that game.

I'm here this morning with you with two hairline fractures, one on each leg. I have ripped ligaments in my left knee. I have a badly sprained left hand from a skiing accident last week. What a stupid person. Now I'm telling you that because it points out the next part of my tale of woe here.

My family and I, Patty and the kids, took up skiing four years ago. It's a great sport but in Colorado where we go they make you wear a sign that says "BLIND SKIER". You wear this thing on your chest. So I was coming down the slope last week a very steep slope in Winter Park Colorado called Norwegian, very quick. And a lovely lady who was a beginning skier had gotten lost from the bunny hill and she had wandered onto my part of the mountain. Now along with the fact that each and every one of us cannot have our lives determined by one single moment of possible failure, we also have to recognize that, in the end, we never beat the label system we live in. This woman saw me coming down the mountain from probably 300 yards away and decided to communicate between herself and nature while watching the blind man ski. She said "Oh look! A blind skier!" Now I could hear this all the way up the mountain. "Look at that!--Oh he just turned!--Oh he turned right!--Oh he turned left!" and then I skied over her face crushing her deeply into the Colorado Rockies. She was just fine and I had all the injuries. You never beat the system of labels.

Also let me articulate what I mean by no moment is going to determine your lifestyle. What would you say is the most difficult part of being an independent business person? Well I guess it would be depression--the fear of failure. Depression, ladies and gentlemen, is based on yesterday's news, not today's events. Quite a thought.

How the hell can you be down about today's events--you're too busy living them. You can only be depressed about yesterday's events, but they're gone now. You can't bring them back. You can't bring back 1979 and thank goodness for that. But you can really start cranking it out in 1985. Depression is based on yesterday's news not today's events.

Of all the things we're going to share this morning, this next premise is, I think, the most important...--Every single human being on this planet...EVERY SINGLE HUMAN BEING ON THIS PLANET HAS A HANDICAP. Now for some of us the disability's obvious. You're in a chair, or blind, or deaf, or whatever.

The key to dealing with this inconvenience we all have--you see your's might be that you're shy, or you feel you're getting too old, too fat, or that you're not communicating with your wife, or you had a fight with your son. Whatever your disability is, it needs to be turned into a framework for the use of an ability. And here's the premise...

HUMAN BEINGS NEED TO LEARN TO CHANGE DISADVANTAGES INTO ADVANTAGES.

I'm telling you it can happen. I talked with a young lady this morning that I'm looking forward to meeting after this. Gwenna is a dancer...she happens to be blind. And now, along with all the other stuff she's doing, she relates to an important bridge in life. What better young woman to teach blind kids movement and dance thereapy than someone who understands both worlds.

My point is this--every disadvantage can be turned into an advantage! I want you to understand that clearly and relate it to your own lives. Yes, there is a disadvantage to the fact that the number of board feet in housing starts is changing. There is the disadvantage, Mr. Peterson, [refers to Max Peterson Chief of the Forest Service who is in the audience] that there's too much regulation. There is the disadvantage that Canadians seem to underwrite their lumber and that is probably unfair when they compete here in the States. But the relevance is that you people still stand up in the morning, and put on your clothes, and put your feet on the floor. And if the Oregon Pioneer is right, the system of fighting back still exists in this country and the drive to turn this disadvantage into advantage exists in this country. I want you to understand how that happened for me and supports what I've failed at in all these other areas.

I finally found a fella who coached wrestling. Wrestling's a contact sport. The whole idea is that you're supposed to grapple with the other person and throw them down on the ground and kill them. A wonderful thing happened on the way to being "dead". I thought if I just do the best job possible, I can live with that. And that's how all of you have to think. If I can sit down at night with my family and look outside and communicate with nature, and share with them...and if I do the best job I can, that's all I can do. What is important is the ability to turn an advantage into disadvantage.

I'll tell you a story. I happen to have plastic, that is prosthetic, eyes. You take them out and wash them at night and put them back in. In fact, I'm the kind of guy who would, in my college days, go to a party, pick out a good looking girl and drop one in her drink and say "here's looking at you sweetheart".

So in the Olympic trials I was wrestling a fellow from the Soviet Union and the score was 11-3, he was ahead. Every time this Russian would drive my face into the mat, it became more and more painful. So I did the only thing that seemed intelligent. I just reached up and popped out one of those suckers and dropped it on the mat and said "Stop! Stop!" And he said "What!" And I said, "I've lost my eye" and the kid looked down and saw it and went "BELUUGGGHHH!" In the Olympic record book it still says--"Sullivan over Asiminov by default." That's turning a disadvantage into an advantage, isn't it?

As an aside at this point, two years ago Good Morning America sent me to cover the National Loggers Championships and I decided I was going to learn how to log roll. Ha! Ha! Ha! That's the toughest sport there's ever been. I mean a blind guy on a log was crazy. I hate to say it, but that's one time I was not able to turn disadvantage into advantage. I spent four days struggling to learn it. I finally got to where I could stay on the log, but to compete on the thing, I just couldn't do it.

Turning disadvantage into advantage. That's obviously what you have to do with your business. Learning to have a sense of humor, that's critical, right? You have to learn to laugh, not at yourselves, but at the situation. You have to learn to find some way of communicating a sense of optimism. I wish I could tell you that life is optimistic, but it isn't. Historically, we face mankind's most complex turning point. It means to change, to move--but which way? Up, back, sideways, down? Your children are facing the most complex process of growing up in history. The rule book has changed. And that applies clearly to our own lives too. It is not enough anymore for a man and woman to fall in love, marry, have children, work hard and succeed. Even those of you who live up in God's country here have had to become technologically sophisticated. A man isn't measured as much now by his hard work as he is by the machinery he possesses to produce in quantity and the by the limitations placed on him by others. That's a tough turning point.

And what else constitutes turning points for all of us? Going to high school was a turning point. The first date was a turning point. I went on a lot of blind dates. Going to college was a turning point. Falling in love and getting married. Having children, whoa what a turning point! Watching them grow.

My daughter is 13 and she told me last night on the telephone because I told her she couldn't go to a dance, that I was an insensitive Magaduke (whatever that is). So watching them grow is complicated. Becoming a senior citizen. Going thru career changes. All these things represent the complexities of our lives. Your business crisis is a turning point. I'm mentioning that because if turning disadvantage into advantage is the way by which we succeed, our success or failure in life is clearly measured by whether we win or lose at moments of turning point. I want you to know that I've faced some turning points that have been incredibly stressful.

One of them occurred when Blythe, my daughter, was four. We had just come to California to seek fame and fortune in the record business. At that point, ladies and gentlemen, I was without question the most selfish, arrogant, aggressive, hostile, handicapped person the world has ever produced. I believed I had been cheated. I believed I was a blind person who the world owed something and you better believe I was going to take it. I was not a very nice fellow. Until this one morning, Patty had gone to the store and little Blythe asked if I would take her to the swimming pool...

(shows a clip from the movie about his life--Blythe falls into the pool and he eventually rescues her after great struggle and trauma)

So you know you have to answer some pretty basic questions when you deal with a moment like that. You know, I've seen that clip maybe 200 times and have lived it in my sleep night after night. You know, even now when my daughter is incredibly healthy, tall, and beautiful and an "A" student, I still count the seconds and replay this thought "did I hurt any brain cells?" "How long was she under water?"

Here's the point...Out of that turning point, out of that experience, some wonderful things happened. I became a committed parent. I found out how terrific it was to have kids. I became a loving husband, and found out how lucky I was to be married to Patty. I became a human being who could begin to reach outside his own selfishness and touch a few lives. Maybe that's what all of you need to do.

You see even in times of difficulty, even though your businesses aren't what you want them to be, you're still some of the luckiest people on the Earth. When I think of the problems I'm having with my son Tom in school because he's a spoiled child because he's had too much. I wish he understood the joy of living in nature and was more sensory aware. You create an environment for yourselves and your children that's really unique. There aren't many like you in the world.

Don't misunderstand, I recognize how complex and difficult your lives must be, but I think we're dealing here with something a little more relevant than the question of board feet. We're dealing with the quality of somebody's life. And that is what your independence is about. That's why each and every couple here who fights to sustain a business is so uniquely special and gifted and fortunate.

I know a lot of humans working for major American corporations today, who live disgusting lives so worried about what the boss thinks. So frightened. I'm doing a little work for example for IBM, and those people, these college graduates, technocrats, are afraid to make decisions. It astounds me! To get the use of a video machine for a presentation Dave and I were doing, we had to go thru 33 different people. No one would decide I could have the machine. Please understand my point, these human beings are frightened to get up in the morning. They put on their pin stripes, their ties, and their wing tipped shoes and go to work panicked their boss is going to tell them they were WRONG. What a good fortune it is to be independent.

So we come to the immediate question. If times were horrible for all of you (and they have had a slight upswing), recognizing they may never be all you want them to be, what do we do with our lives? Well--We make the most of every unique experience that we have. I told you that my blindness has now become the celebration of my own uniqueness. The turning of disadvantage into advantage.

Blythe was with a friend recently and the friend said "Is your dad blind?" and Blythe said "Yeah" and the little girl says "what does it mean to be blind?" and Blythe said "Well, it means Dad can't see, but I guess God taught him other stuff."

My son the 12 year old, who will not achieve 13. He and I were recently playing football in the backyard. I had on my Raiders helmet and Raiders shirt. I thought the game would go for a couple of hours. After about 10 minutes he quit. I said, "What are you doing?" He said "I quit". I said "Why?" He said "Look Dad, when you throw the football, I catch it; when I throw it, I have to go get it. So the Hell with it."

Here's the point--My children have benefitted because of their Dad's situation. We used to play a game when they were little called what "What's Mommy doing?" We'd sit in the living room and I'd make them tell me using their other senses, what was going on all over the house. So they're very sensory.

My son has learned to understand one of his Dad's important premises--and that is that he has never met an ugly person unless they wanted to be.

This winter up in Colorado, for the first time, Tom, my son, was my skiguide on the mountain. Imagine the feeling for father and son to fly down the mountain with a little boy guiding. What a shared experience. You see folks live close to nature. You have the ability to do all that stuff when there's time.

(Show's a film clip of time when his son guided him down the hill on skis)

I guess that's what we're all looking for right? We're looking for shared relationships. And I think that's what this group represents so well. Though the product you sell builds homes, builds this nation, the foundations for your own lives are found in the Oregon Pioneer. In the courage to succeed, in the ability to adapt, in the facility that's in each and every one of you to be an individualist, to celebrate your own uniqueness, to face turning points and become winners, to relish the sensory world that surrounds you.

There's a piece of music of mine that says it better--it's called "Beauty is in the Eye of the Beholder". I'm convinced that most of us don't look close enough at what is truly wonderful in our lives to really see the beauty that is there all around you and inside you.

(sings the song - but I couldn't make out much of the lyrics)

Transcribed from a tape of Tom Sullivan's talk
by Jerry Mason, Public Affairs Officer, Willamette National Forest - Eugene, OR

March 1985



Reply To: 1500 External Relations

Date: April 11, 1985

Subject: A TIMBER INDUSTRY PERSPECTIVE ON FOREST PLANNING--an interview with MIKE SULLIVAN and RICK BAILEY of the Industrial Forestry Association about their perspectives on National Forest land management planning

To: Regional Forester, Forest Supervisors and Public Affairs Officers R-6 Willamette National Forest Management Team

This is the fifth interview in Jerry Mason's "Hearing the People" series. The purpose of these interviews is to give key publics from all points on the public opinion spectrum an opportunity to clearly present their opinions on Forest Service performance to the top management of the organization. These interviews are intended for the edification of Forest Service employees and not for people outside the organization.

The opinions expressed herein do not necessarily represent the opinions of the Forest Service, but in order to better serve the people, we believe it is vital to hear them and listen carefully to their viewpoints.

Mike Sullivan and Rick Bailey of the Industrial Forestry Association are closely related to Forest Service endeavors, especially those pertaining to land management planning. Both pay careful attention to the details and developments of National Forest planning. This interview was conducted on March 13, 1985 in IFA's office in Portland. The interview resulted from a lengthy conversation between Mason and Sullivan and Bailey at a public meeting on the planning efforts on the Willamette National Forest.

Comments and feedback about this report are welcomed. More interviews will follow in the coming months as time allows.

MICHAEL A. KERRICK
Forest Supervisor

Enclosure

NOTE: Each Forest Supervisor will also receive a copy of Stub Stewart's recent speech on the outlook for the timber industry "Turbulence and Change, an Industry Legacy" given at the Forest Industries Clinic in Portland March 21. Additional copies of this speech are available on request. The purpose of disseminating this speech is to shed further insight on the timber industry outlook in the Pacific Northwest.



TIMBER INDUSTRY PERSPECTIVE ON PLANNING

INDUSTRIAL FORESTRY ASSOCIATION

TIMBER INDUSTRY PERSPECTIVES ON FOREST SERVICE
LAND MANAGEMENT PLANNING PROCESS

An Interview With Mike Sullivan and Rick Bailey

March 13, 1985

Portland, Oregon

MIKE SULLIVAN: Vice-president of the Industry Affairs for Industrial Forestry Association. Representing about eighty companies in western Oregon and western Washington, about sixty percent of which are dependent entirely or substantially on federal timber for their raw material supply.

and

RICK BAILEY: Director of Planning and Special Projects at the Industrial Forestry Association. Directing industry's activities and NFMA planning process. Also involvement in several special projects, one of which was the Mapleton litigation and other similar items.

Interviewed By:

JERRY MASON
Public Affairs Officer
Willamette National Forest
Eugene, Oregon

TIMBER INDUSTRY PERSPECTIVES ON FOREST SERVICE PLANNING EFFORTS
RICK BAILEY & MIKE SULLIVAN - INDUSTRIAL FORESTRY ASSOCIATION - MARCH 1985

Mason How long have you both been working with IFA?

Sullivan I've been with IFA thirteen years.

Bailey I've been here three and one-half years.

Mason Since nearly every Forest in Region 6 will be publishing a Draft Land Management Plan this year, what are your main hopes and fears about those plans?

Bailey My hope is that the Forest Service is able to complete a comprehensive zero-based planning document that basically takes the land as it is today and looks through all the possible management options and makes the proper choice about what to do with those lands. What we have seen is, instead of zero-based planning, the Agency seems to cut away what it wants to first; then it intends to have an open planning process on what is left.

Mason Would you expand on what you mean by zero-based planning?

Bailey In other words, with zero based planning there's no preconceived notion of what the forest should do. The agency should look at the entire range of management options and choose the one that is really the best for the citizens of the United States.

Mason Well, what things interfere with zero-base planning? What allocations?

Bailey Okay. First off, the Forest Service is not going to look at what the potential of the Wilderness Areas are and the opportunities that have already been foregone for recreation, timber, and other resources. The Forest Service is also instituting what is known as minimum management requirements up front. On the Siuslaw National Forest decisions have been made on over 70 percent of the Forest. What's left is what the Forest Service will allow the public to make their comments on. So in that regard, it's not zero-base planning; it's 30 percent planning on the Siuslaw. Initially it was supposed to be more zero-base planning; but as the Agency got more and more into the planning process and got rolling more and more assumptions and policies were made which in essence narrowed the "decision space."

Sullivan

What happened is that we had a law, the National Forest Management Act, that was really composed of some very general guidelines, and a few specific ones. But, for the most part they were general guidelines open to wide ranges of interpretations. Those interpretations were brought into focus by regulation. Those regulations in turn were given a wide range of interpretation in terms of their implementation. Then we have seen that the Forest Service, at least from a timber standpoint, has drawn those interpretations extremely conservatively. All that has had a net impact of reducing the timber potential on nearly all the National Forests in Region 6.

Mason

You say "drawn the implications extremely conservatively", you mean if a National Forest Management Act is interpreted to say that we have to require X MMR on X land that we should consider that violate that interpretation?

Bailey

There is a section in the regulations called "minimum management requirements", which are minimum things that have to be considered; but even the wording in those is somewhat vague and has to be interpreted. The Forest Service has interpreted the spotted owl will need a thousand acres and a three-hundred acre core of old growth with 12" diameter down logs no more than fourteen per acre, or something like that. But even the regulations took liberty, I think, with the Act; because the Act says "provide for a diversity of plant and animal species where appropriate under multiple use principles." It's like a funnel. You've got a very general opening up at the top and by the time the Agency gets down to the public participation process you've got a very small hole down at the bottom into which you can make your input.

Mason

You mean decision space?

Bailey &
Sullivan

Yes!

Sullivan

Part of our concern has been in part the lack of input to that particular aspect of the process. The public, for example, will have no opportunity to comment on the MMR's. They will be built into every alternative. The public will have no opportunity to comment on whether a thousand acres is too much, or how many owls should be protected. They also will not have the opportunity to review the rationale for such set-asides.

Minimum Management Requirements

Mason What do you think the Forest Service should do to rectify that problem and the lack of input to MMRs?

Sullivan Well, they could expand the alternatives which would call for having an alternative, maybe more than one alternative, outside of the MMR's.

Bailey That's right. In the direction it has taken, the Forest Service has said that it will consider alternatives that are outside the law, but it won't implement them.

Sullivan The other thing that this would do, in our opinion, and we think it's important they do it anyway, would be to make it clear that many of the MMR's are based not on good data but on subjective judgments from sources other than biologists. We have investigated enough to know many of the decisions are in fact not based on quantifiable data.

Mason What will you do if the Forest Service does not make any changes in their approach to MMRs?

Bailey I think that it would be a real waste for society and our Country to have invested tens of millions of dollars in this process and then have it be so legally vulnerable that the whole thing gets thrown out, it would be a sham. Legally we think the Forest Service is extremely vulnerable on the minimum management requirements.

Mason Are you planning to do anything, short of legal action, to deal with that right now?

Sullivan We have. We've appealed the Regional Forester's decision to implement the minimum management requirements for each National Forest. We appealed that but the appeal was dismissed because it was not considered an appealable decision. In fact, it was not considered a decision. That leads us into a lot of the double-talk that we get tired of in the planning process; when is a decision not a decision. In fact, if you have removed 70 percent of the Forest for a variety of reasons, you have made a decision. If that area is not going to be in the alternatives, you have made a decision. So, whether you call it a decision or not, you have, in fact, changed the whole complexion of the decision process.

Mason I'm sure it may have to do with viewpoint. The Forest Service viewpoint may be that we have no alternative but to implement the regulation. You're saying there is an alternative. Should we reinterpret the regulation?

Bailey That's correct. I think that has just occurred.

Mason Tell me about that. You're talking about the remanding of the Regional Planning Guide? How do you feel about that?

Bailey In my view, the administration has seen what we've seen in terms of the evolution of the planning in the Forest Service. We've seen the Forest Service move further and further away from true multiple use and more into multiple use after everybody else's concerns are taken care of. For example, considering jobs and the impact on regional timber supply the Administration wants the Agency to not make the MMR's so constraining that they're going to have a tremendous cost when the plan can be easily revised within ten or fifteen years or even after just one year. All those sorts of things point to me that the administration is saying, "Hey, Forest Service let's be a little more reasonable in this process."

Mason You know, I think, that the Oregon Natural Resources Council just issued a news release today claiming a great victory by the remanding of the Regional Guide.

Bailey In our statement when we reacted to the Forest Service statement we agreed with many of the points that the environmentalists brought up. There was a tremendous amount of scientific uncertainty that was never addressed, never had a NEPA review, never had public comment and the Regional Guide should address them. We agreed with them, but we agreed because we think it's too many acres set aside. They agreed because they thought not enough.

Mason So, you both agree that they didn't have enough influence on it? Is that right?

Bailey No, we agreed that there is too much scientific uncertainty about the decisions that were made in the Regional Guide, but the disagreement would come on the directions given based on that uncertainty.

Sullivan That's right. But it goes a little bit further than that because the spotted owl was the focus of the Regional Guide. But what came back in the remanding of the Regional Guide was also direction that would deal with the uncertainty with the MMR's apart from the spotted owl. We always thought there was a terrible inconsistency in the Guide in the sense that the MMR's for the spotted owl were dealt with but none of the other species MMR's were dealt with. There is little consensus on what, or how, species should be handled at the Forest level. There is consensus that the Forest Service doesn't know enough about any of the species to justify set asides of hundreds of thousands of acres for habitat protection. The agency must acknowledge that there is ample opportunity to revise the plans before habitat needs become critical with new information, if indeed that information indicate such needs. The remanding of the Guide could be beneficial to all if the Forest Service makes good use of the opportunity. If it plows ahead without giving full consideration to the Secretary's decision, everyone loses.

Regional Planning Guide

Scientific Uncertainty

Mason Shifting gears, I sense a real deep-seated concern, even fear, from the timber industry in light of probable reductions in Forest Service timber harvest levels. Would you explain the reason behind that fear in clear language that a layman could understand?

Sullivan There is a deep and abiding fear, a growing fear that the plans will result in a net reduction in the harvest of Region 6. The Forest Service, and the Regional Forester has as much as confirmed that he anticipates a reduction. The reduction could range from say 5 percent if we had, and I doubt that this could ever occur, maximum timber objectives selected, to a 15 percent reduction. We think it could be as much as a 20 percent reduction or even more depending on what alternatives are ultimately selected. We think that that kind of reduction, and we're talking in the neighborhood of a billion board feet or more, would have a very serious impact on our industry from the standpoint of the price, availability of raw material, and our ability to compete.

Bailey If there is a big drop in the allowable harvest, there's going to be increased competition for the raw material which is going to drive the price straight through the ceiling, making the Northwest even more uncompetitive and we could be back where we were in the late 70's. To me, the Forest Service just cannot deny it's responsibility in that whole process.

Mason You seem very concerned about the potential of availability of raw materials. Do you want us to have more available as market conditions dictate?

Sullivan Net availability should be high and then depending on what we're able to do with Congress that should fluctuate with the market to some degree. The problem is, of course, whenever you do that there's no way to foresee the market and somebody's going to get stuck. There's just no way around that. I'm not so sure that fluctuating sales on an annual basis is the most important factor here. It's the perception of scarcity that really contributed to inflationary bidding in the late 1970's. The perception of scarcity continues today because the Northwest is so heavily dependent on Federal forests, and in Western Oregon it's a virtual monopoly. You have in the State of Oregon collectively 60 percent of the net saw timber volume that's available for harvest now and that's going to be the case for at least ten years. In fact, that percentage is probably going to grow because of the changes in age classes on private land. So, the Forest Service has, I think, a responsibility to the people of this State and to the Northwest in addition to the other multiple use objectives they may have. That's a major factor and I think it's getting less consideration today than in the past.

Sullivan But beyond that also, there is the fact that Federal Forests in the Northwest provide an inconsequential share of the total available raw material for softwood saw timber in the Nation. Better than 50 percent of all the softwood is on the National Forest and almost half of the total harvest comes out of Region 6.

Bailey The harvest level should not go down. The National Forest is harvesting about one percent of it's inventory, industry on the other hand harvests five to six, perhaps even more, percent of their inventory. The State lands harvest about three to four percent of their inventory. If the Forest Service even doubled the cut in Region 6, aside from all the land use restrictions that will occur, the potential is there for them to go up to double the output. Biologically, what we're seeing is, through administrative policies, that potential is being wittled away.

Sullivan And it's being done primarily through land reclassification.

Mason At what level?

Sullivan It's being directed in part from Regional guidelines. It's not strictly a Forest level decision.

Mason The next question is what should the Forest be doing to allay those fears? You touched on that, is there anything more you want to say that we should be doing that we aren't?

Sullivan One thing that is missing so far in the documentation we've seen, and I hope it will be better addressed in future documents, is the relationship of the National Forest to the overall economic well-being of the communities in which they're situated. We'd also like to see a reflection on demand, a realistic one. Not one that follows this perception that there's no market out there when in fact there's a heck of a good market out there; we just can't compete for it because of our cost structure.

Bailey When the Regional Forester questions whether we need the wood that concerns us. In the regulations, the very same regulations that talk about minimum management requirements and wildlife habitat, it says that the Regional Forester or the Forest Supervisor will, in the Analysis of the Management Situation; assess supply and demand of all resources using the best available techniques including price quantity relationships if possible. That means looking at demand. There's almost no one, and we've been talking about this for five years with the Forest Service, there's almost no work on what the true demand is for the wood products and how the Forest Service can satisfy it. The Region has essentially ignored this portion of the regulations. This also illustrates our frustrations with the Agency and its selective interpretation of the regulations. They went overboard on wildlife requirements, put a lot of effort into that portion, and did nothing on the demand side.

Harvest Level

Assess Supply & Demand

Mason Can you explain that more, because there is a perception that the market isn't really there. You said the market is there; but you just can't compete for it.

Sullivan There is a market out there. Times have changed from the recession that we saw in the early 1980's; what you saw in the early 1980's was a drop in housing starts that resulted in a net drop in wood demand and that in turn led to mill closures and all kinds of economic problems in the Pacific Northwest. That picture changed in 1983; housing starts went up to 1.6 million, in 1984 they went up to 1.75 million. We shipped more lumber and plywood in 1984 than we had in any year for the previous six years, but because of our cost structure and the over capacity which pushed prices down, we can't compete. We can't sell our product with our cost structure at the current market price levels and stay alive.

Mason It costs too much to produce the product?

Sullivan That's right. In the Northwest relative to Canada

Mason So, what role should the Forest Service have in relation to your cost structure?

Sullivan What you do on the National Forest making timber available, or unavailable, will have a direct impact on the price.

Mason Does it affect the perception of scarcity?

Sullivan That, plus obviously if you drop a billion board feet out of your allowable cut in the Pacific Northwest you're going to have one hell of an impact on price.

Mason I want to get to a real important question. In Region 6 the industry hasn't harvested what the Forest Service has sold in the eighteen of the past twenty years. In light of that fact, why does the timber industry still insist that a higher, or at least no lower, timber harvest should be adopted?

Sullivan Well, first of all, when you do those kind of comparisons, when you do cut versus sold comparisons, there are a lot of factors that do not show up. Number one is the underrun. The advertised volume is not what's cut out in most cases.

Mason That's not the case on the Willamette, it's only two percent there.

Sullivan Yeah, but that's not across the board. In fact we have forests where it runs up to thirty percent.

Bailey The other thing, too, is that you've got to understand that an operator has to have a several year's supply of pool to draw from to be able to deal with the market at the time. The markets change continually; what wood is needed, what species are needed, what size, dimensions, that sort of stuff. The operator has to have a two or three-year pool to be able to optimize his milling capacity with what the markets situation. So he has to have a lot under contract, and whether he harvests that total amount or not is dictated by the market not dictated by the amount sold in any one year.

Mason Over the past twenty years, they just haven't been harvesting what is sold.

Sullivan No, and you never will because you've got to have that buffer. If you were living hand-to-mouth you wouldn't stay in business very long. You have to have a certain amount of timber ahead. When you look at the volume under contract now, nine billion is what we've got under contract accumulated since 1980, you can't call that an average situation. You also have to look at what happened with the escalation of prices over that period of time between 1970 and 1980. That also contributed to the inability of people to harvest; nobody is saying that the operators don't have a share of the blame for that, but the Forest Service has a share of the blame, too. What is inhibiting harvests right now is not the lack of demand but the price. If that timber was under contract at a hundred dollars or less a thousand, you would not have the volume under contract that you have now. What's preventing harvest and has prevented it over the last three years has been not just demand but the very high prices.

Mason But isn't a price a factor of demand?

Sullivan Obviously not in the Northwest. People continued to bid beyond all market reality in the 70s because they were fearful of future shortages. Let's take the difference between what we call demand and effective demand. Effective demand means that you can't compete for the market that's out there because something in your cost structure prevents you from participating in that market; therefore, there is no demand for your product because it's too damned expensive. What we're dealing with now is a lack of effective demand for a product, but it's not because there is no market out there, which is what the people are saying; the problem is not with the lack of housing starts, the lack of consistent policy for financing home mortgages or whatever--that is not our problem. Right now our problem is that we can't compete because of our cost structure. And the two factors most important there are labor and raw material, and of the two raw material is the biggest share.

LABOR & RAW MATERIAL

MILLS and MARKETS

Mason Labor is something beyond Forest Service control, but for raw material, would you advocate a larger harvest level, a larger insured harvest level to alleviate the perception of scarcity which would then bring down the cost?

Sullivan It's affected the perception of scarcity, but when a mill's cost structure is such that 70 to 80 percent of the total cost is the raw material cost, something has to be done about that big amount. The way you address that is through providing more volume.

Mason Let me talk about another subject. Let's talk about mills. We've been seeing a lot of mill closures lately; it's pretty easy to conclude that they're closing because of the market situation or maybe labor costs. The market situation is going bad on them—is that a correct conclusion? If not, give me your correct conclusion.

Sullivan Not a correct conclusion because the mills that have closed have not closed because they could not sell their product in the last two years. They have closed because they are unprofitable and the primary reason in the last two years has not been lack of demand or lack of orders or lack of abilities to obtain orders, but the lack of profitability and that is entirely related to costs and prices. The prices have been low and the costs have been high. Many of the mills that closed in recent months, producing right up to day they shut the door. Now some of those mills will be purchased by other producers who will come in and try to reduce cost structures for whatever reasons and will try to make it. And they may make it, some of them may.

Bailey There's some inherent things, too. There's a lot of industry expansion in other parts of the country, particularly the South.

Sullivan And a large expansion in Canada. That's the thing that people don't realize. The Canadians have steadily increased their productive capacity while we in the Northwest have been pretty static.

Sullivan I think—the South's wood costs are not all that significantly different right at the present time between the wood in the Northwest. Currently stumpage prices have fallen in the Northwest. So, we're getting closer to a parity with the South on raw material cost. Our concern is that if people see a billion board foot reduction in harvest in the Region's National Forests in the future, plus they know what's going to happen on private land, with the availability of timber on private land, you're going to have the same kind of psychology that dictated the high prices and led to the uncompetitive positions we have today. Even though we have low bid prices for stumpage right now, if you look at what is under contract our net raw material costs are extremely high. It just so happens that in the last two or three years people have been cutting their low priced stumpage and that has

kept the cost down to a point where people have been able to nudge along. That could change. In fact, it is changing in certain areas of the Region where we have high competition. One is the Siuslaw National Forest. That is one area that has high competition, environmental lawsuits, and a variety of other things have put a lot of pressure on producers in that Region. So the bidding is crazy. The operator has two options in these circumstances; he can get out of the business or he can stay in the business and try to bid those incredible prices and eventually go out of business because he can't compete. His cost structure will be so altered. A lot of companies--not a lot--but a few companies have taken the first out; they simply closed their doors and refused to participate anymore.

Mason Okay. I'm going to move on. I haven't heard much lately about the need for departure to fill in the timber supply gap...

Sullivan We're not as worried about increasing as keeping what we've got. That's why you're not hearing about it. We are still concerned about departures and still think departures are realistic in view of the inventories on some forests. What we advocate departure for is not to maintain the status quo but to provide an increase to meet markets.

Bailey We believe it should be icing on the cake, and not necessarily to make up for part of the cake.

Sullivan In other words, what we don't like to see departures being advocated for is to limit the reduction. See, what we've heard the Regional Forester say in two or three presentations now is, "yes we're going to have an decrease but we have this option of departures which may lessen that decrease." He's never said it's going to fill the gap. So, one of the reasons why we may have not of had as much emphasis on it, is because we really doubt the Forest Service's ability, or to put it another way, the guts to go through with the departure alternative. We know that they're going to take all kinds of environmental flack. The fact that it's in the law, I don't think will cut enough ice for the Forest Service to actually try to implement a departure alternative. I think there's lots of biological reasons why they should and a lot of economic advantages to departure alternatives, but I really wonder if it's a politically viable thing for them to do.

Mason Is there a timber supply gap?

Sullivan Yes. It's growing.

Mason I've heard people say it isn't there anymore.

Sullivan I think it is unrealistic to say that.

Mason Tell me about that.

Departure
Timber Supply Gap

Sullivan

I don't know who is saying there's not as much of a gap as there was before, but the studies that we have seen have been fairly consistent. Because of the imbalance of age classes on private land, there will be a reduction of private harvest over the next fifteen years or so. It will steadily decrease. In fact, if you look at the way harvests have gone, the private harvests have declined over the last twenty-five years. There has been a steady downward trend. I think that the studies indicate that there will be a gap in private harvests, or a hiatus in private harvests I guess you would say. In fact the Oregon Department of Forestry is updating its inventory of private lands for a new forestry program for Oregon. They are finding the "gap" to be even greater than the 1980 program which puts even more onus on the Forest Service.

Mason

But a gap only exists if the demand is high and the private harvest is less than demand. Are you saying the demand is still there except but competition is the problem?

Sullivan

That's right.

Mason

So there is still a gap? Some people would perceive that the demand is down too, so there isn't any gap.

Bailey

The demand is not down. The thing that we always hear from the environmentalists is industry overcut it's lands and the National Forest shouldn't be called on to supply all that. To me that really shows a lack of understanding about the situation. I think the timber companies have harvested the amount of wood that is necessary for the marketplace because they couldn't get it from the National Forests, partially.

Sullivan

The other thing that needs refutation, I think, is the argument that the industry deserves, because it has allegedly overcut its own lands, to suffer the consequences. First of all the National Forest didn't play much of a role in timber harvest in Region 6 until the 50's and 60's, and prior to that time for most a century the timber came off private land. Many of the mills now in existence, and the new companies now in existence, came to be primarily for the purpose of harvesting the National Forest timber that they expected to be available. The government actually encouraged the development of those operations. Right now better than half, almost sixty percent of all the milling operations in the Northwest, don't have access to, and never have had access to sufficient private timber to operate.

Mason

Please clarify what happened to the timber industry's competitive position in the Northwest.

Sullivan

First of all, the recession that was precipitated in '80 was brought about by a change in the financial structures related to home mortgage costs, and we had a fall-down in housing starts that went from two million housing starts in 1979 down to less than a million in 1982. That was a net reduction in total domestic demand for wood. That had the effect of causing a tremendous

Industry's Competitive Position

depression in the Pacific Northwest, but the producers here did several things during that recession; they tightened their belts, they improved their efficiency, they decreased their work force but they maintained their productivity all in the hopes that when the housing market came back and housing starts went back up, they would begin to get back into their market share. What happened in 1983 is the housing starts did come back, they went back to 1.6 million and then in 1984 they went to 1.75 million, almost 1.8 million. But what happened in 1984 was that the price structure fell all to pieces and the producers of the Northwest started looking around as to why that was occurring. The reason it was occurring was that the market was being flooded with cheap Canadian lumber, and then they started looking at the long-term factors that were effecting their total competitive position. They had a strong market they but were not participating in it and they were unprofitable still; not because of lack of demand but because they couldn't compete. That precipitated long-term decisions on the part of large companies who said, "if we can't change the strong dollar tomorrow, we can anticipate continued losses and continued competition from Canada for some time to come. Let's get out." And that's why they made the decision they did, but it didn't occur until mid-1984. Up until that time everybody thought that when the housing market came back they'd be able to get back in, and they hadn't counted on the low cost producers in Canada flooding our markets. See, the Canadians were doing the same thing during the recession; they were improving their productivity and capacity steadily. Canadian production went from seven billion to twenty billion. Actually not in that period of time, there was probably a five billion board foot increase or so between 1980 and 1984---'79 and '84. Four billion is one hell of a lot of lumber. With their transportation advantages, as is the case in interior B.C., their labor advantages and raw material advantages they just simply flooded the market, pushed all of our producers out unless they were able to meet their price which we couldn't because of our costs.

Mason Well, is there anything the Forest Service should do in light of the fact that Canadian competition is a tremendous problem for the industry?

Sullivan The only thing that the Forest Service can do is try to get as much timber out there for us as possible. That's the one thing that they can do to help. The one way to affect the price of raw material is to put more of it on the market or make more available; or, for crying-out-loud, don't make it any less.

Bailey What we feared back in 1975 through 1979 was a shortfall from the National Forest due to say environmental constraints, and lo and behold they may come true. So, I wouldn't say that fears of scarcity, which fueled bidding in the late 70s were not without justification.

Mason In light of public participation in the Willamette National planning effort, will you take a collaborative "work with you approach" or a confrontational "we'll fight you" approach?

Bailey We have always, always, maintained the "we'll work with you approach." We've always tried to deal on a professional basis discussing with the Forest Service technical problems and where the process is flawed. We've never been devious or under-the-table or anything else like that. I can't say that for the environmentalists, because I don't believe that they deserve much credibility in this process. They're after more acreage and they're after it no matter what way they can; they realize they can't get another wilderness bill this year, but they're going to use the planning process to keep areas out of production. In a few years they're going to come back and they're just going to keep going for more and more and more; that's never been our approach. We've always been up front and dealing with people on a professional basis.

Sullivan That's our approach, that's the way we see it. But if you were to take a cross section of industry, and let's say the Forest Service proposes a billion board foot reduction, you might see some much different reactions than the ones we're displaying here.

Mason Like?

Sullivan I couldn't even speculate on what they might be, but, let's put it this way. I think some industry might start looking at tactics employed by the environmental community as a means of doing the same things from a different perspective.

Mason So, they may stop dealing with the associations like yourself and just start taking more direct action on themselves? Legal action or--?

Sullivan We're not the only association in the business. I think by-and-large we represent people who want to be responsible; they don't want to see unnecessary impediments and so forth, but we're not everybody. And as you've learned from the environmentalists, it only takes one so-and-so with a good lawyer to hamper the process.

Bailey It's not to say that it hasn't been easy to maintain a professional working relationship with the Forest Service. There's a couple of forests that were supposed to go out and check their suitability and stuff during the planning pause. Some of them never even went out there; they just scribbled around on the maps. That's not a responsive way to go and it makes it very difficult to operate on a professional basis like that.

- Sullivan One of our first concerns during the planning process was the suitability analysis that was going on and the fact that some of the computer mapping that was being done for suitable/unsuitable lands really didn't match what we saw out on the ground, and we challenged the Forest Service on some forests to go out and take another look. In fact, in a couple of cases, we actually went on the ground with them and they'd say, "Hey, yeah you're right that's a mistake." Then they'd go back and proceed right along as though we'd never existed.
- Bailey We were concerned, and we communicated to the Chief's office that an inadequate job was being done on determining suitable lands. So he clarified a policy on what should be considered suitable and unsuitable with regard to reforestation. The intent was to make sure that all potentially suitable lands were included in the suitable land base; what happened during the pause is that it went the other way around.
- Mason They put as many acres as possible into the unsuited category?
- Bailey That is correct.
- Sullivan We anticipated we'd get like ten or fifteen percent more acres in the suitable base, but it didn't go that way.
- Mason It didn't come out as anticipated. It sounds like you thought we were devious or something trying to put all the land we could into the unsuited category.
- Sullivan Let's say, we think that whenever there is a judgment called to be made on suitability that it is made to the detriment of the suitable class.
- Bailey For example, the separate suitability component thing that came out said that if you have questionable lands where you're not sure that you can reforest them you can put them in a separate suitability component, okay? Well, the Forest identified many separate suitability components, but in almost all cases---in fact there is only one Forest in the Region where they kept it in a separate suitability component, the rest of the Forests just threw it back in the unsuitable. Our view is the assumption should be that if there's tree cover, the land should be assumed suitable and only called unsuitable after thorough ground truthing. The Forest Service view is the opposite--guilty until proven innocent.
- Sullivan What we are saying is that there were opportunities foreclosed unnecessarily.
- Mason Moving on. How would you have the Forest Service deal with the public concerns about harvesting the remaining roadless areas that were not included in wilderness?

Sullivan

A. This was supposed to be resolved by the Wilderness Bills and Congress specifically put language in the Acts that dealt with the disposition of the roadless lands that remained. It is our belief that the Forest Service should proceed with that as their objective, meet the intent of Congress which is to consider those lands for all multiple uses other than wilderness.

Mason

Including backcountry?

Sullivan

Including backcountry.

Sullivan

B. They should consider whenever there is a debate over whether lands should be harvested or not, they should not be swayed by small vocal groups that represent a very tiny segment of the total public effected. And yet, I see one of our concerns has been that the vocal groups are the squeaky wheels and as a result their wants are addressed. The guy that happens to work in a sawmill that might ultimately be affected doesn't get involved in that debate. But supposedly, Congress was looking out for that guy when they passed the Wilderness Act, at least that's what the politicians told us why they were putting the release language in there for.

Bailey

That gets to another item which is similar to this--public participation in the planning process. My view is that the Forest Service has really made a mountain out of a molehill in that this planning process should be pretty simple thing. The Forest Service has chosen an extremely complex computer simulation model with too many more buttons and whistles that are needed to address the issues. When you go to the uneducated member of the public and try to explain the planning process their eyes roll so far back in their head they're almost looking at their feet. It's really a pity because Congress wanted open public debate on how the National Forests are to be managed, and the rules of the game that have been set up are so complex that Joe Blow out on the street he doesn't want to touch it with a ten-foot pole.

Sullivan

In fact it has only been in recent months that you've had the environmental community much interested in the planning process. We're the only ones---industry has been the only consistent participant in this whole thing on a broad scale. How many people have you had come in from the environmental community and work with you on yield tables? How many have you had come in and work with you on suitability analyses? How many have dealt with the Agency on the theoretical bases of prices, costs, and economics?

Mason

They've come in and worked with us on X piece of land that is sensitive to them. They've come in on their concerns just like you guys have.

Sullivan But on a broad scale you have not had participation from the environmental community. The public has been virtually foreclosed in this process. Perhaps when the drafts come out and people begin to look at what the alternatives are, you may get some public participation and outrage; I don't know. But right now, they don't know where the buttons are to push and, quite frankly, the informational sessions that we've attended do not really do very much to bring those people along. They're unaware still of the decision making process that's in motion. Unfortunately the Forest Service, including the Willamette, is not telling the people in these public meetings how much land has already been administratively set aside for various things. What we get from the Forest Service is, "Hey, nothing has been decided..." Well, that's not true.

Bailey Say even the Wilderness Bills. We finally were able to convince the Forest Service that they ought to put in their DEIS's some sort of estimate of what lands are already taken out of production through recreation areas, wilderness or whatever. Before we did that, it seemed like the Forest Service wasn't really going to explain to the public that there is a hell of a lot of resources already locked up out there through a variety of allocations.

Sullivan It's not fair to represent to the public that the decisions affecting the total land base have not been made until the final plans or until the draft plans are serviced. I think you should be forthright and honest in every aspect of this and you should be pointing out to them what's already been done with regard to the land base on MMR's and suitability. And wilderness, too. When we talked about zero base, that's what we were talking about. The Forest Service should tell the public what's already out there in addition to what they anticipate they are going to do with land base beyond what has already been administratively or legislatively withdrawn. Whether it's deliberate misrepresentation or not, it's still not fair in our view.

Bailey It's like Jeff Sirmon coming out with his own numbers, and I applaud him for that whether we agree with the numbers or not. He's trying to tell the public. Now, would he have done that had we not raised the issue first and asked him to come out with his own projections after our meeting on February 1?

Sullivan One of the things that really irked us all along here, and it goes back to what I said before, is when is a decision not a decision? Whether you perceive them as required by the Act or the regulations or whatnot, we think it should come to the out to show what's being done to the total land base.

Bailey You have to make interim decisions, but part of our complaint in the planning process is that there has been no recognition in the process as to what each of these incremental decisions does. It seems like a lot of the decisions were made in a vacuum of what the other effects would be. What's wrong with the planning process

is that you're trying to plan for something without an objective. If you have all these competing resource uses, which are supposedly all equal in weight, there's no clear objective in mind. So consequently, it's a difficult planning process, but it could be a lot simpler.

Sullivan

RPA was supposed to solve that. The Resource Planning Act was supposed to say, "here folks is what we need from the National Forest, now develop a program to meet it." Fundamentally the RPA is a document in name only, it doesn't do a damn thing. At no point that I have seen are the RPA goals really being addressed in the planning process.

Mason

Why is that?

Sullivan

I think in part because the RPA is a misconception in the first place. I don't think RPA legally or functionally is doing anything that it was intended to do. It's causing a lot of paperwork and you guys are churning out all kinds of stuff, but what it boils down to is there's no relationship between RPA and the planning process and I don't know that there ever will be. Right now the legally functioning document is the Forest plan and that's what is going to drive everything.

Bailey

Any objective at all has been taken away from the planning process. What you get in essence is six or seven disciplines around a conference table and they start slugging it out, and whoever is the strongest willed person is going to win.

Mason

I wouldn't say strongest willed.

Bailey

Biggest?

Mason

Well, the most reasonable argument. You can go anyway you want on that argument.

Bailey

But the point is that there is no objective for planning. In terms of output.

Sullivan

That's right. Except to have a plan. We don't have output objectives for much of anything. Don't have one for recreation, don't have one really for wildlife. Who said we will save 500 spotted owls? Did that come from our people? No. It came from the inter-agency agreement in the mid-70s. It has nothing to do with our needs for spotted owls.

Mason

It's still a constraint on our decision space.

Sullivan

Well, you've perceived it as such, yes.

Mason

Our perceptions seem to be fairly real but you may challenge those perceptions.

RPA

Planning Objectives?

Sullivan But, anyway, that's one of our gripes about RPA. Fundamentally Congress is the driving force behind everything and if Congress said you will sell twenty billion board feet of timber next year, you would sell twenty billion board feet next year. I don't know, I think that the whole RPA/NFMA relationship has foundered from what it's original objectives were.

Mason Let me move on. I want to get into other issues. Do you think the wilderness issue is over?

Sullivan Heavens no!

Bailey As long as there's an acre out there that the environmentalists perceive that they need, or that they can drum up votes and money for to have issue re-formed, it's going to remain an issue. They may have lowered the volume level of their arguments right now for a few years because politically they realize they can't get a bill through for more wilderness, so they approach the Forest Service in the planning process. Even Randy O'Toole and Andy Stahl acknowledge that their involvement in the planning process and all their other issues like sales below cost and wilderness recreation and all this other stuff are fronts for more wilderness. It'll never be over. It's never over. I think the Forest Service had the right approach on the Wilderness effort; to study areas, to see how they fit into some sort of overall national objectives and representations of different eco-types and eco-systems and have them distributed so that they met the needs of the population, relative to how the population was distributed. But, hell, there's no sense at all on how the decisions are made anymore; it's just who screams loudest and what Congressional powers that agree with them. There's no comprehensive logic to it. It's just more and more of whatever they can get.

Mason I wouldn't go so far as to say no comprehensive logic. Maybe logic that you disagree with. Anyhow next question. How much old-growth do we need to preserve and not cut in the Northwest and what role does old growth play in the Pacific Northwest?

Sullivan How much old growth do we really need? I don't think anybody knows that. I think the perception of some people is that old growth is inviolable, that it represents something almost beyond this world---that it has a spiritual value. As long as you have people that believe that, you will never have enough old growth for them. I think that from a practical standpoint you have to take a look at how much old growth is necessary to preserve certain types of eco-systems, how much is necessary to remain for certain kinds of recreation. I happen to believe that we've got an awful lot of old growth and I think we're going to have an awful lot of old growth for all time. I don't think it's going to go away, and the perception that the people like the environmental community promote is that we're about to cut the last old growth stand and that's not been true at any point and it's not true now.

Is the Wilderness Battle Over? Old Growth

On both private land and National Forest land. There will be proportionately less on private land but there's going to be some on private land, too. The parks, the national recreation area, the wilderness areas, not to mention the thousands of administrative set asides for various purposes on the National Forest and other federal and State lands, will always be there. I think we're going to have a lot of old growth.

Llivan

I think there is a misperception of what the root cause of all of this is and it has nothing to do with old growth, it has nothing to do with spotted owls; it really has nothing to do with any one of those elements, it has to do with a belief that anything man does is wrong if it affects the environment in any way. As long as you have people that believe that, they will use whatever device be it spotted owl, snail darters, old growth or whatever to achieve the end—shortcutting, delaying or abandoning development of any kind. You have to recognize that there will always be those people, but you also have to go ahead regardless of those people because they do not represent the broad interests of the general public. Nor, in my opinion, do they represent the true interests of the environment.

Mason

Do you think the Forest Service is taking the correct approach to planning to manage for wildlife as directed by NFMA in it's land management planning efforts?

ailley

No, I don't. The reason being that it seems like there has been an inordinate amount of smoke blown in the whole process about what wildlife actually needs versus what it can survive on versus what other biologist say. It seems to me it's a young science that we're learning a heck of a lot about, but the way the Forest Service is taking it is that it's God given; that the spotted owl must have a thousand acres or that if it goes to the edge of the old growth it's going to see a clearcut, fall over and die. Well the natural system doesn't work like that; animals adapt, and there're various levels of adaptation. The approach of the MMR's by setting up a grid pattern of habitats throughout the forest, nature's not like that either. Nature is not set up on a grid-like pattern, and the Forest Service has adopted this grid pattern to supposedly protect wildlife. I would like to read something that I wrote in our Regional Guide Appeal comments to emphasize our concerns about Forest Service wildlife management,

"We're really not sure what the Forest Service is trying to protect for. The Forest Service argues that undoubtedly the MMR's species are just indicators of habitat quality and the spotted owl is an indicator as well. Either the Forest Service manages for habitat, (which they say they do), or for numbers of individuals. If the Forest Service is only interested in vegetative habitat quality and quantity they should measure that in their planning and should not use indicator species (an indirect and at most marginal method). If the Forest Service is managing for numbers of species individuals, it should not just address habitat but also food

Spotted Owls and Wildlife

supplies, predators, and a host of other individual animal concerns. But if the Forest Service is using indicator species to represent all other species dependent on that particular habitat type, the dispersal distance should not be based on the indicator species but rather some other sort of criteria. The objective of Forest Service wildlife management is really unclear."

Mason

Looking into the future. How will the timber industry of the Pacific Northwest differ in the year 2000 from what it is now?

Bailey

I think a lot of what the industry looks like in the year 2000 has a lot to do with what actions are taken today. However, the future looks good for the industry in the Northwest because this area can grow better wood and faster wood than almost anywhere in the world. I think that the public policies will have to change to see that that comes about. I think the timber industry is going to be very healthy in the year 2000.

Sullivan

It's definitely going to be here. That's one thing that people need to understand. Regardless of the problems we're going through now, industry is not going to disappear as a major economic factor in the Northwest. The level of its contribution will be dependent, as Rick says, on what kind of policies are adopted; not just at the federal level but at the State level, too.

Mason

Comparing the industry now versus the industry in the year 2000, how are they going to be different?

Sullivan

We're not going to be making exactly the same products that we are now. We're not going to be serving exactly the same markets that we are now. I think those are two things you could say right off the bat, but we will be serving a lot of the same markets that we are with very similar products with minor differences. Wafer wood may have some long term impact on plywood and we may not have the plywood capacity here that we once had.

Bailey

I think that the technological boom is going to hit the timber industry soon;--well, it already has in terms of being able to recover more out of the wood that goes into the mill. But, you're also going to see completely new technologies develop out of cellulose and wood fibers. You might even be able to see a tree go into a mill, be completely disintegrated into its component cells and then reconstituted into molded chairs or doors or something. In the year 2000 a lot of things can happen. So there's just no doubt that the resource base is going to be significant in the Pacific Northwest in the future. It's just how it's going to be significant.

Mason If you were managing a multiple-use forest, how would you work to meet the often conflicting legal, social, political, budgetary, and biological pressures that bear hard on a current Forest Supervisor's mind today?

Bailey There are a lot of good Supervisors out there today who balance conflicting issues pretty well, I have a lot of respect for that and for them; but they are operating without goals, except to complete their plans. Sometimes they get caught up in a lot of rhetoric and a lot of political pressures that's really smoke for other objectives. What would I do if I was managing a multiple-use forest? I try and best meet the needs of the American people and recognize that not everybody gets what they want. I wouldn't bend over backwards for some environmentalist who comes in and sits around in my office and claims that I'm killing off all the old growth.

Mason Aren't they American people, too?

Bailey I think they are quite frequently extremists with a single issue who do not think about the long term implications of what they advocate, or the people they will hurt. They are definitely not the mainstream of society.

Mason I wonder sometimes where the mainstream is? I keep hearing this all the time; we represent the people and therefore you should do thus and so.

Sullivan That's why you shouldn't listen to those people that way. I mean, you can listen to them but as far as integrating what they say into your decisions I think you're not bound by the law to do this. You're bound by the law to listen to them and to us, but you don't have to make decisions predicated on either of our objectives.

Mason Except there's the difference between timber industry and a federal employee, in essence they are our stockholders too.

Sullivan So are we.

Mason I know you're stockholders. I think not too many people would accuse us of not listening to you either.

Sullivan Well, that's debatable.

Mason The public's perception of it at least.

Bailey We make ourselves known and we're up front in what we request of the Forest Service and we generally back it up with some significant facts. I don't think I can say that for the other groups.

Mason Now you can be the Chief or the Regional Forester. If you were the Chief or the Regional Forester what decisions would you make today?

Bailey I think not only would I make the same decisions that I would as a Forest Supervisor in terms of trying to "maximize net public benefits" or make decisions within the Region for the good of the majority of the people who are there. But I would also try and be a little more aggressive to change some of those constraining policies that flow out of the bureaucracy. In other words, if there is an element in the NFMA regulations which is really cramping his ability to meet objectives, I think he should be back there in Washington, D.C. arguing for a regulation change. I would like to see a little more aggressive management by the Forest Service for what is in the best interests of the people. I think that doesn't include just taking what's given blowing from the bowels of Washington, D. C. out to this area and implementing them. If it's wrong, it ought to be changed and they ought to be the primary force in trying to change it. Is it really right to put people out of jobs because of bureaucratic policies which are not based on sound judgments?

Mason Mike, your answer to that?

Sullivan For one thing, I would not view my role as a Chief or as a Regional Forester as simply a guider of processes. I would regard my role as one of leader and that my function is not simply to sit back and watch while competing factions direct the process this way and that, but to take an active role in that process and look at objectives and goals that meet overall needs. Not at the exclusion of the process, but I see a lack of leadership right now and an acquiescence on the part of leadership in the Forest Service to the process and what comes out of it. Regardless if it is good or bad, if the process is followed, therefore I have done my job. I don't see it that way.

Bailey With regards to the planning process, the buzz word in the Region is "Do It and Do It Now", and I would change that dramatically and say, "Do It and Do It Right."

Mason Do it and do it right. So, rightness in your sense is more important than now?

Bailey Right. In fact, that's what we've always advocated all along. What we've heard from the Forest is, "We'd like to do that but we're running up against a timing deadline; we've got to get these things out." We thought we got that changed through some pretty strong direction from the Secretary's office about doing it correctly, but now we're back up against the timeline, if you will. Our view has always been, "Hey, if to do a good job, we'll go to Congress and ask for an extension for you." We'd much rather have good plans and right plans than plans that aren't so good and that are going to cause problems later.

If I Were Chief

Do It Right

Sullivan In other words, if you need to go back and remap and look at suitability again do it right.

Mason How about if we consider more wilderness?

Sullivan The law says you're not to do that.

Mason I know. Or more backcountry. It sounds like it's okay to take more time to do it right in the direction that you want us to make sure we get the right answer, but is it okay to look at things you don't want us messing with?

Sullivan The thing of it is, though, is we know of forests where the inventories are clearly wrong, mistaken. They are going ahead and they say, "Well, we can't correct that because the law says we can use whatever data is available.

Bailey The Mount Hood is operating on a 1968 inventory, and we told them four years ago they ought to go out there and reinventory and they said, "Oh, no, we got to get the plans out." Well, it's been four years and they still don't have a plan. "Do it and do it right!"

Mason Anything else you want to say on this? -

Bailey I just think that the planning process has had a tremendous drain on people. It's so complex.

Mason Which people? External? Internal?

Bailey People internal in the Forest Service, external people. I know it has been extremely frustrating to me to stick with it for a long period of time and try and make it work. I think it's had a tremendous toll on people within the Agency, and I don't think that it has needed to be that complex and burdensome. That's the way it is and we still remain committed to the process.

Mason Any, last words?

Bailey We're not going to spike trees. And one more. I think that for the good of the Agency and the good of the industry and I think for the people in the State, that the Forest Service has a responsibility to do a good job. That also means getting out there in front and giving some flack instead of necessarily taking flack all the time from the environmentalists.

Mason Ending on a positive note, what do you appreciate most about what the Forest Service has been doing lately?

Bailey The thing that I appreciate the most is their responsiveness. Even though many times we raise issues in a professional manner and give them lots of facts and figures, they do listen to us. Whether they agree with us or not, I appreciate the openness. I appreciate the open-door policy and most of the professionalism that goes on in the Forest Service.

Responsiveness

Bailey

There is a tremendous inertia in the Forest Service to withdraw and not let anybody look at their papers and facts and figures and that sort of stuff; I commend the Forest Service for fighting that inertia. To remain open...to have interviews like this. The Forest Service is the public agency entrusted to manage a public asset for the betterment of society, and for the most part, they take that charge seriously and professionally.

END OF INTERVIEW

NOTE: These interviews are prepared for the edification of Forest Service employees, primarily the top management in the Pacific Northwest Region. They are distributed to the Forest Supervisors and the Public Affairs Officers of the 19 National Forests in the Region and to select top managers in the Regional Office in Portland and in the Washington Office. They are not intended for distribution outside the Agency.

The purpose of these interviews is to enable the top management to hear and understand the viewpoints of key spokespersons who care deeply about how the National Forests are being a managed. Hearing the people is a prerequisite to public service.

Feedback of any type is appreciated.

- Jerry Mason
Public Affairs Officer
Willamette National Forest

Other interviews in this series:

- Andy Kerr, Oregon Natural Resources Council
- Dennis Hayward, North West Timber Association
- Congressman Jim Weaver
- "Blind Insight in Dark Times" - Tom Sullivan