

**Stewardship Contracting Inquiry Team Report
and
Proposed Action Items
July 2008**

**Appendix A
List of Identified Barriers to Stewardship Contracting**

Barriers to successful implementation of stewardship contracting in the July 2008 Team Report include technical issues, policy direction and legislative authority. These categories were used by the team as a means of prioritizing the action items shown under Objective 3 of the Team Report. The categories can also be used to assist us in determining who should be included in the implementation team and in establishing realistic timeframes for accomplishments. All of the action items assembled from FS/Partner meetings in May 2008 were grouped into these main categories in the following table for tracking purposes.

Category	Action Item	Responsible Party and/or Implementation Team	Deliverables (Products)	Due Dates	Comments/Suggestions
I. Technical Issues	a. Determine the appropriate instrument, policy, and training needed to use stewardship agreements	G&A specialists, timber COs, AQM COs, SC coord, and OGC: "A Team"	Acceptable templates, revised policy, and training modules		<ul style="list-style-type: none"> o Determine how delegated authority to sell and dispose of timber and sole sourcing practices can be used under agreements. Enforceable contract vs. mutually agreeable partnership o Provide information on the value of this additional tool. Consider all aspects of the agreement must be considered (goods, services, overhead, etc.) o How to define the stewardship area and address scale (forest-

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					wide and region-wide agreements)
	b. Develop accomplishment and financial accountability practices for stewardship agreements in TSA and TIM	TSA and TIM specialists, FM, and AQM/G&A	TSA and TIM input and reporting system for stew agreements		<ul style="list-style-type: none"> ○ Reporting and financial accountability are necessary for work and selling products. There's no established process to do this under stewardship agreements ○ G&A works only in IWEB not TSA or TIM; should there be some kind of reporting mechanism developed for IWEB? To monitor performance? ○ Are there specific types of performance statistics that stewardship contracts/agreements want/should/could report?
	c. Address issues associated w/appraisal of SC goods.				<ul style="list-style-type: none"> ○ Overcome 'no bid' issues. BLM currently lets the market establish value.
II. Policy	a. Actively pursue opportunities to incorporate SC under the Tribal Forest Protection Act	SC coord, ITC, Tribal Affairs	Success stories and opportunities identified		<ul style="list-style-type: none"> ○ Need to ensure that NFs understand how FS can work with tribal governments under TFPA and the link to SC
	b. Provide clear direction on proper contract/agreement form to use	FM, and AQM/G&A	Decision tree; matrix; short form SC; stew agreement template		Which do I use? SF 33/33T, SF 1449/1449T, FS 2400-13/13T, CCS, PA, R1's SPA, R8's AOP? Construction, sole sourcing, contract v agreement

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	c. Provide clear direction on use of stewardship agreements				Cover issues identified in I. a, above.
	d. Provide clear direction on use of stewardship agreements and SC under Wyden and Good Neighbor	OGC, FM, and AQM/G&A	Policy?		<ul style="list-style-type: none"> o Siuslaw uses SC under Wyden...why not other NFs? UT and CO NF have Good Neighbor...use SC?? o Explore forest-wide or region-wide agreements.
	e. Clarify the proper use of bundling and retained receipts	FM, AQM, partners	Re-issue ID with revision as needed		<ul style="list-style-type: none"> o Should retained receipts be used for project level monitoring, contracted NEPA, and contracted field prep?
	f. Ensure flexibility towards external factors affecting market and utilization of materials under SC (market fluctuation, mill capacity, transportation costs, etc.)	FM, AQM/G&A, AF&PA, partners	Revised appraisal system?, understanding bonding, min rates as base?, balancing non-monetary exchange of goods for services with funding work, \$0 base rates		<ul style="list-style-type: none"> o Part of the training needed; may need some policy revision o Should the market price of timber be a significant factor in determining if the timing of a project is really favorable for all parties? [Refer to go/no-go checklist (procedure) with viable criteria that needs to be addressed versus simply moving forward for expediency or political reasons?]
	g. Payments to States: what does the FS do in the absence of extended legislation?	OGC, FM, AQM, BLM, LA, partners, County Commissioners	A workable approach to counties to favor SC over TS while maintaining schools and roads		<ul style="list-style-type: none"> o Clarification of Stewardship Contracting "volume" and contributions to the 25% fund is needed.
	h. Agency acts on the SC volume and offerings as small business set-asides	OGC, SBA, FM, AQM	Fed. Reg. action by the Dept		IRTCs are not subject to SB set-asides, IRSCs are.

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	i. Review potential shift from SC tools to a SC program, with funding and direction for restoration.				Timber integrated into program, not driver.
	j. Emphasize role and value of multiparty monitoring.				<ul style="list-style-type: none"> ○ Provide data necessary for policy/process improvements. Information-sharing. Lessons learned. ○ District vs. programmatic information. Project level information. ○ All facets of data: social, administrative... not just biological. ○ Decision documents must reflect monitoring results.
	k. Recognize proficiency levels on various Forests and re-delegate project proposal authority to those Forests that have demonstrated levels of accomplishment.			TBA	<ul style="list-style-type: none"> ○ We need to discuss criteria for this authority.
	l. Address on-going issues associated with bonding.				<ul style="list-style-type: none"> ○ Companies willing to bond forestry operations are limited and/or reduced in number. ○ Additional options? <p>NOTE: . – Issue is “whether bonding companies will bond contracts of the length being discussed in some regions and what exactly it is they are required</p>

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					to bond (performance?; timber?).”
III. Legislative Authorities	a. Address sunset date for authorities		Strategy and info need assessment.		<ul style="list-style-type: none"> o Role for multiparty monitoring—furnishing necessary data.
	b. Resolve cancellation ceiling issues for multi-year contracts.	FM, AQM, BLM, LA, partners	A workable approach that removes the disincentive from F. Supervisors to offer multi-year contracts where infrastructure is lacking		<ul style="list-style-type: none"> o Apache-Sitgreaves, White Mtn. approach, Fremont-Winema Lakeview Sustained Yield IDIQ approach, o need congressional trip in September o DOD has solved their issues... can we learn from them? o Create a FAQ document re: cancellation ceiling. o BLM does not face same issues. They issue IDIQ contracts w/tasks.
	c. Payments to States	AQM assisted by Legislative Affairs rep. – and Stewardship Contracting Coordinator (Tim) Lead Team Member	Continue working on resolution of payment to states	May need more than 1 year.	<ul style="list-style-type: none"> o Clarification of Stewardship Contracting “volume” and contributions to the 25% fund is needed.

Abbreviations

- AQM – Acquisition Management
- AF&PA – American Forests and Paper Association
- BLM – Bureau of Land Management
- CO – Contracting Officer
- FM – Forest Management

DOD – Department of Defense
FAQ – Frequently Asked Question
G&A – Grants & Agreements
IDIQ – Indefinite Delivery Indefinite Quantity
IRSC – Integrated Resource Service Contract
IRTC – Integrated Resource Timber Contract
ITC – Intertribal Timber Council
LA – Legislative affairs (Forest Service staff)
SBA – Small Business Administration
SC – Stewardship Contracting
OGC – Office of General Counsel
TFPA – Tribal Forest Protection Act
TIM – Timber Information Management (database)
TS – Timber Sale
TSA – Timber Sale Accounting