

ADDRESS REPLY TO
"DISTRICT FORESTER"

UNITED STATES DEPARTMENT OF AGRICULTURE
FOREST SERVICE
DISTRICT 6

OO
, Supervision

Beck Building,
Portland, Oregon.

December 23, 1910

Forest Supervisor,

Dear Sir:

Experience has proven that the District office with the few men available for field inspection, is unable to make as careful a study of conditions on all parts of each Forest as is desirable. The shortness of the field season and the large amount of territory to be covered together with the policy of reducing the administrative force in the District office and placing more and more of the actual business in the hands of the field force makes it absolutely necessary that the supervisors cooperate by supplementing the inspection work of the District office. This is in line with the Forester's policy of transferring practically all business to the National Forests as rapidly as possible.

It is found by members of this office that supervisors and deputies may frequently have a good general knowledge of conditions but are not always sufficiently acquainted with details. There is immediate need for much closer field supervision not only on the part of officers in charge but also by district rangers when they have guards or temporary employees working under them. For maximum efficiency it is essential that supervisors and deputies plan field trips on a logical basis with due regard to the relative importance of the various ranger districts and the number of perplexing problems in each. While the increase in office work tends to curtail the field work of the supervisory force yet instead of 20 to 30 per cent or less of the time spent in the field, at least 30 to 40 per cent and more if possible should be devoted to field business. Supervisory trips should be confined as much as possible to ranger districts rather than in making repeated hurried trips over a large part of the Forest or merely for the sole purpose of investigating special matters.

Since it is neither possible nor advisable for the District office to make a complete detailed inspection of each Forest annually the supervisors and deputies must be depended upon more than formerly for assistance. Either the supervisor or the deputy should make an inspection at the very least once a year of each ranger district on his Forest. The importance of this work can not be emphasized too strongly. Several supervisors in this District continually work along this plan and it unquestionably greatly

strengthens their administration. When they go out they often spend as much as two weeks or more on one district and actually work with, as well as instruct, the ranger. Work of this kind is constructive.

In many instances a supervisor's visits to his Forest are haphazard and with no definite purpose in view as to just how he is going to occupy his time in the various districts. There are many points which could be taken up on the ground and discussed with the ranger but which are overlooked for want of a definite plan for intelligently pursuing any particular line of Forest Service work.

Another important point is that this office may need to have on short notice intimate knowledge of field conditions on some particular subject when it is not possible or advisable to send a man to secure the data. If the supervisor had on hand in his diary a detailed account of things, the information could be supplied promptly without extra cost of time or money. Information of this kind can only be had by going over each district and spending enough time to become thoroughly familiar with the conditions peculiar to each, of the men employed on them, of the needs of the public, and of the conditions in all lines of work. This can not be accomplished by hurried superficial visits devoted mainly to desultory consultation with the rangers.

An inspection outline for the different lines of work carried on by the several District offices has proven very satisfactory and is almost indispensable for securing a proper understanding of field conditions on the Forests, and the manner in which they have been administered. I believe a similar method would likewise be a big help to the supervisors.

Accordingly the general outline given below has been prepared for your assistance. It does not fully cover all details of National Forest work but is meant to be only a guide in systematizing your field work. It should, therefore, be amplified or modified at your discretion to suit the conditions in each ranger district.

It is not expected that you shall write a complete report on all your findings after each visit, but it is expected that your daily diary will include sufficient data to enable you to submit a full report if at any time it should be needed by this office or by the Forester. For this reason more care should be taken in the future to make your diary just as complete a record as possible of your field visits.

When reports are called for they should be submitted in sections as indicated and each section should begin a new page. The first page of each section should bear the case designation in the upper left hand corner. The upper right hand corner should bear the supervisor's name, date and the words, "Supervisor's Inspection." The section should also be referred to. The following is an example for guidance:

ST
Oregon, Sales
Jones, John

Supervisor's Inspection

Name

Jan. 1/09

Date

SECTION I – TIMBER SALES

The supervisor should sign each section of the report. Under each of the following sections a list of all projects and cases inspected should be noted in your diary.

SILVICULTURE

SECTION I

Timber Sales

1. Have you given the ranger, if found advisable, the requisite authority to make timber sales according to Regulation 30 of the Use Book?
2. Examine each sale area carefully and ascertain:
 - a. The correct status of the land.
 - b. The silvicultural advisability of the sale. Have inferior species been included?
 - c. Has the timber been marked or designated for cutting properly so that reproduction will be assured?
 - d. Are all merchantable dead trees being cut?
 - e. Are stumps being cut and logs taken out of the tops so as to utilize all the merchantable contents of the trees?
 - f. Is the Forest officer scaling the logs and supervising the sale in the most economical manner?
 - g. Is the sale a logical unit?
 - h. Is the brush being disposed of in the best silvicultural manner?
 - i. If unnecessary damage has been done to young growth or unmarked or undesignated trees, has the trouble been corrected?
 - j. Is the full stumpage value of the timber being received?
 - k. Has form 202 been properly made out so as to include all recent changes in the wording of the timber sale agreement and all necessary

regulations governing the cutting of the timber? Are any of the regulations unjust?

l. Was the area mapped and the timber estimated in a correct manner?

m. Is the Forest officer on the ground keeping a correct record of payments on the sale in accordance with Service Order 38? Do the sums deposited cover fully the value of the timber cut whether scaled or not?

n. Was too much time allowed in the agreement for the removal of timber?

o. Are there any sales which should be closed?

3. Does the Forest officer understand the meaning of standard prices? Are any sales being prevented because the local officer holds out for prices which are greater than the value of the timber?

4. Are the needs of settlers for timber being met by the sale of National Forest timber? Do applicants receive prompt attention?

5. Are there any bodies of over-mature or defective timber in the district which are merchantable but which have not been sold?

6. Check the ranger's scale on a sufficient number of logs to determine whether his scale is proper.

Timber Settlement

1. Has the area been mapped and estimated correctly?

2. Is it possible to scale the timber? If so, is this being done?

3. Is the price demanded for the timber reasonable considering its accessibility?

4. Is as close utilization being secured as in a timber sale?

5. Are cutting reports being admitted in the proper manner?

Timber Trespass

1. Are there any trespass cases in which the proposition of settlement has been accepted but the case not closed? If the brush has not been cleaned up, immediate steps should be taken to see that this is done.

2. Are there any cases which have not been reported for lack of evidence? If so, all the best evidence possible should be secured at once and forwarded to the District Forester with the report.
3. If the local officer has been unable to secure payment from the trespasser, the supervisor should personally visit the trespasser and endeavor to make him settle for the trespass, explaining in a courteous manner why he is in trespass.
4. Is the Forest boundary properly posted and has everything been done to prevent further trespass?

Fire Trespass

1. If there are any cases which have not been settled for lack of evidence, the best possible evidence should be secured at once by the supervisor so that the case can be settled.

Free Use

1. Is the silvicultural conditions of the Forest being improved by free use cuttings?
 - a. Is dead timber being given rather than live timber?
 - b. Is too much live timber being given free?
 - c. Are necessary steps for securing proper reproduction being taken in the cutting of green free use timber.
 - d. Is close utilization secured and are free use areas cleaned up properly?
2. Is the permittee in each case entitled to free use or should he reasonably be required to purchase the timber?
3. Do those who are entitled to free use experience any difficulty or delay in securing permits?
4. Should the granting of live timber by free use be discontinued in the district?
5. Is the ranger's record of the free use business being kept in accordance with Service Order 36?

Silvics

SECTION II

1. Is every effort being made by the local Forest officer to dispose of insect infested and diseased timber by free use and timber sales?
2. Can the local officer identify all species of trees in his district? (Specimens of unknown trees should be sent to the District Forester for identification).
3. Does the district ranger receive the Forest Service publications, which he desires, as they are published?
4. Are the local officers supplied with books from the supervisor's library which they desire to read in order to improve their knowledge of forest subjects?

Planting

SECTION III

1. If the supervisor has not already done so, he should go over the district thoroughly and locate all denuded areas. He should classify such areas in order of their need of artificial reforestation.
2. The supervisor should see that the local officers are keeping their eyes open and observing the prospects for the next seed crop.
3. If it is the proper season, the supervisor should check up the accuracy of the ranger's seed crop reports.
4. If there has been any sowing or planting work done in the district, the supervisor should examine such work in every detail and inform himself of how it was done and ascertain the results and causes of success or failure.
5. The supervisor should see that all unused seed in the district is stored properly in air-tight receptacles according to the approved manner.
6. In the ranger's files the supervisor should see that SP correspondence on tree seed sowing is not confused with and is kept distinct from G correspondence relating to grass seed reseeding studies.

OPERATION

SECTION IV

Organization

1. Does the ranger systematize his work due thought for economy and money?

2. What is the form of organization?
3. How large is the ranger's district?
4. Has the ranger a full conception of his duties and have steps been taken to help him where he has not?
5. Is the present ranger force adequate to perform the work in each district?
6. Are any officers being retained on the force whose work is not fully up to the standard?
7. Are the ranger's records properly filed and kept?
8. Does he retain copies of all letters which he writes?
9. Are his letters clear and full when writing to the office or to the user?
10. Has he any trouble with case designations on his letters?
11. Is he prompt in answering letters and submitting reports?
12. Does he take hold of all lines of work with equal vigor or does he put his best interests in some special lines to the neglect of others?

Equipment

1. Instruments and Tools.
 - a. Is the ranger sufficiently equipped with tools and instruments for carrying on all lines of work common to his district?
 - b. Does he take care of his equipment by having a place for everything and everything in its place?
 - c. When storing camp equipment, is reasonable care taken to prevent unnecessary rust by having all articles well cleaned?
 - d. In construction camps is care taken to prevent unnecessary damage to tools and cooking utensils, both at camp and when packing to a new location?
 - e. Does the ranger know how much equipment he has on hand in his district in order that unnecessary purchases need not be made?

f. Is as much care taken with expendable as with non expendable property?

g. Those articles actually in the possession of the ranger should be checked up and the memorandum receipts for articles in his possession should be examined. Discrepancies between the articles charged and those on hand or accounted for should be investigated and adjusted, if possible.

h. It should be ascertained so far as practicable by actual examination how many articles are serviceable, how many are unserviceable but reparable, and how many are broken beyond repair.

i. Articles which are found reparable should be laid aside, and marked with a tag. As a rule, small instruments, which can be sent by registered mail, should, on the examining officer's recommendation, be returned to Ogden by the supervisor and invoiced to the property clerk.

j. Large or heavy articles should be repaired in the neighborhood so far as practicable.

k. The examining officer should investigate into the methods of protecting supplies from theft, injury, or misuse. Where there is evidence of carelessness or neglect it should be brought to the ranger's attention forcibly.

2. Forms and Stationery

a. The inspection of forms and stationery should cover practically the same ground as that of instruments and tools.

Protection

1. Have Forest fires been well handled by the Forest officer? If bad judgment was used, discuss fully with the rangers.

2. Was loss from fires due to inadequate force, lack of communication, or neglect?

3. Is there now adequate protection for the Forest against fire, both in number of men and tools?

Purchase of Horse Feed

1. Check forage accounts and ascertain if equitable division of total amount allocated has been made.

2. Are ranger stations being developed so as to produce forage, and thus reduce the necessity of forage allotment?

SECTION V

Permanent Improvements

1. Notice carefully proposed arrangement of buildings on ranger stations, water supply for domestic purposes, area, and whether sanitary conditions have been properly observed. Condition of land proposed to put under fence for pasture purposes. Are fence posts properly set, is wire tight and well stapled, are gates provided and are they well constructed?
 2. Is the proposed location of the station the best that can be had considering accessibility, surroundings, water supply, pasturage, etc. Has refuse from trees cut for posts and buildings been piled and burned and have stumps been cut low enough?
 3. Location of trails: On trails under construction note the character of work being done, being careful to observe the width cleared, the width of tread, the use of banker logs, etc.
 4. Telephone lines: Are the poles of sufficient size, are brackets at turns on the correct side, are poles properly set, if tree line, are the insulators correctly spaced and swung, are all limbs properly trimmed, is wire well tied in, and is there plenty of sag in the line?
 5. In complete buildings: Is the house clean and neat, are the grounds properly cleaned up, is there a garbage hole and is it taken care of, i.e., is the garbage covered every day or two, is it a sufficient distance from the house and below the source of water supply, is there a water closet and is it properly located so as not to contaminate the drinking water? Is the barn clean?
- In improvement camps: Are a garbage hole and toilet provided and are they properly taken care of? Is the camp kept clean? If cook employed is the size of the party sufficient to warrant it? On all improvement work note the progress being made and determine if the cost per unit is economical and satisfactory.

LANDS

SECTION VI

Claims

1. Inspect carefully the ranger's claims report, determining the degree of thoroughness in preparation and results obtained.
 - a. Did he make a prima facie case?
 - b. Is he absolutely impartial in presenting both sides?
 - c. Did he visit each forty?
 - d. Take a report, go over a claim, and check the report. If there are discrepancies, check other claims and instruct the ranger how his work must be done to be acceptable.
 - e. Examine affidavits prepared by ranger with special reference to those secured in adverse cases and impress on him the importance of concrete facts in such affidavits. These always to be submitted with adverse report, but not necessary in clearly favorable cases.
2. The presentation of a map of topography, hydrography and cover with each claim should be encouraged. The main use of such a map is not that it is needed with the report to the General Land Office, but is necessary as a basis for a complete Forest map in Supervisor's office to form the basis of any system of Forest management. A plat must always be submitted on mining claims.
3. What is public sentiments in the ranger's district because of claims matters. Has the ranger borne himself in a proper manner in obtaining his information, and made the position of the Forest Service clear to the community?
4. Are reports promptly submitted when called for? Some fraudulent claims have gone to patent because of laxity of the ranger. Are the reports submitted prior to final proof in sufficient time to allow of questions being submitted to officer taking the proof? See in how many cases reports have been returned to ranger for correction or to secure additional information.
5. Does the ranger keep complete notes of compliance with law on all unperfected claims, and are such notes put into proper shape and inserted in the proper folder in his files?
6. See if ranger is familiar with instructions contained in recent claims circular letters and field programs.

SECTION VII

Settlement

1. Take a report and go carefully over a claim recommended for listing. If mistakes have been made, point them out to the ranger and go over other tracts in same manner. Does the ranger's work evidence a thorough realization of the great importance of this work?
2. Discuss the Settlement policy with the ranger with particular bearing on the class of land in his district. If doubtful points arise take them up with the District Forester that he may, if necessary, have careful investigation made by his office.
3. Are forest homestead cases attended to with reasonable promptness?
4. What degree of care is being exercised in comparing field notes and plats?
5. Is the ranger careful not to advise the applicant what his recommendation will be? Does he understand thoroughly that his report will be changed if it is considered that the facts so warrant?
6. Is the ranger alert to prevent speculation and does he report the disqualifications of an applicant to enter the land whenever such disqualifications are known to exist?
7. Does the ranger give due consideration to possible reservoir and power sites in reporting on applications?
8. Does the question of present or future needs for roads and trails rights of way receive the careful consideration which its importance demands?
9. Considering past reports, give specific and detailed instructions for improvement, with particular emphasis upon the weak points. Reports should be clear, full and complete, leaving nothing for inference and should contain a carefully prepared typemap.
10. Discuss the subject of important letters from the District office, altering policies or containing new principles or new applications of old ones. These may have pertained to another District in the particular case; hence the ranger may not know of them. A memorandum of notes kept by supervisors will aid in recalling them.
11. Is the "small area" policy being rightly interpreted?
12. In recommending for listing lands "lotted" by the public survey, are they described by lot numbers instead of as regular "forties"? Numerous errors of this kind have occurred.

13. Where lands are capable of agricultural production only when irrigated, is the ranger careful in ascertaining whether unappropriated water is available before recommending listing?

SECTION VIII

Uses

1. Is the ranger alert to see that Special Uses of National Forest lands are under permit?
2. Impress on the ranger that his principal care should be to see that all resources of the National Forest are utilized and with this in mind he should see to it that no unnecessary burdens, formalities and delays are imposed upon applicants. He should carefully see that all projects carried on within the Forest are authorized.
3. Inspect a use of the ground, comparing the ranger's report with the facts, pointing out his mistakes and correcting any misconceptions.

GRAZING

SECTION IX

1. Ascertain if ranger has received papers relating to each grazing case in his district.
2. Equitable distribution of stock in district, complaints, protection of range, watersheds, reproduction.
3. Methods of handling stock, salting: Does ranger cooperate with stockmen in salt distribution, etc.?
4. Was stock counted, and is ranger diligent in seeing that owners understand allotment lines?
5. Location of driveways as they relate to rapid access to allotments and markets, as well as their value as fire lines.
6. Range improvements, water development, possibility of opening up new range and probable cost, drift fences, scientific investigation to determine practical methods for improvement. Is ranger giving these features proper attention?

7. Grazing trespass. Make field inspection of current cases, relation of private lands in Forest to trespass. Has ranger a clear idea of procedure and absolute necessity for full and clear statement of facts in all cases?
8. Cooperation with live-stock interests. Value of stock as a fire preventative. Influence of stock grazing on forest production.
9. Damage and loss by predatory animals and poisonous plants.
10. Discuss the grazing use business with each ranger as well as other matters relating to this branch
11. Are all driveways and closed areas properly posted with regulation notices?

Products

SECTION X

1. Information regarding the utilization of common and rare species should be recorded and where unusual uses are noted these should be reported in detail.
2. Records of the location of logging and milling operations tributary to the Forest should be made. With these records the following statistical data should be obtained for each operation from the best available source:
 - a. Daily capacity in M feet.
 - b. Annual output in M feet.
 - c. Cost of production per M feet.
 - d. Distribution and routing of product.
3. Opportunities for the use of preservatives in retarding the decay of improvement timbers used on National Forests and chances for commercial cooperation in wood preservation should be called to the attention of the Office of Products.
4. Specific instances where timbers can be or have been treated, should be enumerated and commented upon in inspection reports so that they may be known to the Office of Products.

ACCOUNTS

SECTION XI

1. Supervisors should make it a point to see that their officers are supplied with a copy of the Fiscal Regulations. Such copies should be turned in whenever a member of the Forest is furloughed or separated.

It is only by having these Fiscal Regulations in the hands of the Forest officers where they may refer to them that accounts can be submitted correctly, and thus disallowances, suspensions, return of vouchers for correction will be avoided, payments expedited and a great deal of work for the Supervisor and the District Office be obviated.

2. Supervisors should make it a point of going over the various forms of vouchers with the Forest officers so that such officers may know how to state various accounts correctly. The difference between Form A vouchers for supplies and a Form 3 voucher for personal services should be made a point, and the manner of correct signature to the vouchers should also be brought to the attention of the officers.

3. Forest officers should be instructed to comply strictly with the requirements of the Treasury Department as outlined in Field Program of May, 1908, page 17, in regard to submission of Form A vouchers, and Form 3 for supplies and temporary laborers respectively, in amounts of over \$10.00, instead of submitting such accounts in their reimbursement vouchers by subvouchers, Form 4a. It has become too general of late for Forest officers to submit in their reimbursement accounts subvouchers in amounts of over \$10.00, and in some cases over \$50.00, covering supplies purchased or payments made to temporary laborers. Such submission in a reimbursement account only makes delay and work, as the items have to be suspended and returned for submission on proper vouchers. In cases where a temporary laborer is not willing to wait for payment by a Form 3 voucher, subvouchers may be taken and submitted in a reimbursement account, but on such subvouchers a statement should be endorsed to the effect "Cash payments demanded." It would be a good plan for supervisors to have copies of the Service notes in the May Field Program of 1908 under title of "Reimbursement Accounts" typewritten and distributed among his officers.

4. Supervisors should ask their officers if there are any points in relation to the Fiscal Regulation and submission of vouchers on which the officers are not clear and give them such information as is desired.

Very truly yours,

GEO. H. CECIL,