Implementation of Multi-party Monitoring and Evaluation: The USDA Forest Service Stewardship Contracting Pilot Projects

FY 2001

Report to the USDA Forest Service

Prepared by:
The Pinchot Institute for Conservation

Pursuant to the requirements of Subsection (g) of Section 347 of title III of
Section 101(e) of division A of Public Law 105-277

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PINCHOT INSTITUTE FOR CONSERVATION

About the Pinchot Institute for Conservation

Recognized as a leader in forest conservation thought, policy and action, the Pinchot Institute for Conservation was dedicated in 1963 by President John F. Kennedy at Grey Towers National Historic Landmark (Milford, PA) – home of conservation leader Gifford Pinchot. The Institute is an independent nonprofit organization that works collaboratively with all Americans – from federal and state policymakers to citizens in rural communities – to strengthen forest conservation by advancing sustainable forest management, developing conservation leaders, and providing science-based solutions to emerging natural resource issues. Each year, the Pinchot Institute conducts policy research and analysis; convenes and facilitates meetings, workshops, and symposiums; produces educational publications; and provides technical assistance on issues that affect national-level conservation policies and the management of our national forests and other natural resources.

For more information on the Pinchot Institute for Conservation visit www.pinchot.org.

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FORWARD and ACKNOWLEDGEMENTS

This report is the product of the multi-party effort associated with monitoring and evaluating the USDA Forest Service Stewardship Contracting Pilots. Its contents build upon the collective input and information of local, regional and national team members. The Pinchot Institute would like to sincerely thank all of those individuals who have provided timely response to inquiries and contributed in innumerable ways to the production of this document (a full listing of team members and their affiliations can be found in Appendix B).

In particular, the Institute would like to thank the following individuals for their significant contributions:

Christina Cromley, *American Forests*
Carol Daly, *Flathead Economic Policy Center*
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For those interested, several of the reports referenced in this document can be downloaded from the Pinchot Institute website (www.pinchot.org/pic/cbf/pilots.html). All reports have been converted into Adobe Acrobat files (PDF). Hard copies of all documents will be shared upon request. For more information, please contact Andrea Bedell Loucks at andreabedell@pinchot.org.

Reports available On-Line

(1) Individual project criteria packages:
For projects in the Northern Rockies Region visit: www.pinchot.org/pic/cbf/northwest.html
For projects in the Southwest Region visit: www.pinchot.org/pic/cbf/southwest.html
For projects in the Pacific Northwest/Coastal Region visit: www.pinchot.org/pic/cbf/pnw.html
For projects in the Eastern Region visit: www.pinchot.org/pic/cbf/east.html

(2) Regional Team Reports:
Visit: http://www.pinchot.org/pic/cbf/mpme.html#reports

(3) National Team Report:
Visit: http://www.pinchot.org/pic/cbf/mpme.html#reports

(4) Outreach Report:
Visit: www.pinchot.org/pic/cbf/mpme.html#meetings

EXECUTIVE SUMMARY

Section 347 of the FY1999 Omnibus Appropriations Act for Interior and Related Agencies (P.L. 105-277) authorizes the Forest Service to implement up to 28 stewardship contracting pilots, each designed to test new administrative processes and procedures for the agency. Subsection (g) of Section 347 further mandates that the Forest Service report annually to the Appropriations Committees of the U.S. House of Representative and Senate. This report must provide project level information on: 1) the status of efforts; 2) specific accomplishments resulting from implementation; and 3) the role of local communities in developing and implementing the projects. In addition, Subsection (g) also directs the Forest Service to establish a multi-party monitoring and evaluation process capable of assessing the accomplishments and lessons associated with pilot implementation. This report has been prepared to satisfy the requirements set forth by Subsection (g).

During FY 2001, the multi-party monitoring and evaluation program achieved several benchmarks. An introductory workshop was held in January 2001 to familiarize pilot participants with the established monitoring framework and related requirements. Evaluation criteria were also developed and distributed. Regional and National Teams were established during the summer, each having held its first meeting during the autumn months. Outreach sessions were also held to inform and engage national interest and stakeholder groups in monitoring/evaluation efforts. Finally, two new internet resources were established for the program: an on-line listserv and a comprehensive website (www.pinchot.org/pic/cbf/pilots.html).

Criteria packages, which form the foundation for assessing pilot accomplishments and "lessons learned," were collected from nearly all projects by the close of FY 2001. Data contained in these packages provide background information for each pilot (e.g., objectives, location) and quick reviews of project status. According to collected data, approximately 65% of the stewardship pilots have completed the NEPA process and approximately 47% have developed contracts for implementation. Some delays have been experienced in both of these areas, related to several internal and external issues.

The criteria packages also provide an initial review of the expanded authorities, highlighting levels of usage and associated findings. Current pilots are testing the full suite of expanded authorities granted by Congress in Section 347, often applying a combination of authorities to meet desired project objectives. While it may be too early to examine whether the proposed benefits of the expanded authorities are being achieved, this review found that the authorities provide local Forest Service units with more options and greater flexibility in achieving their ecosystem management objectives (e.g., allowing management in low value-high access cost areas, and improving contract and implementation efficiency through bundled activities).

The collected data also provide information on the various strides being made in on-the-ground management activities (e.g., aquatic habitat restoration, terrestrial improvements, hazardous fuels treatment, and road maintenance/rehabilitation), in addition to preliminary benefits to local socio-economic conditions. Because many of the pilots have not yet reached the implementation stage (for a variety of reasons), these data and any associated discussions should be considered preliminary.

Finally, during this review, a variety of common issues and lessons-learned emerged among the pilots. We are hopeful that the information contained herein can serve as a binding loop for learning within the pilot program. By teasing out issues, trends and lessons, new and on-going pilots can begin to learn from one another, potentially avoiding common obstacles and downfalls and empowering those involved in every aspect of project implementation.

1.0 PURPOSE AND OUTLINE OF REPORT

In Section 347 of the FY 1999 Omnibus Appropriations Act for Interior and Related Agencies (P.L. 105-277), Congress granted expanded authorities for the implementation of 28 stewardship pilots by the Forest Service ("Stewardship Contracting Pilot Projects"). Subsection (g) of Section 347 further directs the Forest Service to establish a "multi-party monitoring and evaluation process" capable of assessing the accomplishments and experiences associated with each of the pilot projects. As part of this effort, this report highlights the status, accomplishments, and stories associated with these projects. The information contained in this report is based upon three principle sources: (a) local criteria packages (described in more detail in Section 2.2 and provided as links, referenced in the Forward; (b) regional team reports (provided as links in the Forward); and (c) the National Team Report (also provided as a link in the Forward).

In addition, the report includes a review of nine other stewardship projects operating under traditional authorities. These additional projects are considered here to provide a complete picture of agency accomplishments with regard to stewardship contracting.

***NOTE**: The statistics included in this report are a collection of all pilots (individual records can be found in the attached appendices and in on-line archives). Subsequent progress reports will explore differences between these projects and the benefits that special pilot authorities grant (as applicable).*

Section 338 Projects

Also included in Appendix L, is a summary and overview of those projects authorized by Section 338 of the FY 2001 Appropriations Act for Interior and Related Agencies (P.L. 106-291). Section 338 authorizes the Forest Service to implement up to 28 additional stewardship contracting pilot projects under the same terms and conditions as required in Section 347 of the FY 1999 Omnibus Appropriations Act (P.L. 105-277), as amended by Section 341 of the FY 2000 Appropriations Act for Interior and Related Agencies (P.L. 106-113).

The attached report is a product of the USDA Forest Service (completed December 2001) (Appendix L). The agency completed this report because the review and assessment of Section 338 projects was not included in the scope of work for the Pinchot Institute and its partners during FY 2001. Subsequent multi-party and evaluation efforts and reports will incorporate the review of both Section 347 and Section 338 projects.

2.0 HISTORY OF THE STEWARDSHIP CONTRACTING PILOTS

2.1 A Brief History of Stewardship Contracts

The development of the Forest Service's stewardship contracting pilots resulted from a series of internal and external challenges and issues. Over the past several years, the National Forest Timber Sale Program has experienced momentous changes in program focus, size, and resource availability. In the past, the program's primary objective was to supply fiber to help meet national demands for wood and wood products. However, recent shifts in the program's focus to attend to ecosystem or watershed needs have resulted in the use of timber harvests to achieve a variety of expanded land management objectives (e.g., forest health improvement, wildfire fuel reduction, ecosystem restoration, etc.). At the same time, the Forest Service has experienced a marked decline in program size (annual harvest volumes have fallen from 11 billion board feet (BBF) to less than 4 BBF), while also experiencing compositional changes in the agency's annual offer mix (increased proportions of dead, diseased, and small diameter trees).

Concurrent with these changes, there has been growing recognition that overstocking and other undesirable forest conditions place many National Forests at high risk for wildfire, disease, and insect damage. Recognizing the magnitude of the challenges it faces in restoring these threatened systems, and recognizing the costs associated with meeting them, the Forest Service has been trying to target available funds to those areas most in need. In these attempts, the agency has been hampered by traditional tools and mechanisms (i.e., standard timber sales and service contracts). Standard timber sales are not suitable for

many stewardship projects because of the marginal nature of resultant commercial material (i.e., thinning small diameter or defective/damaged materials). While service contracts are a more appropriate tool, the Forest Service often lacks the necessary appropriated funds to use them to the necessary degree.

This combination of a much diminished timber sale program and deteriorating conditions of resources within the National Forest System have resulted in profound impacts to the economies and social conditions of some rural, resource-dependent communities (particularly in the West). While some of these communities have successfully diversified their economies, there continues to be considerable interest in exploring new and innovative ways that allow the Forest Service and local communities to work more effectively together to solve their mutual problems.

This collection of changes prompted the Forest Service to sponsor a 2-day national scoping session to discuss the evolving obstacles to project implementation, resource sustainability, and economic well-being.[1] As a result of this conference and the on-going interest/concern of local community groups, the Forest Service launched a major reinvention effort in support of stewardship contracting.

What is Stewardship Contracting?

The concept of stewardship contracts began in the 1980s, when land service management contracts were first introduced in response to shrinking federal budgets, reduced personnel, and demands from the public for a broader range of outputs from federal forests and rangeland. These early contracts were designed to create significant savings of public funds through improved contract administration, specification of desired end-results, and the consolidation of multiple stand improvement contracts into one mechanism. Although these contracts were initially developed to facilitate traditional timber management objectives, they soon evolved into a more comprehensive approach, supporting the many tenets and practices defined within ecosystem management. In the 1990s, these early land stewardship contracts broadened to include local small business participation, alternative land management strategies, and locally based planning efforts.

Today, some or all of the following key points can characterize stewardship contracting:

- Broad-based public (community) collaboration;
- Provisions for multi-year, multi-task, end-results oriented activities;
- Comprehensive approach to ecosystem management;
- Improved administrative efficiency and cost to the agency; and
- Creation of a new workforce focused on maintenance and restoration activities.

2.2 Development of the Stewardship Contracting Pilot Program

In the summer of 1997, the Forest Service decided to implement a series of pilot projects to test new ways of doing business. Shortly thereafter, the Deputy Chief of the National Forest System requested that Regional Foresters nominate potential pilot projects. Ultimately, 52 nominations were received. During the fall of 1997, an interdisciplinary team reviewed the nominated projects and recommended that 22 be implemented as pilots.

Congressional interest in stewardship contracting began to grow, stimulated by advocacy efforts of both community-based and industry interests. Eventually, the development of a pilot program to test stewardship contracting procedures was realized by inclusion of Section 347 in the FY 1999 Omnibus Appropriations Act (P.L. 105-277). This legislation provides the Forest Service authorization to implement up to 28 stewardship contracting pilot projects. Specifically, the legislation set forth several new administrative processes and procedures that the Forest Service might test while implementing the pilot projects. The legislative language stated that the agency was granted these new authorities to perform

[1] October 1996- "Improving Administrative Flexibility and Efficiency in the National Forest Timber Sale Program"

services that: (1) would help achieve land management goals on the national forests, and (2) would help meet the needs of local and rural communities.

Specific new processes and procedures identified within the appropriations language included:

- The exchange of goods for services;
- The retention of receipts;
- The designation of timber for cutting by prescription or description;
- The awarding of contracts based on a "best value" basis; and
- Multi-year contracts.

By May 1999, the Forest Service had selected all the projects it intended to undertake as part of the demonstration program, and the pilots were initiated.

In FY 2001 the demonstration program expanded in size with the passage of Section 338 of the FY 2001 Appropriations Act for Interior and Related Agencies (P.L. 106-291). Section 338 authorized the Forest Service to implement up to 28 additional stewardship contracting pilot projects under the same terms and conditions as required in Section 347 of the FY 1999 Omnibus Appropriations Act (P.L. 105-277), as amended by Section 341 of the FY 2000 Appropriations Act for Interior and Related Agencies (P.L. 106-113). In December 2000, the Washington Office, Forest and Rangeland Staff, surveyed the regions to determine the level of interest in continued testing of the new authorities. Ultimately, in March 2001, the interested regions were assigned the number of projects to be undertaken (information on these new projects can be found in the attached report or downloaded from: www.pinchot.org/pic/cbf/mpme.html#reports).

2.3 Monitoring/Evaluation Requirements for the Stewardship Pilots

Subsection (g) of Section 347 directed the Forest Service to establish a "multi-party monitoring and evaluation process" capable of assessing the accomplishments and experiences associated with each of the pilot projects. The concept of multi-party pilot monitoring for the Forest Service was first articulated in August 1999, when the agency published a Notice in the *Federal Register* describing a proposed framework.[2] This framework consisted of essentially two parts: a process for securing multi-party monitoring/evaluation, and a set of criteria for evaluation. A 30-day comment period was provided; however, to ensure ample time for all interested parties to review the proposal, this period was extended for an additional 30 days.

The Forest Service received a number of comments on this initial framework, many of which did not support the proposal because they claimed it did not permit meaningful involvement of all concerned stakeholders at the project level and was, thereby, inconsistent with the true spirit of multi-party monitoring and the intent of Section 347. Subsequently, the agency undertook a systematic analysis of other options suggested in public comments, as well as its original framework. Based on this analysis, the Forest Service concluded that engaging an independent contractor was the preferred alternative - providing for objective and credible monitoring and evaluation.

In late Spring 2000, a formal Request for Proposal (RFP) was distributed to interested bidders. Specifically, the Forest Service sought a contractor who could: design, implement, and manage a multi-party monitoring/evaluation program; formulate and implement a set of criteria for project evaluation; and prepare summary reports on findings. In July 2000, the Pinchot Institute for Conservation was awarded this contract and began the process of designing a framework for multi-party monitoring and evaluation.

2.4 Multi-party Monitoring and Evaluation Framework

The multi-party monitoring and evaluation program established for the Stewardship Contracting Pilots is intended to promote effective and meaningful public involvement, from criteria development

[2] *Federal Register* vol. 64, No. 158. August 17, 1999 (FR44685-44689)

through the implementation phase of monitoring. Several guiding principles have been identified to meet these requirements:

- Collaborative learning.
- Trust building among diverse interests.
- Open and transparent decision making.
- An emphasis on the importance of local processes.
- Identifying and exploring broad-based implications of pilot efforts and lessons learned.

To ensure consistency and to address the needs set forth by the Forest Service and Congress, the program has been established as a three-tiered structure consisting of local, regional, and national multi-party monitoring, evaluation, and assessment teams. These teams are intended to be collaborative units, in which all participants have equal standing and equal weight in decision making. Local citizens are encouraged to participate at every level of the process in order to harness the wealth of expertise and experience within the community. This inclusiveness will hopefully enhance learning and build trust within the community, as well as between communities and the Forest Service, thereby fostering collaborative learning and adaptive management.

Local Teams: The role of the Local Team (LT) is to directly address the needs and concerns of the community and Forest Service related to stewardship pilot activities. These teams are intended to function in an open and transparent process at every level of activity. Each LT is responsible for the collection and analysis of data necessary for project evaluation (through an established criteria package, Appendix A). In addition, each LT is responsible for the development of site-specific monitoring methods and activity schedules. Each LT, within broad constraints, is free to establish its own structure and operating procedures (e.g., securing membership, with no limit to size or guidance on meeting frequency - other than meeting, at minimum, twice per year). Such freedom is designed to reflect site-specific conditions and a respect for locally-led efforts. Following implementation of project activities, LTs will be relied upon to make sound judgments and conclusions on their analyzed data and provide bi-annual reports to the relevant regional monitoring and evaluation team.

Regional Teams: Four regional monitoring and evaluation teams comprise the second level of the three-tiered assessment. These regions are: Northern Rockies, Southwest, Pacific Northwest/Coastal, and East. Regional Teams (RTs) are multi-party and broadly inclusive and are designed to interact with LTs within their respective regions (sometimes sharing members). The RTs are responsible for the synthesis of data from the LTs and for analyzing the outcome of pilot efforts on a regional scale (i.e., the influence of geography, ecosystem functions, particular economic or social conditions, and the role of communities in the development of contract plans). The RTs are also responsible for investigating administrative impacts related to the pilots.

National Team: A National Team (NT) is responsible for assessing the program from a national perspective, summarizing and evaluating information on: (1) the status of development, execution, and administration of authorized contracts; (2) specific accomplishments resulting from efforts; and (3) the role of local communities in the development of contract plans. Furthermore, the NT provides an assessment of national stewardship issues such as national forest policy, linkages to local-regional-national interests, and improvements in agency accountability. The NT, with significant input from both the LTs and RTs, is responsible for assessing the effectiveness of the authorities tested through the pilots and their potential value to the Forest Service. The NT also identifies and evaluates important "lessons learned" from the pilots, including obstacles and barriers to the project implementation.

In addition to this team framework, specific roles and responsibilities have been established for the Pinchot Institute and its subcontracted partners. As mentioned, the Pinchot Institute for Conservation is the lead contractor for development and implementation of multi-party monitoring and evaluation efforts. In addition, the Institute provides technical assistance to those projects located in the East. Each of the subcontracted partners (e.g., the Flathead Economic Policy Center (Columbia Falls, MT), the Montezuma

County Federal Lands Program (Cohone, CO), and the Watershed Research and Training Center (Hayfork, CA)) provide technical assistance and general program guidance to those local teams within their specific geographic region. Additional responsibilities of these organizations include:

- Ensure nationwide consistency in the collection and reporting of information.
- Evaluate and make recommendations to the contractor (Pinchot Institute) regarding local requests for funding in support of monitoring/evaluation.
- Plan, schedule, and facilitate regional technical assistance and "lessons learned" meetings for local teams, as necessary.
- Provide other assistance and/or input to the monitoring and evaluation process.

In addition, American Forests has sub-contracted with the Pinchot Institute to assist with the analysis of national policy issues and to develop informational materials and events to proactively engage distant stakeholders in stewardship pilot efforts and "lessons learned" symposia.

3.0 MONITORING/EVALUTION PROGRESS

3.1 Introductory Workshop

An introductory workshop on multi-party monitoring and evaluation efforts took place in Lakewood, CO from January 22-24, 2001. A total of 75 project members (including agency and community cooperators) were involved. While focused on the primary objective of increasing levels of understanding related to the multi-party monitoring and evaluation process, the workshop offered invaluable opportunities for candid discussions pertaining to various obstacles and innovative procedures existing within the various projects. Additionally, through the use of structured break-away sessions, participants helped identify chief concerns and issues related to project design/implementation and developed applicable criteria for future evaluation.

The three-day workshop concluded with a brief recap of "next step" activities, which included guidance on the formation of local teams (project level monitoring/evaluation teams), nominations for regional and national team members, and various expanded communication strategies. A copy of the proceedings from this event can be downloaded at: www.pinchot.org/pic/cbf/mpme.html#meetings

3.2 Criteria Development and Data Collection

During the January 2001 Introductory Workshop, structured breakout sessions were used to offer participants an opportunity to suggest and refine appropriate criteria for project/program evaluation (working from the baseline criteria framed within the *Federal Register* notice).[3] Participants were divided up into "teams" of approximately 8-10 individuals and asked to discuss anticipated lessons resulting from the pilot efforts and what types of data were needed for effective evaluation.

Through these early group discussions, a set of potential criteria emerged, which was weighted and further assessed by the Pinchot Institute and its partners. A final list of criteria was issued, following a 30-day comment period among pilot coordinators and interests, and incorporated into an electronic "package" for use by pilot coordinators and partner groups (Appendix A). These criteria represent a standardized set of questions that each of the local monitoring and evaluation teams is expected to respond to. The results from these criteria packages form the foundation for assessing the accomplishments and "lessons" learned, while also providing important information for preparing required reports. Data fields include general project background, measures of status and administrative efficiency, accomplishments, impacts to local economies and communities, and overall evaluation determinants

[3] These initial criteria appeared within *Federal Register* Vol. 64, No. 158, August 17 1999 (FR 44685-44689).

Local team members and pilot coordinators were provided criteria packages in April 2001 and requested to complete them to the best of their ability by the close of the fiscal year. Of the 37 projects cooperating in the FY 2001 monitoring/evaluation program, 32 returned completed criteria packages (Response Rate for Section 347 pilots: 92.9%; Response Rate for non-Section 347 pilots: 66.7%).

3.3 Regional Team Developments and Meetings

Initial regional team concepts, roles, and structure developments began during the Introductory Workshop. Participants were divided into regional groups and asked to nominate individuals or organizations for team participation. In addition, potential team members were gleaned from the initial pilot surveys completed in August/ September 2000 (see "FY 2000 Progress Report" at www.pinchot.org/pic/cbf/mpme.html#reports). Technical assistance providers within each region followed up with nominated individuals for commitment, while also recruiting other stakeholders to ensure full diversity of interests. Full lists of team members and their affiliations can be found in Appendix B. These teams are each being facilitated by independent facilitators, who were selected based on public nomination, regional knowledge, and organizational capability. The names and affiliations of these facilitators are also provided in Appendix B.

Two Regional Teams met during FY 2001. The Southwest Regional Team met on September 17, 2001 in Denver, CO. This meeting combined a series of objectives, including bolstering relationships, process overviews, and regional analyses of current stewardship pilots. The Northern Rockies Regional Team met on September 19-20, 2001 in Priest Lake/Coolin, ID. This meeting incorporated program objectives, defining "local," public involvement procedures, overview/discussion of the criteria package, and regional analysis framework.

The two remaining Regional Teams were unable to hold their initial meetings in FY 2001 due to a variety of unforeseen circumstances. The Eastern Regional Team was scheduled to meet September 20-21, 2001, but due to circumstances surrounding the events of September 11th, the meeting was rescheduled for October 30-November 1, 2001. All logistical and meeting development items were completed prior to the original dates. The Pacific Northwest/Coastal Team meeting was impacted by the FY 2001 fire season. Despite resulting delays, the team recruited its members, established a Steering Committee, and shared background material pertinent to the project. The Steering Committee of the Pacific Northwest/Coastal Regional Team met on October 1, 2001 to discuss the status of the Team and to develop its objectives for the first team meeting in Klamath Falls, OR (November 5-6, 2001). Both of these teams met during FY 2002, at specified dates and locations.

NOTE: ***Proceedings and reports resulting from these meetings can be found at: www.pinchot.org/pic/cbf/mpme.html***

3.4 National Team Development and Meeting

As with the Regional Teams, National Team formation began during the Introductory Workshop. Nominations for membership were culled from participant suggestions, results from the August/September 2000 survey, and independent inquiry. The Pinchot Institute for Conservation solicited interest and final committal of nominated individuals. The final list of team members in FY 2001 and their affiliations can be found in Appendix B.

The first meeting of the National Team took place on September 4-5, 2001 in Franconia, NH. In accordance with the framework established for the multi-party monitoring and evaluation process, the National Team focused on five specific tasks during the meeting: (1) raise team awareness of the pilot program, monitoring requirements, and team responsibilities, (2) discuss the current criteria package and identify key issues for team focus and/or further research, (3) develop a clear process for national evaluation of the program, (4) develop a clear communication plan for others involved in the multi-party monitoring and evaluation process and outside interests, and (5) Discuss the potential for team membership enhancement. Proceedings from this meeting can be found at:
www.pinchot.org/pic/cbf/mpme.html#meetings

3.5 Outreach Event

On July 16-17, 2001, American Forests, in conjunction with the Pinchot Institute, held three public outreach sessions with the purpose of: 1) providing information about the Forest Service Stewardship Contracting Pilots and the multi-party monitoring process; 2) reaching out to and engaging national interest groups and stakeholders; and 3) listening to, recording, and responding to questions and concerns about the pilots and the multi-party monitoring process. These sessions included outreach to U.S. House of Representatives staff, U.S. Senate staff, and interest groups/concerned stakeholders.

The outreach sessions included a series of presentations, with supplemental time for questions and discussion of concerns. These presentations included an overview of the stewardship contracting pilot program and the multi-party monitoring process, on-the-ground perspectives of the contracting pilots and the multi-party monitoring process (presented by practitioners and agency personnel), and an overview of concerns of several national environmental groups. In addition, written input was requested from individuals and organizations unable to attend the outreach events. These forms asked interested parties to identify their concerns related to both the pilots and the multi-party process being used to monitor/evaluate them.

Discussions and issues the emerged during these outreach events were captured in a comprehensive report that can be downloaded at www.pinchot.org/pic/cbf/mpme.html#meetings

3.6 Internet Resource

To assist with information sharing among pilot coordinators, collaborators and the general public, the Pinchot Institute has organized and/or developed a series of on-line information resources. In May 2001, an on-line listserv was established to assist with information sharing among participants (http://www.topica.com/lists/pilots_monitoring/read). Though the listserv has not witnessed a tremendous amount of traffic since its creation, it is anticipated that activity will increase with time.

In addition, the Pinchot Institute has designed a customized website related to the Stewardship Contracting Pilots. The website includes general information on the history of stewardship contracting and the pilot program, in addition to specific information related to multi-party monitoring and evaluation efforts. This resource is hosted on the Pinchot Institute website (www.pinchot.org/pic/cbf/pilots.html).

4.0 PROJECT ADMINISTRATION AND STATUS

4.1 Overview

Subsection (g) of Section 347 mandates the Forest Service to report annually to the Appropriations Committees of the U.S. House of Representatives and Senate on specific issues, the first of which is project administration and efforts made to achieve efficiency and effectiveness of implementation. It should not be surprising that the development and implementation of these projects have taken time given their experimental nature. Nevertheless, these early project stages affect our ability to fully assess program effectiveness and efficiencies. It is anticipated that as more stewardship contracts and multi-party efforts ensue and involved parties become more comfortable with associated procedures and processes, the efficiency and effective results of project administration and implementation will become clearer.

NOTE: Estimates and statistics provided in this section are based solely upon those projects that submitted completed criteria packages by September 30, 2001 (32 responses, in total).

4.2 Project Objectives

Each pilot has specified its objectives behind project implementation (Appendix C). Following the tenets of general land stewardship contracting, nearly all projects have an ecological foundation surrounded by broad goals that focus on achieving desired on-the-ground results rather than on product extraction. In most instances, projects have identified multiple objectives, illustrating the comprehensive nature of ecosystem management and land stewardship contracting. The most common objectives noted in criteria packages include:

- Wildlife habitat improvement.
- Forest health improvement.
- Improvement in forest structure (i.e., density, stocking, community composition, condition, etc.) and overall biological diversity.
- Watershed restoration (e.g., improvements in water quality, streams, riparian areas, aquatic habitat, soils, etc.).
- Environmental education.
- Fire hazard reduction.
- Insect/disease hazard reduction.
- Improvement in recreational opportunities.
- Improvement in viewsheds and aesthetics.
- Local community development (e.g., increased employment opportunities, public involvement in project implementation).
- Development of innovative markets and processing of forest products.

4.3 Project Location and Size

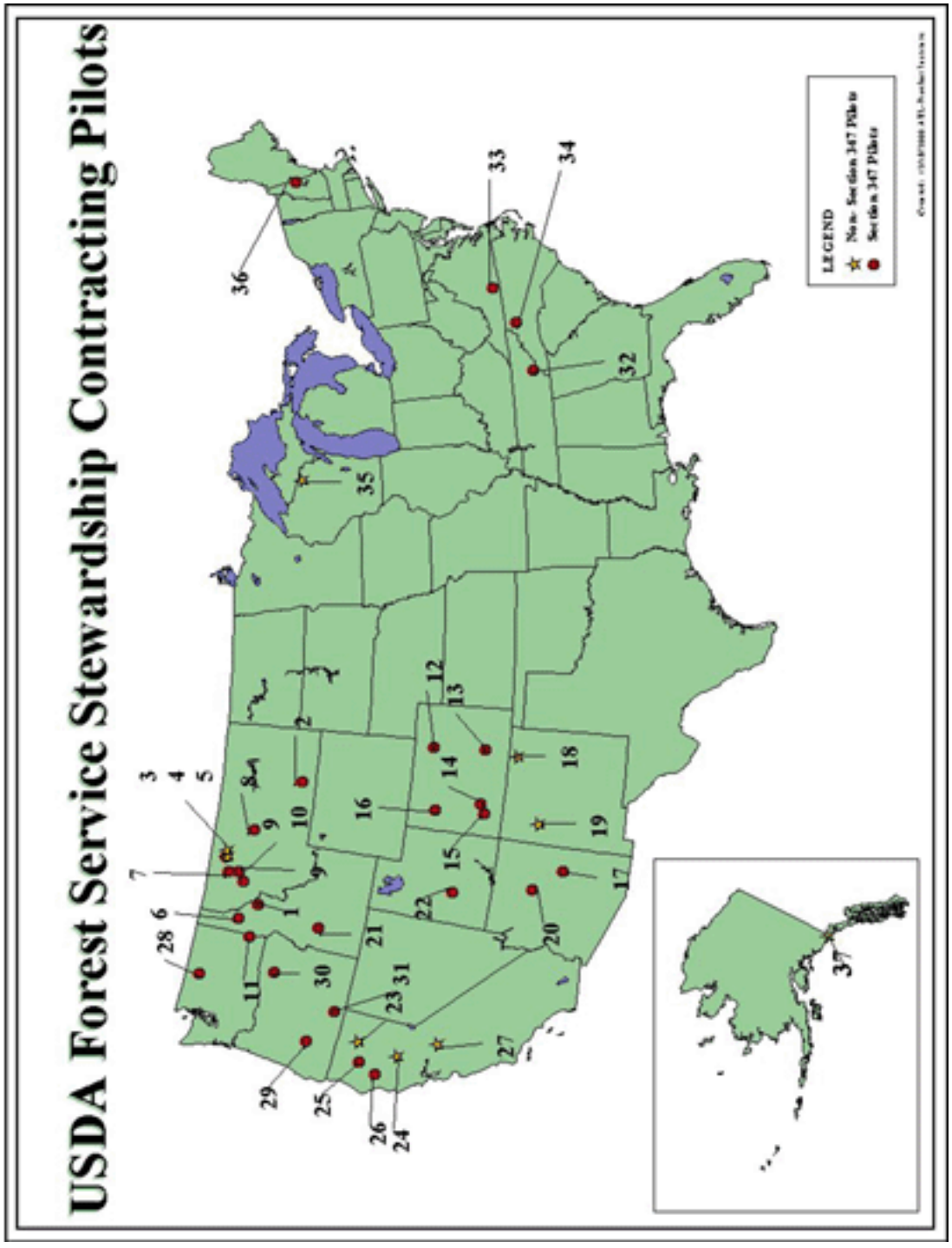
Thirty-seven (37) stewardship contracting pilots are currently being implemented across the United States.[4] These pilots are widely distributed geographically (Figure 1). Every Forest Service administrative region has at least one pilot. The specific distributions are: eleven (11) projects in Region 1 (Northern); five (5) projects in Region 2 (Rocky Mountain); four (4) projects in Region 3 (Southwest); two (2) projects in Region 4 (Intermountain); five (5) projects in Region 5 (Pacific Southwest); four (4) projects in Region 6 (Pacific Northwest); three (3) projects in Region 8 (Southern); two (2) project in Region 9 (Eastern); and one (1) project in Region 10 (Alaska).

The geographic dispersion of pilot projects is also reflected in their distribution by state. A total of 15 states have stewardship pilots. The specific mix includes: eight (8) projects in Montana; five (5) in Colorado and California; four (4) projects in Idaho; three (3) projects in Oregon; two (2) projects each in Arizona and New Mexico; and one (1) project each in New Hampshire, North Carolina, Tennessee, Utah, Virginia, Washington, and Alaska.

A total of 32 National Forests have stewardship contracting pilot projects. Several Forests support more than one pilot (Section 347 and other)- the Flathead National Forest in Region 1 (one Section 347 pilot, and two non-Section 347 pilots), the Lolo National Forest in Region 1 (two Section 347 pilots), the Arapaho-Roosevelt National Forest in Region 2 (two Section 347 pilots), and the San Juan National Forest in Region 2 (two Section 347 pilots).

Within the Stewardship Contracting Pilot Program, the Forest Service and its partners and contractors anticipate treating approximately 669,683 acres (Appendix C). Based on provided data, the average project area is 20,928 acres, with the largest project area incorporating 180,000 acres and the smallest consisting of 20 acres.

[4] As noted earlier, the Forest Service is implementing nine (9) pilot projects that do not utilize the special authorities granted by Section 347, in addition to 28 stewardship contracting pilots. To help with initial discussions, all projects (Section 347 and others) are included in the following reviews and statistics.


USDA Forest Service Stewardship Contracting Pilots
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Section 347 Pilots
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Map Legend

	Project Name	*Administrative Unit*
Region 1- Northern		
1	North Fork Big Game Restoration	Clearwater NF
2	Three Mile Restoration	Custer NF
3	Paint Emery Stewardsip	Flathead NF
4	Upper Swan- Condon	Flathead NF
5	Flathead Forestry	Flathead NF
6	Priest Pend Oreille Stewardship	Idaho Panhandle NF
7	Yaak Community Stewardship	Kootenai NF
8	Dry Wolf Stewardship	Lewis & Clark NF
9	Clearwater Stewardship	Lolo NF
10	Knox-Brooks Stewardship	Lolo National Forest
11	Meadow Face Stewardship	Nez Perce NF
Region 2- Rocky Mountain		
12	Winiger Ridge Restoration	Arapaho-Roosevelt NF
13	Mt. Evans Collaborative Stewardship	Arapaho-Roosevelt NF
14	Southwest Ecosystem Stewardship	San Juan/Rio Grande NF
15	Beaver Meadows Restoration	San Juan/Rio Grande NF
16	Upper Blue Stewardship	White River NF
Region 3- Southwestern		
17	Cottonwood/Sundown Watershed	Apache-Sitgreaves NF
18	Picuris/Las Truchas Stewardship	Carson NF
19	Red Canyon CCC	Cibola NF
20	Grand Canyon Stewardship	Coconino NF
Region 4- Intermountain		
21	North Kennedy Forest Health	Boise NF
22	Monroe Mountain Restoration	Fishlake NF
Region 5- Pacific Southwest		
23	Four-mile Thinning	Modoc NF
24	Maidu Stewardship	Plumas NF
25	Grassy Flats	Shasta-Trinity NF
26	Pilot Creek Ecosystem Mgt.	Six Rivers NF
27	Granite Watershed	Stanislaus NF
Region 6- Pacific Northwest		
28	Littlehorn Wild Sheep Habitat	Colville NF
29	Upper Glade LMSC	Rogue River NF
30	Baker City Watershed	Wallowa-Whitman NF
31	Antelope Pilot	Winema NF
Region 8- Southern		
32	Nolichucky-Unaka Stewardship	Cherokee NF
33	Contract Logging/Stewardship	Washington/Jefferson NF
34	Wayah Contract Logging	National Forests of NC
Region 9- Eastern		
35	Lake Owen Forest Restoration	Chequamegon-Nicolet NF
36	Forest Discovery Trail	White Mountain NF
Region 10- Alaska		
37	Kosciusko Commercial Thinning	Tongass NF

4.4 Process Review: NEPA

Currently, 21 (65.6%) stewardship contracting pilots have completed the NEPA process (Table 4.1 and Appendix D). Of these projects, two completed NEPA in 1995, two in 1997, three in 1998, five in 1999, four in 2000 and three in 2001. Two pilots that have completed NEPA failed to provide completion dates.

Table 4.1 Project Status: NEPA

Activity	No. of Projects	
	Section 347	*Non-Section 347*
NEPA Complete	17	4
NEPA Incomplete	9	2
Incidents of Appeals	7	1
Incidents of Litigation	2	0

For many of the projects, completing required NEPA or consultation processes delayed project planning/implementation and use of funds. Five (5) projects identified NEPA requirements as the primary reason behind project delays, while four (4) projects identified required consultations as the primary factor behind delays. Some projects noted that the incorporation of stewardship contracts into the NEPA analysis did not have any effect on the analysis or timeline for completing the analysis (11 projects reported no delays). Eleven projects have yet to complete NEPA.

Eight (25%) projects have encountered an appeal or are facing litigation. While in some instances, individual pilots and associated activities are not specifically at issue, the demonstration area covered by the environmental analysis may be facing the appeal or litigation. For the majority of these cases, involved parties include environmental organizations seeking to eliminate commercial logging on national forests (e.g., the Ecology Center, Alliance for the Wild Rockies, American Wildlands, Sierra Club, Forest Guardians, etc.). While some projects reported extensive delays associated with the appeal process, some pilots indicated no related delays (Paint Emery Stewardship, Granite Watershed, and Baker City Watershed). And whereas most of these incidents have been affirmed, some lawsuits are still on-going (e.g., Monroe Mountain Restoration, with lawsuit from the Utah Environmental Congress).

4.5 Process Review: Contracting

Approximately 15 (46.9%) projects have developed contracts, and 12 (37.5%) projects have been awarded to successful bidders (Appendix E). Seventeen (53.1%) projects indicated that no activity has taken place with regard to contracts.

The types of contracts being used by the pilots vary among the projects (Table 4.2):

Table 4.2 Types of Contracts Used in Pilots

Activity	No. of Projects Using	
	Section 347	*Non-Section 347*
Timber Sale	1	2
Service Contract	5	2
Timber Sale w/ Embedded Service Contract	4	0
Service Contract w/ Embedded Timber Sale	4	2
Agreements	3	0
Other (1)	4	2

(1) Some projects (4, in total) are also using other mechanisms, such as "delivered log contracts' construction contracts with embedded timber sales, firewood permits, and NEPA task orders.

Of the 24 projects that identified the type of contract used to implement individual projects, the majority are utilizing a single contract for all project activities (19 in total). In contrast, five (5) projects are utilizing more than one contract mechanism within the same project. In some instances, these contracts include a mixture of traditional timber sales or service contracts with agreements or firewood permits.

In general, the majority of pilots are utilizing bundled contracts to facilitate the contracting process associated with multi-objective and multi-task projects (e.g., timber sales with embedded service contracts or service contracts with embedded timber sales). Numerous pilots reported that a single contract incorporating multiple tasks helps reduce the number of contracts to prepare, advertise and award, thereby boosting efficiency. Other coordinators noted that the use of bundled contracts allowed:

- more comprehensive ecosystem treatments;
- fewer entries onto a site (since multiple activities can be conducted during a single entry), thus less adverse impact to the landscape;
- reduction in overall contract development and administration expense for the Forest Service;
- opportunities for contractors to expand the range of their services and achieve economies of scale, thereby becoming more versatile and resilient; and
- the creation of opportunities for multi-skilled forest workers to work longer periods of time on projects closer to home, thereby reducing time spent away from family and community.

Whereas these bundled activities result in multiple benefits to the agency, experience has shown that some prospective contractors have been uncomfortable with bidding on contracts that bundle familiar work requests with one or more bid items outside of their area of expertise. In some instances, the agency received few bids or very high bids for particular RFPs because the contract did not contain enough value to pay for the service request or because initial specifications were confusing or contradictory. To identify some of these contractor concerns, some projects have conducted "market surveys" of potential bidders (Paint Emery Stewardship Demonstration, Flathead National Forest). The results suggest that bundling a large number of activities into a single contract may deter some potential bidders. Furthermore, it appears that RFPs may be more successful when specific tasks are omitted from the scope of work (e.g., tree planting and prescribed burning). "[The] *market survey told us that to include the diversity of work items we originally had, each item must be large enough to attract a subcontractor for that specialty to mobilize and accomplish the job*" (Paint Emery). These preliminary results require further evaluation. It may be that by including the contracting community in the initial design process, a transition from a single service workforce to one that supports multiple service providers may be facilitated.

In addition to innovative contracts, some projects are also pursuing the use of agreements with state agencies and tribal governments to implement portions of projects (particularly for surveys, inventory and design elements). Agreements are also being used to secure outside funding for projects from tribal governments and special interests.

4.6 Funding and Costs Overview

Individual projects also provided information on funding sources and the adequacy of these funds to support planning, implementation and monitoring efforts. Because the Forest Service does not have standardized methods for recognizing and accounting revenues and expenses from a project basis (particularly segregated funds/costs), the majority of figures provided are best estimates. This widespread use of estimates is problematic, and may indicate a need to look more closely at the type of records being kept and the need for greater assistance in reporting.

Funding

Sources of funding for stewardship pilots include Congressional appropriations, retention of receipts, the exchange of goods for services, and contributions (Appendix F). While the data provided is fairly incomplete (some projects, while filing criteria packages, failed to fill in the funding sections in sufficient detail), we can begin to detect minor trends in funding sources. For example, based on provided

information, 25 (78%) pilots have received appropriated dollars to help fund their activities. While different for each project, the average appropriation is estimated at $332,225 (over the life of the project), with a minimum estimate at $3,500 and a maximum estimate at $1.79 million. Total amount of appropriations provided to implement these projects to date is estimated at $8,036,380 (Table 4.3).

Approximately 11 (34%) projects are relying on the exchange of goods for services to finance projects. Average value exchanged for services (based upon response) is estimated at $209,295, with a range of $570/project to a maximum of $1.04 million/project. Since 1999, a total of $2,302,243 has been provided to support implementation through "Goods for Services" (Table 4.3).

Two (6%) projects have utilized receipt retention for project support (total of receipts retained, to date, is estimated at $712,289) (Table 4.3). On average, receipt retention has been valued at $356,145,with a minimum estimate of $8,000 and a maximum estimate of $704,000. Cooperators are also providing considerable support to these projects, including both in-kind and cash support. Twelve (37.5%) pilots are receiving contributions from their community members or stakeholder interests (total contributions by cooperators, to date, is estimated at $1,123,942) (Table 4.3). On average, these groups are providing approximately $96,662 per project, with the minimum contribution of $2,900 and the maximum contribution of $546,000.

Table 4.3 Funding Overview

Funding Source	**No. of Projects Using**		**Amount**			
	Section 347	*Non-Section 347*	*Average per project*	*Minimum Reported*	*Maximum Reported*	*Total Reported (since 1999)*
Forest Service Appropriations	22	3	$ 332,225.00	$ 3,500.00	$1.79 million	$ 8,306,380.00
Product Exchanged for Services	11	0	$ 209,925.00	$ 570.00	$1.04 million	$ 2,302,243.00
Receipts Retained	2	0	$ 356,145.00	$ 8,000.00	$704,000.00	$ 712,289.00
Cooperator Contribution	10	2	$ 96,662.00	$ 2,900.00	$546,000.00	$ 1,123,942.00

These figures imply that approximately $12,444,854 in funding has been provided to date to implement these projects.

Costs

The average estimated project cost is $711,950 over the life of the project (i.e., not necessarily incurred at present, but projected), with individual projects ranging in cost from $13,200 to $7.1 million each (Appendix G). As with funding estimates, cost figures for the pilots are subjective (i.e., pilot coordinators estimated overall project costs in business plans, which may or may not have incorporated all cost categories we intended to measure). However, cursory reviews of FY 2001 data may help identify which cost parameters are higher for projects and where potential problems or obstacles may arise (Table 4.4).

Table 4.4 Costs Overview

Cost Category	**Amount**		
	Average per project	*Minimum Reported*	*Maximum Reported*
Planning/NEPA (n=23)	$ 187,394.00	$ 2,500.00	$ 824,000.00
Contract/Sale Preparation (n=21)	$ 80,927.00	$ 1,500.00	$ 455,000.00
Contract/Sale Administration (n=11)	$ 12,744.00	$ 500.00	$ 67,000.00
Service Contract (n=11)	$ 227,918.00	$ 5,837.00	$1.55 million
Citizen Involvement (n=14)	$ 18,491.00	$ 500.00	$ 50,000.00
Monitoring/Evaluation (n=15)	$ 7,762.00	$ 220.00	$ 28,800.00

5.0 REVIEW OF EXPANDED AUTHORITIES

5.1 Overview

Congress granted the Forest Service authority under Section 347 to test a series of new or expanded authorities. The hope was that these new authorities would help the agency:

- undertake comprehensive ecosystem treatments in areas where traditional contract mechanisms are insufficient to complete the necessary work;
- combine ecosystem management activities into one contract, resulting in fewer entries into a site and a reduction in adverse environmental impacts;
- increase administrative efficiency and reduce overall costs of contract development and administration; and
- increase opportunities for contractors to expand their range of skills and services and achieve economies of scale.

In general, the stewardship pilots are utilizing the full suite of available authorities for project implementation (Appendix H). The following subsections describe each authority, highlight its level of usage, and present preliminary findings as to its usefulness.

Note: As with Section 4.0, the statistics referred to in this review refer only to those projects that submitted criteria responses and are authorized to use these expanded authorities (Total number of applicable pilots: 27).

5.2 Exchange of Goods for Services

Of the new administrative processes and procedures that Congress authorized the Forest Service to test, the one that will be most extensively evaluated is the exchange of goods for services. Nearly all of the existing pilots anticipate using this authority (96% or 26 pilots). The exchange of goods for services effectively extends the value of appropriated funds available to help carry out needed ecosystem restoration, maintenance, and improvement activities. This extension occurs by virtue of the fact that some or all of the value of commercial timber products being sold can be used to offset the cost of performing desired stewardship/ecosystem services. This authority also allows for the "bundling" of activities, such as a timber sale and restoration activities, within a single contract.

The potential benefits from this authority include:

- more comprehensive ecosystem treatment;
- a cost-effective means of reducing hazardous fuels;
- a reduction in the number of entries needed into an area, therefore causing fewer adverse impacts on the site's ecology;
- a reduction in the administrative costs of contract preparation and development (although this reduction may be off-set initially by the time needed to develop new contract forms and training); and
- an augmentation of appropriations that allows for the timely implementation of stewardship services (more quickly than if such activities relied on only annual appropriations).

The majority of pilot projects are using this authority to achieve important stewardship objectives that require the removal of low-value forest material that would otherwise not be feasible or cost-effective to remove. For instance, prior to pilot development, several projects attempted to remove low-value forest material through traditional timber sale contracts but received no bids due the nature of the material or the inaccessibility of the sites (cost of removal was greater than value of products removed). As one field report succinctly summarized, *"[Goods for Services] was …very useful when dealing with high cost, low production and low-valued material in high need areas."* Another stated that*," the ability to exchange*

goods for services is a very positive tool for the land management planner to add to the toolbox. It gives other options for treatments that the government has not had in the past."

It is unclear at this point whether the use of this authority is resulting in reduced administrative costs because of the need to implement new administrative processes and training for contract development.

5.3 Receipt Retention

Among the pilots, 10 (37%) are testing receipt retention. Through receipt retention, portions of proceeds from the sale of commercial products can be retained at the local level to fund other non-revenue producing activities, however they must be reinvested in the specific pilot project that generated them or by another approved pilot project. Historically, the agency has had limited authority to retain receipts through the various Forest Service trust funds (e.g., Knutson-Vandenberg Fund, the Brush Disposal Fund, and the Salvage Sale Fund). However, in nearly all of these instances, funds from these accounts must be re-applied to those project areas from which commercial material has been extracted and any remaining funds must be returned to the National Forest Fund of the Federal Treasury for future Congressional appropriation.

The potential benefits for receipt retention include:

- the ability to reinvest generated revenues directly back into a given project;
- increased local flexibility in determining how generated revenues can be used; and
- an augmentation of appropriations that allows for the timely implementation of stewardship services (more quickly than if such activities relied on only annual appropriations).

Currently, only one project at the implementation stage (Paint Emery Demonstration Project, Flathead National Forest) is testing Retention of Receipts. They are using separate contracts to complete the service work and to sell the logs - a process they have called "separating the logger from the logs" or a "delivered log" contract. Winiger Ridge Forest Health Restoration Project (Arapaho-Roosevelt National Forest) discontinued use of this authority because the value of the material removed was too low to retain (or generate) receipts.

5.4 Designation by Description or Prescription

Designation by Description or Prescription offers a potential way to reduce sale preparation costs and to more fully apply the concept of end-results contracting. Twenty-one (78%) pilots are testing Designation by Description or Prescription. Traditionally, the designation, marking, and supervision of timber harvesting activities are conducted by federal employees or service contractors who have no tie to the timber sale, thereby ensuring the accountability for products sold by the government. Under the expanded authority, land managers can provide prescriptions or area designations that clearly describe the silvicultural objective or desired "end results" in replace of federal designation and marking. It should be noted that Designation by Description has been used in the past under very strict silvicultural prescriptions (e.g., in areas designated for clearcuts, by specific species, by live versus dead material, or by basal area). Because of this historical link to more aggressive management techniques (e.g., clearcuts), some members of the public have expressed concern over how to assure purchaser discretion in selecting material to be cut and the proper control of removed product .

The advantages of using this authority are:

- a reduction in administrative costs (particularly in sales preparation) because each tree does not have to be designated and marked; and
- an increased flexibility in area management because the prescriptions for the harvesting of an area can incorporate a wide variety of specifications or treatment options.

Pilot projects have reported that use of this authority results in cost savings because they do not need to spend time individually marking trees. In addition, the ability to specify "end results" in an area has allowed them to implement a more comprehensive management regime. However, the authority has deterred some potential contractors because it leaves vagueness in the amount of work to be done and volume removed. As a result, contractors working on timber removal/stand treatment under this authority have required more coaching to develop their detailed logging plans - a cost not initially anticipated.

5.5 Best-value Contracting

Seventeen (63%) pilots are testing the application of best-value contracting. Best-value purchasing allows the Forest Service to use other factors, in addition to price, when making decisions on the award of contracts. These other factors include: past performance of the contractor, work quality, delivery, and experience. In making award decisions, the Forest Service may, among other techniques, compare offers and hold discussions and negotiations with bidders, and may make awards to a more qualified firm at a higher price. As a result, those vendors who have performed well in the past, provided quality work, complied with wage requirements, and have high standards of workmanship will have a competitive advantage. Best value has traditionally been used in procurement or service contracts. However, prior to the stewardship pilots, the use of best-value criteria selection for timber sales had been restricted.

The potential advantages of using Best Value Contracts include:

- greater flexibility in designing contracts that achieve comprehensive ecosystem objectives;
- the ability to attract and utilize firms with good or excellent "track records"; and
- the ability to utilize local and small businesses, thereby stimulating the rural economy where work is located.

Pilot projects implementing Best Value Contracting have indicated that the ability to negotiate "*was critical, allowing the government to receive more value for the goods received."* In addition, it has provided a common understanding of what was needed and what could be provided, in a way that could not be described otherwise. Because technical review teams and Forest Service contracting officers must have adequate information about the contractor and his/her proposed work plan, the requirement for very detailed technical proposals in response to RFPs has deterred some potential bidders.

5.6 Multi-year Contracts

Thirteen (48%) pilots are utilizing multi-year contracts. Among the desired goals of stewardship projects is the ability to engage contractors in long-term management services. It has been theorized that operators who provide services within a given management area over a long period are likely to develop a stronger sense of stewardship for that area. Additionally, the use of multi-year contracts may help provide more stability for the contractor, as well as administrative continuity for the Forest Service contract supervisor.[5] Historically, both timber sales and service contracts operated under specific time limitations. Whereas both can extend beyond the Appropriations period during which they were initiated, the National Forest Management Act limits the length of timber sale contracts to 10 years (and restocking efforts in five years) and annual Congressional appropriations limit the length of service contracts. Unlike multiple year contracts, which require the Forest Service to exercise an option for each designated project year, multi-year contracts allow the purchase of more than one year's requirement of product or service only at the onset of the project.

The potential benefits for using this authority are:

- a decrease in the administrative costs associated with contract preparation and funding;
- better overall consistency of field work; and

[5] Ringgold, 1999. Land Stewardship Contracting in the National Forests: A Community Guide to Existing Authorities.

- greater ability to attract a wider and more diverse pool of bids.

Very few pilot projects have reached a stage in their implementation to assess the use of this authority.

6.0 PROJECT ACCOMPLISHMENTS

***NOTE:** As mentioned in previous sections, the estimates and statistics provided here are based solely upon those projects that submitted completed criteria packages by September 30, 2001 (32 responses, in total - unless otherwise stated).*

6.1 Planned Activities and Accomplishments

To date, most project accomplishments have been in the planning and procedural aspects of the pilots (e.g., completing NEPA analysis, developing hybrid contracting instruments and procedures, selecting contractors, and involving community members). However, significant strides have been made in planning for, and in some instances beginning, various management activities (e.g., aquatic habitat restoration, terrestrial improvements, hazardous fuel treatments, and road maintenance/rehabilitation) (Appendix I). When reviewing estimates of on-the-ground accomplishments, one should not interpret minimal acres treated as a negative indicator. Because of the innovative nature of these projects (due to new contract authorities and the increased role for public involvement) and the inherent learning curves associated with innovation, it is anticipated that these figures will increase in subsequent years.

Aquatic Habitat/Water Quality Restoration

Several of the pilots are focusing on improving watershed health, aquatic habitat, and riparian corridors (Table 6.1 and Appendix I). Based on FY 2001 data, a total of 6 (19%) projects have identified stream restoration as a key management objective. A total of 5 (16%) projects will replace failed or failing culverts in project areas, and 4 (9%) projects will completely remove culverts. Seven (22%) projects will involve rehabilitating or restoring riparian areas.

Table 6.1 Aquatic Habitat and Water Quality Restoration

Activity	No. of Projects Planning		Accomplishments (thru FY2001)	
	Section 347	*Non-Section 347*	*Section 347*	*Non-Section 347*
Stream Restoration	6	0	0.075 mi	0
Riparian Area Restoration	6	1	180 ac	0
Culverts Replacement	5	0	1	0
Culverts Removal	4	0	0	0

Forest Treatment/Terrestrial Management

The stewardship contracting pilots are also focusing efforts on improving and managing the terrestrial environment. These activities are designed to help improve forest health (i.e., improve the density, stocking and diversity of tree/plant species), improve wildlife habitat, reduce insect/disease hazard, and reduce fire hazards (Table 6.2 and Appendix H). To meet these objectives, a variety of activities are planned or have been completed to date:

Table 6.2 Forest Treatments and Terrestrial Management

Activity	No. of Projects Planning		Accomplishments (thru FY2001)	
	Section 347	*Non-Section 347*	*Section 347*	*Non-Section 347*
Forage Seeding	2	0	1ac	0
Mechanical Thinning	18	5	1,633ac	107 ac
Pruning	2	1	0	22 ac
Noxious Weed Treatment	10	1	750ac	0
Insect/Disease Treatment	2	0	5 ac	0
Prescribed Fire (for habitat improvement)	2	1	162 ac	16 ac
Prescribed Fire (for regeneration purposes)	6	1	0	16 ac
Other (reforestation/interpretation)	4	0		

Fuels Management

A total of 20 projects have activity components designed to reduce hazardous fuels (Table 6.3 and Appendix I). This emphasis on protection of resources and infrastructure has become high priority in response to the National Fire Plan. Planned activities include a variety of management techniques for protecting resources in the urban/wildland interface, reducing current fuel levels, decreasing the risk of catastrophic widlfire, protecting valuable wildlife habitat, and improving overall forest health conditions (e.g., structure, composition, stocking). Activities planned for and/or completed during FY 2001 include:

Table 6.3 Fuels Management

Activity	No. of Projects Planning		Accomplishments (thru FY2001)	
	Section 347	*Non-Section 347*	*Section 347*	*Non-Section 347*
Thinning	12	4	1,070 ac	623 ac
Prescribed Fire	11	3	2,448 ac	16 ac
Fuels Reduced	5	3	17,900 ac	2,497 ac

Road Management/Maintenance

Many of the pilots have also recognized the importance of maintaining stable and well-engineered road networks within the forest (Appendix I). In addition, several of the projects recognize that existing roads may have severe negative impacts on threatened/endangered and sensitive animal species (i.e., fragmenting critical habitat, providing public access to sensitive areas and habitat cores, increasing sedimentation in critical streams), and as a result are opting to obliterate or decommission existing roads. Table 6.4 identifies potential (or actual) management activities for the pilots.

Table 6.4 Road Management and Maintenance

Activity	No. of Projects Planning		Accomplishments (thru FY2001)	
	Section 347	*Non-Section 347*	*Section 347*	*Non-Section 347*
Roads Decommissioned	9	0	0	0
Roads Obliterated	7	0	5.3 mi	0
Temporary Roads Built	9	0	6.2 mi	0
Temporary Roads Obliterated	4	0	0	0
Permanent Roads Built	4	0	0.1 mi	0
Roads Maintained	10	0	15.4 mi	0

Forest Products

Almost all the vegetative management activities in the stewardship pilots are aimed at restoring and improving ecological conditions. As a result, many of the pilots have some element of product extraction associated with them (Appendix I). Approximately one-half of the projects anticipate the production of economically viable sawlogs (in some cases off-setting the costs of planned services), and half anticipate extracting smaller-diameter, lower-valued products and firewood (Table 6.5).

Table 6.5 Forest Products

Activity	No. of Projects Planning		Accomplishments (thru FY2001)	
	Section 347	*Non-Section 347*	*Section 347*	*Non-Section 347*
Sawlogs	18	6	*	*
Roundwood	18	5	*	*
Firewood	6	3	679 cords	78 cords
Special Forest Products (tee pee poles)	1	0	50 poles	0

* Estimates provided by projects were returned in non-standard units, making cumulative estimates difficult. Please refer to Appendix I for reported amounts.

6.2 Cooperator Involvement

The pilot projects are designed to test the impact of greater community collaboration in project design, implementation, and multi-party monitoring. Compared to information collected last year (FY 2000), the diversity of involved stakeholders has increased among the pilots in nearly every sector of potential cooperators (Appendix J).

The groups cooperating in project implementation and monitoring/evaluation represent a wide array of interests, both non-commodity and commodity related, including a mix of both public and private organizations. These individuals and organizations are involved in a variety of activities, including project planning and design, implementation, training, fund raising, project coordination or administration, community outreach, team facilitation, monitoring/ evaluation, and report development.

Examples of involved parties include:

Other Federal Agency Cooperators Eight (25%) pilots are employing the services of federal agencies to help implement, fund or monitor the pilot projects. Examples of involved agencies include: USFS Research Stations (Rocky Mountain, Pacific Southwest, Pacific Northwest, Southern, North Central), the U.S. Fish and Wildlife Service, the Army Corps of Engineers, the Environmental Protection Agency, the Bureau of Land Management, and the USFS Forest Products Lab.

State Agency Cooperators Twenty-one (65%) pilots are involving state agencies in the planning, implementation and monitoring aspects of the stewardship pilots. Examples include: Departments of Fish, Game or Wildlife (Idaho, Montana, Colorado, Arizona, Tennessee, and Alaska), State Forest Services or Departments (Colorado, Oregon, Virginia, Montana, and Alaska), general natural resource agencies (Wisconsin, New Hampshire, Montana, Colorado, Arizona, Utah, Alaska), and State Parks (Colorado).

Municipal Agency Involvement Eleven (34%) pilots have municipal agencies involved in various aspects of project planning/implementation. Examples of these agencies/departments include: development corporations, County Boards of Commissioners, County and City governments, fire departments, Economic Development Districts, correctional facilities, and municipal planning commissions.

Tribal Governments Three (9%) pilots currently have tribal governments participating in their efforts: Meadow Face Stewardship Project in Idaho, involving the Nez Perce Tribe; Three Mile Ecosystem Restoration Project in Montana, involving the Northern Cheyenne Tribe; and the Maidu Stewardship Project in California, involving the Maidu Cultural and Development Group. In nearly all instances, tribal members are intimately involved in project design, planning, administration and/or implementation.

Universities/School Involvement Ten (31%) pilots are using university experts and local schools in the planning/implementation of projects. Many of these are land grant or state universities. It should be noted that several pilots are incorporating local elementary and secondary schools as part of their monitoring efforts - promoting community education, while eliciting additional support for stewardship.

Conservation Groups There is the misconception that conservation/environmental interest groups are largely opposed stewardship contracting and the pilot program because of the potential for increased timber extraction on federal lands. However, despite some initial wariness, many conservation and environmental organizations are participating in early conceptual meetings and implementation phases of many pilot projects. These include both local and nationally focused organizations. Eighteen (56%) pilots have environmental groups involved. Examples include: conservation alliances and leagues (Idaho, Arizona), The Nature Conservancy, the Wilderness Society, stewardship groups (Oregon, California), the Audubon Society, National Wildlife Federation, World Wildlife Fund, other wildlife groups (Oregon, Idaho, Montana, California), forest protection organizations (New Hampshire, Colorado, Oregon), and wilderness associations (Montana).

Industry and Industry-related Groups Because many of the pilots are testing the expansion of new markets and products, local industry is involved in 16 (50%) pilots. Examples include: development corporations (Idaho), area Chambers of Commerce, labor unions (Idaho), timber industries (Idaho, Colorado, Utah, California, and Oregon), woodlots (New Mexico), and independent forest products associations.

Sporting and Recreation-oriented Groups Eight (25%) pilots involve local and national level recreation/sporting groups for various aspects of project implementation and management. Examples include: ski areas (Colorado), mountain biking associations (Colorado), outdoor clubs and hiking associations, hunting groups (e.g., Buckmasters, and the National Rifle Association (potential)), and snowmobile associations (Colorado).

Wildlife Groups Because the objectives of many pilots include the restoration of wildlife habitat, many wildlife conservation groups have become involved in project implementation and design. Eight (28%) pilots are involving wildlife groups. Examples include: the Clearwater Elk Restoration Team and Clearwater Elk Initiative (Idaho/Montana), the Rocky Mountain Elk Foundation, the Rocky Mountain Bighorn Society, the Foundation for North American Wild Sheep, the Inland Northwest Wildlife Council, the American Bird Conservancy, Ruffed Grouse Society, and the National Wild Turkey Federation.

Others Many of the pilots are creatively pursuing partnerships and cooperation from a variety of organization that are not easily assigned to any of the mentioned groups. Examples of these other cooperators include: consortiums of mixed interest/community members, conservation corps, private landowners, local practitioners and contractors, the Society of American Foresters, community-based research groups (California), watershed councils, newspapers, and national foundations. Twenty (63%) pilots have cooperators that fall under this "other" category.

6.3 Local Employment Enhancement

Another main goal of the stewardship contracting pilot program is to test the ability of the Forest Service to meet the needs of adjacent, rural communities. As mentioned previously, many rural communities (particularly in the West) have pressing need for new economic opportunities and living wage jobs. While information on the impact of the Stewardship Contracting Pilots on local jobs and economies is still forthcoming, some of the early results indicate that the pilots are contributing in various ways to local economies. This economic benefit has primarily come in the form of employment to complete project activities and the manufacturing of restoration by-products (Appendix K). Of the thirteen (13) projects that have proceeded with on-the-ground work, twelve (12) have utilized local organizations/firms to complete project work.[6] Of these projects, five (5) did *not* give preference to local contractors in their solicitations. Most of these firms who were awarded contracts were small businesses (12 projects used small businesses), though large organizations were awarded contracts for two pilots.

The number of people employed by pilot-associated work ranged from 1 to 66 individuals. Of these, approximately seven (7) projects utilized local employee pools (i.e., 100% of personnel on the project were from the local area), one (1) project had 80% local personnel involved in the project, another had 13.8% of personnel as local, and only one (1) project used non-local workers.

The average number of days each worker contributed to the project varied from 5-30 days. One project provided 100 days of work for two individuals. The average wage earned by workers is estimated at $14.92/hour (range: $10-30/hour).

In several cases, the stewardship contracting pilots resulted in new investments in equipment for local contractors or helped establish new business relationships (such as the use of subcontractors). Additionally, in most cases, the comprehensive nature of the stewardship pilots are providing opportunities for local contracting firms to expand the scope of their services and expertise.

7.0 REGIONAL PERSPECTIVES

7.1 General Observations

One of the greatest strengths of the Stewardship Contracting Pilot Program is the diversity of issues, ecosystems, communities, and geographic regions that are represented. Whereas this diversity lends to a comprehensive review of the applicability and usefulness of new authorities, mechanisms and procedures, it also creates some difficulty in terms of comparing projects across regions. To overcome some of these obstacles in evaluation, valuable input was collected from the four regional teams on specific economic, social and biological conditions affecting project success and outcome. This input was condensed and summarized into regional reports, which are available in full text at www.pinchot.org/pic/cbf/mpme.html#reports.

For ease in comparison, the following tables and subsections are provided to present preliminary findings in the status and accomplishments of projects within the four specified project regions (i.e., Northern Rockies, Southwest, Pacific Northwest/Coastal, and East) (Tables 7.1, 7.2 and 7.3).

[6] Projects have defined "local" based upon: project proximity (50-100 mi), in-state or in-county locations, or location within the HUB zone.

Table 7.1 Regional Project Background (Numbers, Size, and Authority Usage)

Region	No. of Projecst		Avg. Project Size	No. of Projects Testing Authorities				
	Section 347	Non-Section 347	(acres)	Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multiyear Contracts
Northern Rockies	11	1	33,350	10	4	10	11	8
Southwest	8	1	31,606	8	4	7	4	2
Pacific Northwest/Coastal	5	4	2,249	5	0	3	2	3
East	4	0	533	4	2	5	0	0

Table 7.2 Regional Process Overview: NEPA and Contracts

Region	NEPA Process				Contract Process		
	# Projects with Incomplete NEPA	# Projects with NEPA Complete	# Appeals	# Litigation	# Projects with No Activity	# Projects with Contract Developed	# Projects with Contract Awarded
Northern Rockies	4	8	6	1	6	6	5
Southwest	2	7	1	1	5	4	3
Pacific Northwest/Coastal	2	4	1		4	3	3
East	2	2	0	0	2	2	1

Table 7.3 Regional Review of Cooperators

Region	No. of Projects with Cooperators									
	Federal Agencies	State Agencies	Municipal Agencies	Tribal Governments	Universities/Schools	Conservation Groups	Industry Groups	Sport/ Recreation Groups	Wildlife Groups	Other
Northern Rockies	4	7	4	2	5	11	10	7	6	10
Southwest	4	8	6	0	2	5	3	1	2	6
Pacific Northwest/Coastal	0	3	1	1	1	1	2	0	0	2
East	0	3	0	0	2	1	1	0	1	1

7.2 Northern Rockies Region

The Northern Rockies Region contains twelve projects located in Montana, Idaho, and eastern Washington (Forest Service Regions 1, 4, and 6). The projects in this region span a wide range of project sizes, ecosystem types, activities, and administrative approaches.

Project Status and Administration

Four projects in the Northern Rockies Region were not NEPA-ready by the close of FY 2001 but are close to the issuance of a Decision Notices (or Records of Decision). For some of these projects, delays resulted from the required consultation processes with the U.S. Fish and Wildlife Service and/or the National Marine Fisheries Service. Other projects have fallen behind in their NEPA schedules because of competing demands on already-scarce specialists at the District, Forest or Regional Office levels. Projects have also been delayed because personnel have been diverted to fire suppression or were asked to serve on Burned Areas Emergency Rehabilitation teams after the fires of 2000. In addition, several key people were lost due to retirements or extended leaves, and replacements were not readily available.

Unforeseen circumstances have also affected project progress. One project (Three Mile Stewardship Project, Custer National Forest) was directly affected by the Fire Season of FY2000, experiencing the spread of wildfires within project boundaries and requiring a re-analysis of planned project activities.

Further delays were caused by forest-wide litigation against the Kootenai and Idaho Panhandle National Forests (related to grizzly bear issues). In total, six projects within the region have either been through or are currently involved in appeals or litigation.

Authorities and Contracts

Projects in this region are testing a variety authorities provided by Section 347 (Table 6.1). Because a number of projects are still in the process of completing the analyses required by NEPA, several projects have not yet selected a specific contracting mechanism for implementation. However, for those projects nearing or in the implementation stage, a variety of contract mechanisms are being used to achieve land management goals. Virtually all projects are "bundling" a variety of activities within their contract packages. This facilitates the treatment of all or a large portion of the ecological and recreational needs identified within a project area. Most involve the combination of traditional timber sale and service contracts. Four projects are testing timber sales embedded with service contracts, two are testing service contracts embedded with a timber sale, one is using a construction contract with an embedded timber sale provision, and one is experimenting with a "delivered log contract" (which is designed to separate the logger from the logs and to maximize product utilization).

It should be noted that Region 1 has made significant efforts at the Regional Office level to facilitate the contracting process, including drafting model contracts and providing technical assistance to Forest-level contracting officers.

Community Involvement

Projects in this region show a high to moderate degree of public involvement. Several of the projects developed as a result of months of collaborative work with community and stakeholder interests (e.g., Meadow Face Stewardship, North Kennedy Forest Health, Dry Wolf Stewardship, Priest-Pend Oreille Stewardship, and Yaak Community Stewardship). Other projects have had participation from a broad range of interested community groups, landowners/residents, government bodies, watershed councils, and conservation organizations during implementation or monitoring stages. Some projects (e.g., Dry Wolf Stewardship, Knox-Brooks Stewardship , Littlehorn Wild Sheep Habitat, Meadow Face Stewardship, and North Fork Big Game Restoration) have also sought out cooperators who bring financial and technical resources to the table.

In general, those projects that were under development before the passage of Section 347 have not had the same level of broad community/stakeholder participation in their early stages as those that developed in response to the legislation. To date, local monitoring teams have been established on seven of the projects. The composition of these teams is reflective of the range of community/stakeholder interests involved in the projects.

7.3 Southwest Region

The Southwest Region contains nine projects found in Arizona, Colorado, New Mexico, and Utah (Forest Service Regions 2, 3, and 4). In general, nearly all of the projects in this region are concerned with reducing the risk of catastrophic wildfire and restoring current forest stands to healthier conditions.

Project Status and Administration

Of the nine (9) projects located within the region, two (2) are completed, two (2) made some progress, and five (5) had no treatment of acres in FY 2001. Because many project activities link to fuels reduction, the majority of projects in this region focus on the management of key tree species (e.g., native trees such as ponderosa pine, aspen, and mixed conifers). National Fire Plan funds are currently driving most project implementation.

In addition to restoring native ecosystems, projects within this region are attempting to improve the efficiency of contracting procedures within the Forest Service. The Regional Team indicated that most pilots are spending too much time on process and not enough on implementation. For example, the

Winiger Ridge project (Arapaho-Roosevelt National Forest) reported spending $1.0 million to date but has only treated 150 acres thus far.

There is also a strong desire among most projects to encourage the development of stewardship businesses or a restoration economy within the region. For several of the projects in this region, the majority of planned thinning includes trees less than 12-inches in diameter. While efforts are being made to facilitate and nurture industries that can add value to small diameter wood, the guaranteed supply of wood (to attract investment capital) is unpredictable and volatile. The development of such infrastructure, if developed and sustained, would considerably broaden the opportunities for traditional loggers in ecosystem management.

Authorities and Contracts

Within the Southwest Region, eight (8) projects are testing Goods for Services, four (4) projects are testing Receipt Retention, seven (7) projects are testing Designation by Description or Prescription, four (4) projects are testing Best-Value Contracting, and two (2) projects are testing Multi-year contracts.

In most cases, it has taken considerable time for those involved in project management to learn how to apply and implement the new authorities. To help alleviate some of the learning obstacles, a contracting specialist has been detailed to help assist pilots in Colorado through new contracting procedures. As a result, some of the projects have reported that ease in administering and designing contracts seems to be improving. For those projects that are making considerable progress, many have said that the flexibility associated with new contracting authorities has had a direct positive impact on helping them meet their stated management objectives.

Community Involvement

The projects of the Southwest Region have varying degrees of multi-party efforts established. This is directly correlated to the developmental stages of each project. In cases where implementation has stalled, monitoring groups have gone dormant. The appeals and litigation plaguing many of the projects may not reflect whether the local community is involved or not.

7.4 Pacific Northwest/Coastal Region

The Pacific Northwest/Coastal Region consists of nine projects in Alaska, northern California, and Oregon (Forest Service Regions 5, 6, and 10). Projects within the region demonstrate a great deal of variation in stages of development and project goals. The majority of project objectives are relate to vegetation management, and, as such, are common on National Forests. However, several proposed activities (e.g., the use of traditional ecological knowledge and prototype equipment) may be innovative in their approach.

Project Status and Administration

Six (6) of the nine projects have completed NEPA. Three projects have had appeals dismissed. No projects are currently blocked by litigation. It should be noted that those projects that completed NEPA prior to selection as a stewardship pilot generally progressed to the contract solicitation faster than those that did not.

Authorities and Contracts

Pilots in this region are experimenting with the full suite of expanded authorities. Six (6) of the nine projects are experimenting with Goods for Services, five intend to use Designation by Description or Prescription, and five (5) intend to use Best-Value Contracting. Four (4) projects have indicated that they will test multi-year contracting. Two (2) will test the Retention of Receipts. Because many of these projects are at an early stage of development, little can be reported on the impact of new authorities on the efficiency or effectiveness of land management in the National Forest System. Three projects have

awarded contracts. It should be noted that two projects (Grassy Flats and Pilot Creek Ecosystem Management) received bids for their initial solicitation but were nonetheless withdrawn because bid prices exceeded expectations or available funds.

Project coordinators reported that their interest in the Goods for Services authority arose out of a general lack of funding to complete resource management objectives and to remove small diameter/low-value materials. Designation by Description/Prescription also offered similar cost-saving benefits. Goods for Services allowed land management activities to occur on sites where traditional mechanisms would not have been as effective or efficient. In addition to providing a means to treat high-cost, low-value sites, Goods for Services allowed projects to be implemented with a single entry by one contractor - reducing negative soil impacts during implementation.

Community Involvement

Four (4) projects have established local monitoring teams, three projects have begun outreach to potentially interested individuals and organizations, and one team has made little progress. The level of involvement varies across all projects. In general, the pilot projects have engendered the participation of a large variety of stakeholders. In some projects, these cooperators are playing an active role in many aspects of project assessment (e.g., Maidu Stewardship Project and Upper Glade LMSC). In other cases, participation of non-agency stakeholders has not occurred (e.g., Granite Watershed). The results of collaboration are not uniform across all projects. In some cases, the invitation to collaborate has resulted in new partnerships that might not have otherwise developed (e.g., Maidu Stewardship Project). In addition, the invitation to collaborate has strengthened relationships inside the Forest Service. Several project planners described positive intra-agency collaborations. In addition, the innovative nature of the projects has prompted some agency planners to seek additional resources inside and outside of the agency.

7.5 Eastern Region

The Eastern Region consists of four projects located in New Hampshire, North Carolina, Tennessee, and Virginia(Regions 8 and 9 of the Forest Service). Two of these projects are nearing completion, while the remaining two are stalled in the early planning process.

Project Status and Administration

In the East, two projects have finished NEPA and have also awarded contracts.

Problems facing projects in this region include completing NEPA requirements, amendments to the Forest Plan, discovery of endangered species on the forest, and litigation. Often these issues have little to do with the pilot, rather they are related to blockages in the forest as a whole. These delays impact not only the award of contracts and eventual project implementation, they also affect the level of meaningful public involvement throughout the project.

Changing markets for forest products in the region have also had some effect on overall project implementation. In general, the market for low grade wood is declining in the region (although there are some exceptions). In some project areas, 70-80% of the standing timber is pulp grade. In the past, timber sales paid for the majority of work done on the forest. However, with very little timber being sold, or sold below cost, funds no longer exist to implement land management projects - making stewardship contracts that much more desirable, though harder to market.

Authorities and Contracts

Those projects in the East that have reached the implementation stage are utilizing Goods for Services. This authority is perceived to allow the treatment of areas that might otherwise go untreated (too hard or expensive to get materials out). Embedded contracts (service contract with embedded timber sale) give the Forest Service greater flexibility to write project specifications and to assist in self-directing harvesting activities. Bundling multiple objectives within one contract creates greater efficiency and makes

possible the management of an area with uneconomical timber harvests (due to small parcel size and terrain) feasible.

The Forest Discovery Trail project originally intended to use the Best Value authority but eventually dismissed its use because the contract officer was not comfortable with the required tight specifications.

Community Involvement

The degree of local community involvement varies greatly among projects in the East. Two projects had no community involvement in the design phase (one is already at the implementation stage), while some have had extensive public involvement from the outset. In the Northeast, where local citizens recognize a great deal of inactivity in National Forest management (particularly among those activities outlined within the Forest Plan), there is less support. Because there have been recent changes in Forest Service leadership (i.e., leadership that strongly supports collaborative stewardship), and because many Eastern National Forests are currently in the Forest Plan revision stage, stewardship projects may provide further opportunity to engage the public in a meaningful way. The Regional Team acknowledged, however, that community involvement requires a set of skills and resources that local project personnel may not have. Forest management is further complicated in the east by prevalent checkerboard land ownership patterns (e.g., public vs. private lands). Some landowners do not want to cooperate with the government and will not provide the necessary access to project sites. It is hoped that stewardship projects will help alleviate some of these problematic issues.

In general, forest values throughout the eastern region are changing from timber extraction to recreation and ecological preservation. Regional Team members noted that the time is ripe to develop a connection between new forest neighbors (e.g., those moving from urban environments to more rural communities) and to fortify pre-existing relationships.

8.0 EMERGING ISSUES AND CONCERNS

As each of the respective teams (regional and national) performed their review of local team submissions, several key issues and concerns began to emerge among projects. One should note that many of these issues are tied to larger problems that the Forest Service has faced for a number of years. Therefore, at this early stage of evaluation, one may not be able to accurately assess whether these issues are unique to stewardship contracts or may better reflect the overall difficulties faced when managing our National Forests. Each of these issues and concerns will be more thoroughly assessed in subsequent reports.

8.1 Institutional Culture and Policy

The Stewardship Contracting Pilot Program is testing a variety of innovative methods and expanded mechanisms for project design and implementation. These new methods and processes include increased collaboration, an adoption of broader stewardship goals, and implementation of projects at larger scales (e.g., watersheds, ecosystems, landscapes, etc.). As with any institution, existing organizational culture and resistance to change may be the most challenging barrier to overcome.

Internal and External Communication

In general, local team reports consistently recognized that information flow within the agency and also between the agency and its public is traditionally poor or inconsistent. Local reports repeatedly mentioned the need for better communication strategies between the agency and stakeholder groups, including the dissemination of more complete and timely information, fostering better collaborative strategies throughout project implementation (i.e., not just in the monitoring process), and engaging a more diverse collection of interest groups. In addition, it was suggested that the agency incorporate more public education or "training" in its communication strategies. Because the extent and intensity of pre-bidding

consultation with contractors seems to impact the effectiveness of bids made on contracts, several projects have held pre-bid working sessions to increase overall awareness of project objectives/expectations and the interest level of potential bidders. Such efforts were highly valued by local contractors and other interested community members.

Poor communication channels also plague the agency internally, as several pilots indicated a lack of clarity over the requirements and expectations of existing pilots. To begin overcoming some of these informational barriers, different regions have suggested that the Washington Office (WO) of the Forest Service assemble a "command team" (or assemblage of experts) that could advise individual project leaders in various facets of pilot development and provide timely answers to critical implementation questions. For example, several projects indicated that the Washington Office needed to provide clearer direction to the regions on the extent of local community involvement required within the pilots. The WO could also provide "barrier busting" resources to those pilots facing planning or implementation obstacles, and they could provide specific tools to aid in collaboration (e.g., information, skills training).

Internal Policies and Practices

Whereas communication plays an important role in promoting the success and lessons of the pilot program, many internal policies and practices of the agency create considerable obstacles to timely progress. In several of the reports, pilot coordinators complain about the limited availability of resources for project implementation (including time, direct funding, etc.). Because the Stewardship Contracting Pilots are utilizing multi-party methods of community involvement, some agency personnel believe that already scarce resources are being diverted away from on-the-ground work to address pressing social issues - a concept some believe is far beyond the scope of the agency. Support is therefore needed to provide: reliable funding to these projects, an allocation of time and resources to projects, assistance in getting questions answered and finding needed expertise, program advocacy from the highest levels and throughout the agency, and an open-minded, problem-solving attitude by peers and superiors.

Several pilots indicated that budget cuts have significantly reduced forest staff resources, resulting in an overtaxing of remaining staff and reduced levels of institutional or local knowledge. This issue is further compounded by personnel transitions within the agency (e.g., emergency details during fire seasons, career advancements, new assignments elsewhere within the agency, retirements, etc.). Each of these situations, while understandable, breaksdown relationships between the agency and outside interests and may inadvertently thwart strides being made in collaboration and the understanding of local issues/ conditions.

The single disciplinary focus of staff (e.g., timber sale staff, procurement staff, etc.) also constrains opportunities for growth and learning. In some instances, this limited focus may hinder the agency's ability to design complex projects and to collaborate with communities. Several pilot projects have demonstrated that when consistent intra-agency communication occurs, projects overcome barriers and reach solutions more quickly.

In addition, the pilot projects have shown that contract officers and contract officer representatives may benefit from training on how to use mechanisms such as bundled contracts and timber sales embedded in service contracts. Such training may raise the agency's capacity to design and execute innovative contracting mechanisms and procedures and provide an opportunity to improve working relationships within the agency. In addition, it was suggested that the Washington Office assemble a panel of experts to advise project leaders and provide clear direction on stewardship contracting.

Agency Culture

The culture of the Forest Service also has strong influence on the continued progress of the pilots. Many local reports referenced a general resistance to change by many agency personnel (e.g., employee burnout, skepticism and risk avoidance). In addition, many Forest Service personnel admitted to inexperience and general uneasiness with facilitating multi-party discussions or monitoring procedures (i.e.,

staff may not know how to engage "non-professionals" into the process); and thus are feeling overwhelmed or confused by the concept of "collaborative stewardship."

Despite some of these cultural barriers, many internal champions exist within the Forest Service (many of whom are pursuing innovation with personal energy and commitment to the pilots). Presently there is little institutional reward or performance record for employees committed to innovation and community collaboration. In many cases, pursuit of innovative collaboration remains a greater risk with few identifiable rewards.

8.2 NEPA Requirements

Numerous local and regional reports identified inefficiency of agency compliance with the National Environmental Policy Act (NEPA) and formal consultative processes as principal barriers to project implementation. The issues raised were not related to the relevancy of the legislation; but rather to the time and effort associated with related processes and the critical need to streamline procedures, especially for an agency with significantly declining budgets. Observers also questioned why other federal agencies (e.g., Department of Defense) can complete related processes more expeditiously than the Forest Service, though it was recognized that the type of work done and/or the value of National Forest System lands differ from that of other agencies.

In many of the reports, project delays were linked to the time required to consult with either the National Marine Fisheries Service or the U.S. Fish and Wildlife Service (as required by the Endangered Species Act). The observation was made that, in many regions, time associated with formal consultation is exacerbated by reduced staffing within the regulatory agencies and an overall backlog of work.

It could not be determined at this time whether the delays and time constraints related to NEPA were isolated to the stewardship pilots or exacerbated by the nature of the projects. Many team members have significant experience with Forest Service land management and they opined that these issues were not limited to the stewardship pilots; rather the issues being faced were common within the agency. For example, some pilots reported that project delays were not related to project-related NEPA requirements, rather these delays were directly linked NEPA requirements related to National Forest Plan revisions.

Related to this is the question of whether or not the collaborative nature of the pilots reduces appeals and/or litigation and helps streamline the process. In some cases, stewardship pilots seem to be no less likely to be appealed/litigated than non-demonstration projects. Some team reviewers indicated that the stewardship pilots may inadvertently be more prone to appeals/litigation simply because of their high profile as demonstrations and because of the extensive efforts made to secure broad public awareness and involvement in their planning process.

8.3 Funding

Although the Forest Service has had the authority to "pilot" Stewardship Contracting since 1999, there is not yet a great deal of actual experience with the implementation of this approach beyond the planning and NEPA process. We are just now beginning to gain experience with actual project performance. However, there is sufficient experience in the planning, budgeting, and community collaboration arenas, as it relates to Stewardship Contracting Pilot projects, to begin identifying some concerns related to the budgeting and funding processes. In some cases these concerns can be described as real barriers, in other cases they are more appropriately described as potential barriers.

Whether the concerns are real or potential barriers, the issues are important to Forest Service managers as well as potential collaborators in the non-governmental sector. For Forest Service managers, the current approaches make it difficult, if not impossible, to make long-term commitments to specific projects. For non-governmental collaborators, the current approaches create delay and uncertainty, thereby resulting in a general reluctance to commit resources to a proposed project.

A Stewardship Contract, as envisioned in the language provided in Section 347, must be supported by processes that provide for long-term, consistent, and certain budgets. These types of contracts cannot be funded on an incremental basis if the Forest Service is to be successful in collaborative efforts leading toward sustained large-scale ecosystem health with associated community social and economic well-being.

The current budget process provides, at best, for some degree of funding certainty over a two-year period - an abbreviated time period during which large-scale watershed restoration and the stated goals of many of the stewardship pilots cannot be fully achieved. Additionally, the development of lasting, collaborative relationships with non-governmental partners cannot be achieved on an incremental basis. Both objectives require long-term commitments by all parties supported by a high degree of certainty as to funding for the long term.

Therefore, it has been recommended that the Forest Service develop budget processes that reflect a sustained commitment to specific large-scale management efforts. As the National Team stated in its annual report, "*It will be extremely difficult, if not impossible, to provide for a sustained community-based approach to watershed and community health without providing for long-term budget support for these efforts and ensuring that the budget formulation and appropriations processes reflect the commitment and stability inherent within these objectives*."

8.4 Community Involvement

The stewardship contracting pilots, through their progress to-date, are beginning to show that highly motivated community groups can have an impact that reaches far beyond individual stewardship demonstration projects. As witnessed within several of the projects, the very essence of community structure and values is changing (e.g., urban residents moving to more rural locations, values of our forests changing from resource-extraction to more recreational and aesthetic ideals, etc.). As these communities continue to evolve, the ability of stewardship contracts to meet the management goals of the Forest Service, while providing numerous economic and social benefits to the American public, will be of critical interest and importance.

To date, the following benefits have begun to emerge:

- *Landscape-level management*. Involving multiple stakeholders helps to ensure management of large landscapes. Each stakeholder brings particular interests and expertise to the process to allow for more efficient, effective, and comprehensive management.

- *Site selection*. Collaboration can facilitate the process of selecting sites for stewardship contracting pilots to meet both community and environmental priorities.

- *Decision-making processes that vary according to community capacity and needs*. Some projects rely on facilitators, others do not. Some projects make decisions by voting, others by collaboration. This flexibility helps to ensure that collaborative processes are tailored to the local community context, including the existence of prior collaborative relationships, the needs of the community, and the objectives of the project.

- *Trust and support from the community*. The Forest Service, in many projects, feels it is building trust with the public and, therefore, enhancing community support by engaging multiple stakeholders.

- *Increased local economic opportunities*. Early results from the stewardship contracting pilots show that firms and individuals in adjacent rural communities are capturing much of the economic benefit from the projects.

- *Enhancing local workforce capacity*. Several of the projects that have awarded contracts have been multi-disciplinary in nature and longer-duration in scope. These contracts are providing

opportunities for contracting firms to diversify their skill base, as well as develop new business relationships through subcontracting.

8.5 Concerns

Through outreach efforts and local team reports, several general concerns have emerged regarding the use of expanded authorities and the overall implementation of the Stewardship Contracting Pilots. The following summary is based upon the input of several different interest groups and the agency.

Concern over Expanded Authorities

Beyond the practical issue of contracting, a larger issue surrounding the use of expanded authorities is that of 'perverse' incentives. In particular, many environmental groups are cautious of the "Goods for Services" and "Receipts Retention" authorities, which may directly link timber sales and restoration activities (thereby creating potential conflicts of interest). Additional concerns surround the use of "Designation by Description or Prescription," as some interests recognize potential opportunities for abuse. Typically, Forest Service personnel mark trees for cutting and as such, the contractor has no discretion and cannot take more off the land than is necessary for stewardship objectives. Designation by Description or Prescription may eliminate this safeguard. Additionally, some interests believe that by allowing the maintenance of receipts by local field offices of the Forest Service (as permitted in "Receipt Retention"), the public cannot be assured (through the Congressional appropriations process) that they have control over spending of public revenue. Several project team members raised concerns over how these interpreted "perverse incentives" might be used to further fuel the appeals and litigation process.

There is also some concern over exemptions from portions of the National Forest Management Act (NFMA) provided by the authorizing legislation. These include exemptions from Section 14(g) of NFMA, which requires that designation and supervision of tree harvests be conducted by persons employed by the Secretary of Agriculture and exemptions from the requirement that sales over $10,000 be advertised for competitive bid.

Project design and implementation

Some concern was also raised from both agency and outside interests over the general implementation of the pilots. Because these contracts are new mechanisms for the agency, the comfort level among contract officers and the level of understanding among potential contractors are low. In addition, some Forest Service personnel have expressed concern over the role of volunteers in monitoring and evaluation. There is a need for training and close management of volunteer forces, both of which might prove burdensome for already under-staffed offices.

External interests have expressed concern over the scale of the projects (e.g., rumor that one project is planning on extracting 173 million board feet) and that additional projects have been authorized without first learning from the initial 28 pilots. In essence, there is concern that stewardship contracting (with expanded authorities) will become a de facto way of doing business without incorporating any of the lessons learned through the multi-party monitoring and evaluation process.

9.0 LESSONS LEARNED

Because the majority of projects are just approaching the implementation stage, the nature of lessons learned lies heavily within the realm of planning (e.g., fostering better community involvement, contract development, and some project implementation). It is expected that as more projects reach the implementation stage, this section of the report will expand considerably and facilitate greater learning among the pilots. In any regard, the information on lessons-learned will undoubtedly prove valuable to newly authorized pilots and those projects that are currently struggling to overcome specific obstacles to implementation.

For each of these "lessons," the specific project responsible for submission is included in brackets (where applicable). For those interested in learning more, they can contact these projects directly. Please note that these lessons pertain to specific projects and were "learned" under specific conditions. Therefore, the issues raised may not be broadly applicable across the program. Discretion is advised.

Community Involvement

- A study has been completed to better understand why community members were interested (and stay interested) in pilot activities. It found that those people involved in the project:

    a) Had public land interests, and a keen desire to be part of working for solutions;
    b) Had a local tie to or local interest in the project area;
    c) Had the belief that current agency practices (NEPA, etc.) aren't yielding positive results, and would like to be part of a new way of doing business;
    d) Felt personally affected by the decisions; and
    e) Had a desire to be "a part of decisions." [North Kennedy Forest Health Project, Boise National Forest]

- Community involvement should be a two-part framework that involves the local community during (1) the public education, discussion, design phase of the project (NEPA) and (2) the multi-party monitoring/evaluation process following implementation.

- The use of a professional facilitator for local team meetings and general community involvement helps "to provide clarity and efficiency" to the process .

- A single Forest Service individual needs to coordinate and be a liaison for collaborative processes for large and/or complex projects. This person needs support and commitment of personnel to assure timely completion of project tasks [Meadow Face Stewardship, Nez Perce National Forest].

- Consensus is key. The willingness to collaborate is essential to a multi-party process. By not accepting anything less than consensus, groups will force themselves to listen to each other and work with each other's interests. As a result, the group may develop better solutions.

- It is imperative, early and often in the process, to spend time within the project area. This can be accomplished through a combination of full group and small group visits.

- It is desirable to have a cross-section of Forest Service resource specialists attend stewardship group meetings or be available upon request. [Cottonwood/Sundown Watershed, Apache-Sitgreaves National Forest]

- It is desirable to have a local team that represents a wide cross-section of interests and that is balanced in the interests it represents. This is difficult when the group has "open" membership.

Contract Design

- Complexity increases rapidly when a large number of unrelated activities are included in one contract. As a result of this increased complexity, it is difficult to complete specifications and contract language for each item of service work and contractors can become confused.

- The use of "end-results," multi-year contracts, and "bundling" have required local Forest Service Contracting Officers and potential contractors to adjust the way that they typically conduct business. Both sides have expressed uncertainty and general uneasiness with the current process. [Dry Wolf Stewardship, Lewis & Clark National Forest].

- Designing and organizing a service contract with separate work items and preparing the technical evaluation criteria took more time and involved more people than would normally be expected for a service contract (estimated cost $4,000)[Paint Emery Stewardship, Flathead National Forest]

- Due to the unusual nature of the authorities being tested, it is extremely important to encourage cooperation among members of the timber sale administration group (particularly Contracting Officers) and members of the regional service-contracting group. With a lack of experience in marrying these entities, communication between these groups, planners, and implementers is paramount. [Beaver Meadows Restoration, San Juan/Rio Grand National Forest]

- Certain contract designs (e.g., bundling several activities into one contract) can deter some potential bidders. Market surveys related to these findings indicate that to include a diversity of work items in a contract, each item must be large enough to attract a subcontractor for that specialty to mobilize and accomplish the job. [Paint Emery Stewardship, Flathead National Forest]

- To accomplish "Best Value" source selection, a general proposal is adequate. The references for past performance evaluations are more critical than requiring written proposals on how the work will be accomplished. If a quality contractor who is flexible and easy to work with can be selected, the details can be worked out afterwards. [Paint Emery Stewardship, Flathead National Forest]

- Negotiations are an essential part of the award process for stewardship contracts. Some of the service work is difficult to describe. Negotiations help develop a common understanding. [Dry Wolf Stewardship, Lewis & Clark National Forest]

- Bonding rules need to be considered in selecting a contractor if small contractors are to compete. [Dry Wolf Stewardship, Lewis & Clark National Forest]

- Government cost estimates are critical with projects of large size or of low product value (Baker City Watershed, Wallow-Whitman National Forest).

- Under a service contract that incorporates helicopter logging (covered by the Federal Acquisition Regulations), the government becomes more liable (under a timber sale, individual purchasers are liable for their own helicopter). There are unexpected costs associated with the development and approval of an Aviation Safety Plan and a subsequent helicopter manager (Littlehorn Wild Sheep Habitat, Colville National Forest).

Contractor Perspectives

- There is general discomfort among potential contractors with exchanging services for a good whose value may not be fully known.

- Some small, community-based firms have encountered difficulty in assembling the "teams" of subcontractors needed to perform the wide diversity of activities under a single, bundled contract.

- There is a great deal of unfamiliarity with an "end-results" approach to harvesting timber. For example, the Flathead Forestry Project (Flathead National Forest, MT) originally prepared a description for each project unit detailing the desired future condition at intervals from 5-200 years post treatment. As part of the RFP/RFQ process, potential bidders were asked to design the prescription to meet these specified future conditions. Only two bids were received, both of inadequate quality. The Flathead Forestry Project sent out questionnaires to contractors to determine why there was a low response rate. Results indicated that potential bidders did not know how to approach vague end-results. Also, the RFP/RFQ was distributed during the busiest

time of the loggers' year and individuals did not have the time to respond to an unfamiliar and new bidding process. [Flathead Forestry Project, Flathead National Forest]

- Stewardship contracts (end results) required more initiative, more time taken in the preparation of the bid, and some willingness to take a financial risk (bidding on a per acre basis for all work to be performed). [Flathead Forestry Project, Flathead National Forest]

Project Implementation

- Some projects have encountered problems with separating the logger from the logs. The on-the-ground work went well, but problems arose with the roadside log sale. For example, the generic lengths to which the logs were cut (per contractor's specifications) in the Flathead Forestry Project did not conform to the lengths useable at the purchaser's mill. For the second part of the demonstration, FFP decided to have the logs decked "tree length" and let the purchaser cut them to suit at the mill. [Flathead Forestry Project, Flathead National Forest]

10.0 CONCLUSION

In this second year of multi-party monitoring and evaluation, a great deal of progress has been made. This progress includes the development and implementation of a monitoring framework, the collection and synthesis of project level data (at three evaluative scales, including local, regional, and national perspectives), and the identification of emerging trends and early lessons-learned.

Though some may interpret the differing stages of project implementation within the program as potential flaws behind the concept of stewardship contracts, these issues and obstacles actually reflect the steep learning curve associated with testing innovative techniques and mechanisms and are a composite of issues related to natural resource management. In so much as these innovations may take time to perfect, they are nonetheless providing invaluable opportunities to chart a new course for land stewardship in the Forest Service. Thus far, the level of learning that has occurred during the collaborative process has been encouraging. The Forest Service and involved publics have learned new ways of communicating and identifying common goals and visions, and of working together to support and promote areas of common interest.

At this early stage of project implementation, it behooves us to be prudent in evaluating the overall effectiveness of the program and its authorities. For most, lessons continue to emerge as progress is made, thus contributing to the over-all process of adaptive learning and ecosystem management. Such educational opportunities and efforts in public outreach/involvement further enhance the Stewardship Contracting Program, testing not only the expanded authorities provided by Congress but the ability of the Forest Service to embrace and fully exercise the concept of collaborative forest stewardship on our National Forests.

Appendix A

USDA Forest Service
Stewardship Contracting Pilots

Monitoring/Evaluation Results

FY XXX

Project Name: [ENTER]
Region: [ENTER NUMBER & NAME]
Forest: [ENTER NAME AND STATE]

Contact: [ENTER NAME]
[ENTER TITLE]
[ENTER ADDRESS]
[ENTER PHONE/FAX]
[ENTER EMAIL]

General Directions

The following document provides an initial template for data collection by local monitoring/evaluation teams. The criteria contained here were developed through discussions during the workshop entitled "Introduction to Multi-party Monitoring and Evaluation of USDA Forest Service Stewardship Contracting Pilot Projects" held in Lakewood, Colorado from January 22-24, 2001.

Keep in mind, as you proceed with data collection, that Congress established the pilot program with three specific objectives in mind:

(1) To test the potential advantages of greater collaboration among Agency officials and staff and stakeholders outside the Agency;
(2) To test the potential for the new authorities to facilitate effective implementation of project activities; and
(3) To test the potential for stewardship contracting to meet the needs of local communities.

The criteria that follow were created specifically to assess the ability of projects to meet Congressional intent and their ability to provide information useful to the Agency and its partners. Gathering consistent data on these criteria for all stewardship projects facilitates the overall evaluation of stewardship contracting mechanisms at a national level. As such, each field contained within this template must be completed as accurately as possible and must be submitted each year to your Technical Advisor (see below). [*The only exception being Subsection G, which is designed to be completed at the end of the project*.] The criteria contained in this document may not include all factors local teams feel are relevant or necessary to collect in the context of their specific projects. Should your local team desire to include additional criteria of local concern, they are encouraged to do so.

Knowing that pilots are at different stages of implementation, please read through each subsection to determine the applicability of the questions/criteria to your efforts.

Should questions arise, please do not hesitate to contact your technical advisor:

Northwest (Projects within FS Regions 1 and 6 - Montana, Idaho, and eastern Washington)
Carol Daly
Flathead Economic Policy Center
(ph) 406-892-8155 (email) cdaly@digisys.net

Southwest (Projects within FS Regions 2,3, and 4 - Utah, Colorado, New Mexico and Arizona)
Carla Harper
Montezuma County Federal Lands Program
(ph) 970-562-4346 (email) cgh@fone.net

Pacific (Projects within FS Regions 5, 6, and 10- California, western Oregon, Washington, and Alaska)
Cecilia Danks
Watershed Research and Training Center
(ph) 530-628-4206 (email) ceciliad@hayfork.net

East (Projects within FS Region 8 and 9 - New Hampshire, Virginia, North Carolina, Tennessee, and Wisconsin)
Andrea Bedell Loucks
Pinchot Institute for Conservation
(ph) 202-939-3455 (email) andreabedell@pinchot.org

A. BACKGROUND INFORMATION

In most instances, the information for this section has already been collected for your specific pilot project. Each year, please review this information for accuracy and make corrections and additions, as necessary.

A.1 Project Summary/Objectives:
The following text was submitted in an earlier survey effort. Please check these paragraphs for accuracy and indicate changes.

A.2 Project Location:
Please provide both a written description and a map of the project area [Please provide: (1) a map of the state, showing the project location; and (2) a map showing the project location, in relationship to neighboring communities].

A.3 Size of Project Area:
*The following estimate was provided in a previous survey. Please check for accuracy and indicate changes***.**

A.4 Proposed Activities:
The following is a list of activities identified during a previous survey. Please check for accuracy and indicate changes.

A.5 Authorities Being Tested:
The following list was provided during a previous survey, identifying the expanded authorities being utilized by the project. Please check for accuracy and indicate changes.

A.6 Multi-party Team:
Please indicate the names of individuals (and where appropriate, the organizations they represent) participating on your local multi-party monitoring/evaluation team.

B. ADMINISTRATIVE INFORMATION

Information in this section will be used to measure the effectiveness and efficiency of different administrative processes used within the pilot program. Please complete each subsection to the best of your ability.

B.1 Project Timeline
Please indicate when the following activities were complete or when you best anticipate completion. If certain fields are already filled out, please check for accuracy.

NEPA complete Expected: _____ Actual: _____

DN/ROD Signed Expected: _____ Actual: _____

Appeals Date: _____
Current Status: _____
Impact to project implementation: _____
_____
_____

Litigation Date: _____
Current Status: _____

Involved Parties: _____
_____
_____
_____

Contract prepared Expected: _____ Actual: _____

Contract awarded Expected: _____ Actual: _____

Project Completion Expected: _____ Actual: _____

If you have encountered delays in the design or implementation of your pilot, please explain.

B.2 Contract Information
If contract development is underway or completed, please indicate the types of contracts used. If contract development is not underway, please proceed to Section C.

Timber Sale Contract

Service Contract

Timber Sale with separate Service Contract

Timber Sale with embedded Service Contract

Service Contract with embedded Timber Sale

Agreement

Other (specify) _____
_____

Why was this specific mechanism chosen?

B.3 Bidder Information
If one or more contracts have been awarded, please provide the following information for each. If not, please proceed to Section C.

Name of successful bidder: _____

Address: _____
_____
_____

Were local contractors given preference in bid award? Yes No

Is this contractor local? Yes No

How did you define local? _____
_____

_____
_____

Business size: _____

Business type (primary focus): _____
(e.g., reforestation, thinning, logging, _____
etc.)

C. ECONOMIC INFORMATION .

The following economic information will be used to measure the cost-effectiveness of the pilot efforts. Please complete each table to the best of your ability. Estimates are perfectly acceptable.

C.1 Estimated Total Cost to Implement Project. *Please refer to the total for activities identified in C.3.*

Amount: $ _____

C.2 Project Funding
Please provide the source of funds used to cover the total cost of the project, as accurately as possible.

	Current FY	Cumulative Total to Date
Forest Service Appropriations	$	$
Appraised value of products exchanged for Services	$	$
Receipts Retained or Credits Earned *(to pay for project services)*	$	$
Cooperator Contributions		
In-kind	$	$
In-cash		
Other (*specify*)	$	$

C.3 Costs
Please provide the distribution of total project direct costs by activity.

	Current FY	Cumulative Total to Date
Planning and NEPA	$	$
Contract/Sale Preparation	$	$
Contract/Sale Administration	$	$
Service Contract	$	$
Citizen Involvement (*e.g., field trips, meetings, etc*.)	$	$

Monitoring/Evaluation/Reporting (*include time/activities associated with public involvement)*	$	$
Other (*specify*)	$	$

C.4 Revenue Collected and Returned to the Treasury
If this pilot has entered the implementation phase, please indicate the following.
If not, please proceed to Section D.

	Current FY	Cumulative Total to Date
Timber Products	$	$
Other Sources (specify)	$	$

C.5 Receipt Retention/Credits Earned
If receipts from products sold were retained, what were they spent on?

FOR REGION 1 PILOTS: If credits were earned to pay for products included in the contract, what activities were conducted for specific earned credits?

C.6 One-time Costs
Were there one-time costs or costs associated with learning that might not be incurred if you were to do a similar stewardship project again? Please describe and, if possible, give estimate.

D. BIOPHYSICAL INFORMATION

This section will provide information on the outputs and achievements of the pilots. If the pilot has NOT entered the implementation phase, please proceed to Section E.

D.1 Quantification of Accomplishments
Please complete the following table as accurately as possible. Note that this list is purely suggestive. Please list other accomplishments, as necessary. Also note, that double-counting of accomplishments (e.g., prescribed burns that improve habitat and reduce wildfire, etc.) is acceptable.

	Current FY	**Cumulative Total to date**
Roads		
Roads decommissioned (miles)		
Roads obliterated (miles)		
Temporary roads built (miles)		
Temporary roads obliterated (miles)		
Permanent roads built (miles)		
Roads improved/maintained (miles)		
Aquatic habitat		
Stream(s) restored (miles/feet)		
Riparian area(s) restored (acres)		
Culverts replaced (number)		
Culverts removed (number)		
Terrestrial habitat		
Forage seeding (acres)		
Mechanical thinning (acres)		
Pruning (acres)		

	Current FY	Cumulative Total to date
Noxious weed treated (acres)		
Insect or disease treatment (acres)		
Use of prescribed fire for habitat restoration (acres)		
Use of prescribed fire for regeneration purposes (acres)		
Other cultural activities (*please specify*)		

Fuels management

Thinning (acres)		
Prescribed fire (acres)		
Fuels reduced (tons)		

Products produced

Timber harvests (ccf/tons/cords)		
Saw logs		
Roundwood (pulpwood)		
Firewood		
Special forest products (*specify type/amount*)		

Other *(please specify)*

E. SOCIAL INFORMATION

Information from this section will be used to track community involvement (diversity and interest) and the impact of the pilot effort on local communities. Some of this information may have been provided in earlier years. Where appropriate, please check for accuracy and indicate necessary changes.

E.1 Stakeholder Diversity and Contribution.

Please provide a list of organizations and individuals currently active in any aspect of the pilot project. Please explain how each individual or organizations listed has been involved (e.g., design, implementation, funding, monitoring, communication, etc.).

E.2 Local Employment Enhancement

If your project has reached the implementation phase, please complete the following. If not, please proceed to Section F.

	Current FY	***Cumulative Total to date***
Number of people working on project:	_____	_____
Of these, number of individuals from local area: (*Please use same definition as in B.3, unless it differs somehow*.)	_____	_____
Average days worked per employee:	_____	_____
Average wage earned per worker (per hour):	_____	_____

F. GENERAL

The following section provides opportunity for general comment and over-all evaluation. Please complete this section every year.

F.1 Project Objectives
Were the stated goals and objectives identified in A.1 met? Please elaborate.

F.2 Usefulness of Expanded Authorities
Please identify the advantages/disadvantages associated with the use of expanded authorities (e.g., attractiveness to potential bidders, implications for the agency's ability to maintain accountability for the treatments applied or products removed, implications for the agency's ability to implement multi-faceted ecosystem management projects).

F.3 Unexpected Outcomes
In the space provided, please identify unexpected outcomes (positive or negative) that have resulted from project implementation (e.g., impacts to the natural environment, social infrastructure, economy, etc.). Identify all that apply.

F.4 Lessons learned.
Please identify and discuss any "lessons learned" in your project thus far that you feel might be useful to others.

F.5 Suggestions for future improvement.
How could the stewardship pilot program, in general, and the monitoring/evaluation process, in particular, be improved.

G. FINAL EVALUATION

This section provides overall, end-process evaluation and should be completed ONLY after project activities cease.

G.1 Biophysical: Project objectives
Were the stated goals and objectives of the project (see A.1) met through those activities identified in D.1? Please elaborate.

Did the stewardship format assist in achieving resource management goals? Please elaborate.

G.2 Administrative: Comparing expanded authorities to existing authorities
Please identify the advantages/disadvantages associated with the use of expanded authorities (e.g., attractiveness to potential bidders, implications for the agency's ability to maintain accountability for the treatments applied or products removed, implications for the agency's ability to implement multi-faceted ecosystem management projects).

If possible, would you use the new authorities again? Explain.

Do you recommend that these authorities be made permanent and available to Forest Service projects not administered under the stewardship pilot program? Why or why not?

G.3 Administrative: Agency opinion.
Did Forest Service participants view the pilots as successful?. Explain.

G.4 Economic: Trading good for services (Please provide answers to the following, if your pilot utilized "goods for services").

If the value of goods sold was greater than services received, how were the excess funds used?

If the value of goods sold was less than cost of services rendered, how was the difference paid for?

G.5 Economic: Enhancement of local employment.
Did the project help improve the skills and abilities of the local workforce? In what way? Please explain.

G.6 Economic: Business retention and market diversification.
Did the project aid in creating or tapping into new markets? If so, which ones?

Did the project aid in assessing the need for new businesses and other types of business?

G.7 Social: Social Impact
Please indicate how the local community was affected by the stewardship pilot (e.g., increased employment, greater stability of employment, increased wages, community cohesion, etc.).

G.8 Social: Advantages/Disadvantages of Collaboration
Identify the benefits resulting from or obstacles encountered with increased collaboration.

Did citizen group involvement affect project acceptance and success?

G.9 Social: Public opinion.
How did the public view the outcome of the project?

G.10 Overall: Lessons Learned.
Please identify lessons learned during the stewardship process.

APPENDIX B Regional and National Team Members

Northern Rockies Regional Team

Mike Aderhold, MT Dept Fish, Wild. & Parks
Jim Burchfield, Bollle Center at UMT
Dan Castillo, USDA Forest Service
Anne Dahl, Swan Ecosystem Center
Michael Daugherty, USDA Forest Service
Jan Gorsuch, Intermtn. Forest Assn.
Wayne Hirst, Yaak Stewardship Committee
Stu Levit, American Wildlands
Ed Lindahl, Concerned Sportsmen of ID
Jack Losensky
Aaron Miles, Nez Perce Tribe
Gordon Morris, MT Assoc. of Counties
Keith Olson, MT Logging Assn.
Priscilla Salant, University of Idaho
Craig Savidge, Priest Pend Oreille Stew. Com.
Bob Schrenk, USDA Forest Service
Dave Torell, Rocky Mountain Elk Foundation
Duane Vaagen, Vaagen Brothers Lumber

Facilitator: Carol Daly, Flathead Economic Policy Center

Southwest Regional Team

Brian Cottam, Grand Canyon Forest Fdn.
Mae Franklin, USDA Forest Service
Jody Gale, Utah State Extension
Dave Hessell, Colorado State Forest Service
Jan Willem Jansens, Common Ground
LuAnn Kramer, McInnis Cong. 3rd District
Amy Krommes, USDA Forest Service
Denny Lynch, Colorado State University
Kathryn Mutz, University of Colorado
Don Okerlund, USDA Forest Service
Al Pfister, US Fish and Wildlife
Wayne Shepperd, Rocky Mtn. Exp. Station
Rocky Smith, Colorado Wild
Susan Snow, S. Utah Forest Products Assn.
Tom Troxel, Intermtn. Forest Industry Assn.
Ann Moote, No. AZ Eco. Restoration Inst.

Facilitator: Carla Harper, Montezuma County Federal Lands Program

Pacific Northwest/Coastal Regional Team

Rick Brown, Defenders of Wildlife
Nils Christoffersen, Wallowa Resources
Lance Clark, Oregon Department of Forestry
Maia Enzer, Sustainable Northwest
Cate Hartzell, Collaborative Learning Circle
Bob Parker, Oregon State Univ. Extension
Mark Phillipp, USDA Forest Service
Teri Raml, Bureau of Land Management
Betty Riley, Sierra Economic Dev. District
Charles Spencer, Ecosystem Workforce Program
Randi Spivak, American Lands
Jerry Smith, USDA Forest Service
Bruce Standley, Bruce Standley Construction
Victoria Sturtevant, Univ. of Southern Oregon
Fred Weatherill, USDA Forest Service
Bill Wickman, USDA Forest Service

Facilitator: Marcus Kauffman, Watershed Research and Training Center

Eastern Regional Team

Phil Araman, Virginia Polytechnic Institute
Yuri Bihun, Shelterwood Systems
Terry Bowerman, USDA Forest Service
Frank Hagan, USDA Forest Service
Angela Martin, Georgia Forest Watch
Rick Meyer, Forest Resources Association
Jim Naylor, USDA Forest Service
Charles Niebling, Soc. for Protection of NH Forests
Sharon Nygaard-Scott, USDA Forest Service
Wendy Sanders, Great Lakes Forest Alliance
Jim Sherar, USDA Forest Service
Hank Sloan, USDA Forest Service

Facilitator: Harriet London, Community Dispute Resolution Center, Inc.

National Team

Nick Brown, World Wildlife Fund
Christina Cromely, American Forests
Michael Goergen, Soc. of American Foresters
Ron Hooper, USDA Forest Service
Juliet King, First Nations Development Institute
Ajit Krishnaswamy, Nat. Network of Forest Practitioners
Brent Martin, Georgia Forest Watch
Cassandra Moseley, Ecosystem Workforce Program
Eric Palola, National Wildlife Federation
Bill von Segen, USDA Forest Service
Bill Imbergamo, American Forest and Paper Association
Tom Kovalicky, Stewards of the Nez Perce
John Sebelius, USDA Forest Service

Facilitator: Andrea Bedell Loucks, Pinchot Institute for Conservation

APPENDIX C: Project Objectives and Size

Indicates reports not received.

Region	Project Name	Sec. 347	Administrative Unit	Project Objectives	Est. Project Completion	Project Size	
						Acres	Hectares
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	Improve the composition, structure, condition, and health of elk habitat.	n/a	156,000	63,157.9
1	Three Mile Restoration Project	Y	Custer NF	Restore/maintain ponderosa pine/mixed grass prairie ecosystem for wildlife habitat and community stability (grazing and timber production).	Sep, 2007	32,223	13,045.7
1	Paint Emery Stewardship Demonstration	Y	Flathead NF	Watershed restoration (water quality, habitat, soils, forest health). Meet visual quality objectives. Test innovative contracting and product sale mechanisms.	Jul, 2003	80,000	32,388.7
1	Upper Swan - Condon	N	Flathead NF	Environmental education, improved forest health (ponderosa pine and western larch).			
1	Flathead Forestry Project	N	Flathead NF	Reduce fire danger and fuel loads in wild/urban interface. Increase stand diversity. Test innovative contracting and product sale mechanisms.	COMPLETE	145	58.7
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF	Fuel reduction in wild/urban interface. Forest stand improvements. Reintroduction of fire. Enhanced public education.	2008	7,171	2,903.2
1	Yaak Community Stewardship Contracting	Y	Kootenai NF	Improvements in plant diversity, aquatic/terrestrial habitat, and wildfire protection. Create local employment opportunities.	n/a	256	103.6
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF	Recreation improvements (campsites), stream/watershed restoration, habitat improvements.	Sep, 2003	139	56.3
1	Knox-Brooks Stewardship Project	Y	Lolo NF	Reduce susceptibility to mountain pine beetle, improve forest/watershed health. Provide value-added employment opportunities.	n/a	30,000	12,145.7
1	Clearwater Stewardship	Y	Lolo NF	Improvements in grizzly habitat, reduce mountain pine beetle susceptibility. Maintain forest health and disturbance patterns.	Nov, 2004	570	230.8
1	Meadow Face Stewardship Project	Y	Nez Perce NF	Create a more resilient and sustainable ecosystem and generate local employment opportunities.	2009	27,000	10,931.2
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	Implement Landscape Mgt. Action Plan- improve forest/watershed health.	n/a	23,600	9,554.7
2	Winiger Ridge	Y	Arapaho-Roosevelt NF	Develop 5-yr plan to address forest health, habitat, wildfire, insect/disease, urban impacts, and recreation.	2004	38,000	15,384.6
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF	Restore ponderosa pine forests.	n/a	40	16.2
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF	Restore white fir dominated forests to historical dry mixed forests.	n/a	1,500	607.3
2	Upper Blue Stewardship	Y	White River NF	Improve forest health, habitat, fire resilience, and recreational opportunities.	2007	14,000	5,668.0
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF	Watershed/stream restoration, fire hazard reductions, and enhance local job market.	Dec, 2001	179	72.5
3	Picuris/Las Truchas Land Grant	N	Carson NF	Pinyon-juniper restoration through thinning operations.	n/a	240	97.1659919
3	Red Canyon CCC	N	Cibola NF	Reduce fire hazard, improve forest health, and enhance public education.			
3	Grand Canyon Stewardship Project	Y	Coconino NF	Fuel hazard reduction.	2006-2008	180,000	72,874.5

Region	Project Name	Sec. 347	Administrative Unit	Project Objectives	Est. Project Completion	Project Size	
						Acres	Hectares
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	Forest health (ponderosa pine/Douglas-fir), restore old growth characteristics. Turkey habitat improvements.	Sep, 2005	8,500	3,441.3
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF	Restore forest and grassland ecosystems to historical benchmark (improve aspen distribution, reduce fire risk, restore watershed, reduce insect/pathogen threat, improve habitat).	n/a	50,000	20,242.9
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF	Forest restoration (thinning out existing juniper).	2002	138	55.9
5	Maidu Stewardship	N	Plumas NF	Improve forest health, plant diversity, and advance knowledge of Native American stewardship.	n/a	2,100	850.2
5	Grassy Flats	Y	Shasta - Trinity NF	Improve forest and watershed health (fire protection, as well).			
5	Pilot Creek	Y	Six Rivers NF	Reduce wildfire risk, restore degraded oak woodlands, improve well-being of local community.	n/a	164	66.4
5	Granite Watershed *	N	Stanislaus NF	Watershed protection, improved wildlife habitat and forest heath	2005	12,078	4,889.9
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF	Improvement of bighorn sheep habitat.	Nov, 2004	n/a	n/a
6	Upper Glade LMSC	Y	Rogue River NF	Restore sustainable, biologically diverse ecosystem. Improve well-being of local communities.	n/a	358	144.9
6	Baker City Watershed	Y	Wallowa - Whitman NF	Fuel reduction, improve forest health. Improve local employment opportunities.	2002	1,000	404.9
6	Antelope Pilot Project	Y	Winema NF	Protection and management of old-growth forest ecosystems (ponderosa pine).	Dec, 2001	1,664	673.7
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF	Create high-elevation, early successional habitat for neo-tropical birds. Improved recreational opportunities.	n/a	2,000	809.7
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF	Watershed and forest health improvements.	Nov, 2001	32	13.0
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC	Improvements in fisheries habitat and recreational opportunities.	Jun, 2002	20	8.1
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet	Mimic natural disturbance regimes in Hemlock-Hardwood and Pine-Oak forests.			
9	Forest Discovery Trail	Y	White Mountain	Construct discovery trail for interpretive/educational purposes.	2002	80	32.4
10	Kosciusko Commercial Thinning	N	Tongass NF	Forest health improvements.	Sep, 2004	486	196.8

* The Granite Project is testing the authority of "exchanging goods for services", which was provided by the Granite Watershed Enhancement and Protection Act of 1998- H.R. 2886

APPENDIX D: Process Overview, NEPA

Indicates reports not received.

Region	Project Name	Sec. 347	Administrative Unit	Process Status				Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	Appeals/ Litigation	
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	●				
1	Three Mile Restoration Project	Y	Custer NF	●				
1	Paint Emery Stewardship Demonstration	Y	Flathead NF		●	May-99	●	Appealed in 7/99. Resolved and Decision affirmed 8/99. No siginificant delays to project.
1	Upper Swan - Condon	N	Flathead NF					
1	Flathead Forestry Project	N	Flathead NF		●	Jan-98		
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF		●	Dec-00	●	EA was appealed in 8/99 and theEIS was appealed in 2/01. Implementation was delyedwhen an EIS was prepared. Project is back on track.
1	Yaak Community Stewardship Contracting	Y	Kootenai NF		●	Jun-99	●	Appealed in 7/99, decision was upheld. Due to appeal, project wasdelayed 45-60 days. Also important to note that the Alliance for Wild Rockies fileda lawsuit related to grizzly bear mgt.issues. Project activities were not specifically at issue, but area under EA was. Settlement agreed in Spring 2001 that allowed projects to proceed.
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF		●	Mar-00		
1	Knox-Brooks Stewardship Project	Y	Lolo NF		●	Mar-01	●	Appealed 6/2001. Involved parties included Alliance for the Wild Rockies, The Ecology Center, and American Wildlands. Impact to project unknown at this time.
1	Clearwater Stewardship	Y	Lolo NF		●	Mar-01	●	Project appealed 4/01. Affirmed 6/01. Appeal identified issues related to effects on grizzly bear, range of alternatives, lynx, cummulative effects, BMPs, soil productivity,andeconomics. Appeal resulted in project delay.
1	Meadow Face Stewardship Project	Y	Nez Perce NF	●				
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	●				
2	Winiger Ridge	Y	Arapaho-Roosevelt NF		●	Jul-00		
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF		●	Jun-99		
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF		●	Jul-97		
2	Upper Blue Stewardship	Y	White River NF	●				
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF		●			
3	Picuris/Las Truchas Land Grant	N	Carson NF		●			
3	Red Canyon CCC	N	Cibola NF					
3	Grand Canyon Stewardship Project	Y	Coconino NF		●	Apr-99		
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	●				

Region	Project Name	Sec. 347	Administrative Unit	Process Status				Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	Appeals/ Litigation	
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF		•	Dec-00	•	Project appealed 1/2001. Decision was upheld. Litigation brought against project by the Utah Environmental Congress in 5/2001. Courtdates have not been set. Appeal was from Utah Environmental Congress, Forest Conservation Council and the National Forest Protection Alliance, requesting full remand of ROD and accompanying EIS. Delays have resulted.
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF		•	Jul-98		
5	Maidu Stewardship	N	Plumas NF	•				
5	Grassy Flats	Y	Shasta - Trinity NF					
5	Pilot Creek	Y	Six Rivers NF	•				
5	Granite Watershed	N	Stanislaus NF		•	May-01	•	The mechanical thinning and fuel reduction project within this pilot were appealed by the ForestConservation Council in 6/2001. Decision was upheld.
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF		•	Jun-98	•	Project was appealed in 8/98. Resolved at the regional office level. Appeal was related to roadless conditions, NEPA inadequacy, water quality, wildlife, recreation, noxious weed treatment, and grazing issues.
6	Upper Glade LMSC	Y	Rogue River NF					
6	Baker City Watershed	Y	Wallowa - Whitman NF		•	Mar-95		
6	Antelope Pilot Project	Y	Winema NF		•	May-99		
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF	•				
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF		•	Oct-97		
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC	•				
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet					
9	Forest Discovery Trail	Y	White Mountain		•	1995		
10	Kosciusko Commercial Thinning	N	Tongass NF	•				

APPENDIX E: Process Overview, Contracting

Indicates reports not received.

Region	Project Name	Sec. 347	Administrative Unit	Contract Status			Type of Contract/Agreement						
				No Activity	Contract Developed	Contract Awarded	Timber Sale	Service Contract	Timber with Embedded Service Contract	Service with Embedded Timber Sale	Agreement	Other	Additional Notes
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	●									
1	Three Mile Restoration Project	Y	Custer NF	●									
1	Paint Emery Stewardship Demonstration	Y	Flathead NF		●	Jul-01		●				●	Delivered log contract.
1	Upper Swan - Condon	N	Flathead NF										
1	Flathead Forestry Project	N	Flathead NF		●	Jan-99	●	●					
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF		●					●			
1	Yaak Community Stewardship Contracting	Y	Kootenai NF	●					●				
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF		●	Mar-01						●	Construction contract w/ embedded timber sale.
1	Knox-Brooks Stewardship Project	Y	Lolo NF	●					●				
1	Clearwater Stewardship	Y	Lolo NF		●	Sep-01			●				
1	Meadow Face Stewardship Project	Y	Nez Perce NF	●					●		●		
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	●									
2	Winiger Ridge	Y	Arapaho-Roosevelt NF		●	5/2001 & 9/2001		●			●		
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF		●	May-01					●		
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF	●						●			
2	Upper Blue Stewardship	Y	White River NF	●								●	Service w/timber clause
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF		●	May-01				●			
3	Picuris/Las Truchas Land Grant	N	Carson NF	●			●					●	Firewood permits
3	Red Canyon CCC	N	Cibola NF										
3	Grand Canyon Stewardship Project	Y	Coconino NF		●			●					
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	●									
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF	●									
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF		●	Sep-99		●					
5	Maidu Stewardship	N	Plumas NF	●								●	NEPA task orders
5	Grassy Flats	Y	Shasta - Trinity NF										
5	Pilot Creek	Y	Six Rivers NF	●									
5	Granite Watershed	N	Stanislaus NF	●						●			
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF		●	Sep-00				●			
6	Upper Glade LMSC	Y	Rogue River NF										
6	Baker City Watershed	Y	Wallowa - Whitman NF		●	Dec-99		●					
6	Antelope Pilot Project	Y	Winema NF		●	Sep-00	●						
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF	●									

Region	Project Name	Sec. 347	Administrative Unit	Contract Status			Type of Contract/Agreement							
				No Activity	Contract Developed	Contract Awarded	Timber Sale	Service Contract	Timber with Embedded Service Contract	Service with Embedded Timber Sale	Agreement	Other	Additional Notes
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF		●	Aug-00				●			
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC	●				●					
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet										
9	Forest Discovery Trail	Y	White Mountain		●							●	Construction contract w/ timber sale.
10	Kosciusko Commercial Thinning	N	Tongass NF	●									

APPENDIX F: Funding Overview

Indicates reports not received.

Region	Project Name	Sec. 347	Administrative Unit	Total Funding					
				Total Estimated Budget	Forest Service Approps.	Product Exchanged for Service	Receipts Retained	Cooperator Contribution	Other
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	$3.5-7.1 mil	690,000				
1	Three Mile Restoration Project	Y	Custer NF	$995,500	$310,000				
1	Paint Emery Stewardship Demonstration	Y	Flathead NF	$307,000	$272,000	n/a	$704,289	$34,933	
1	Upper Swan - Condon	N	Flathead NF						
1	Flathead Forestry Project	N	Flathead NF	$168,755				$113,280	$55,475
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF		$30,000				
1	Yaak Community Stewardship Contracting	Y	Kootenai NF						
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF	$65,000	$42,500	$2,000		$2,900	$4,000
1	Knox-Brooks Stewardship Project	Y	Lolo NF						
1	Clearwater Stewardship	Y	Lolo NF			$365,423			
1	Meadow Face Stewardship Project	Y	Nez Perce NF	$663,000	$663,000			$51,000	
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	n/a	$75,705			$251,360	$38,400
2	Winiger Ridge	Y	Arapaho-Roosevelt NF	$1,000,000	$208,000	$80,000			
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF	$137,800	$105,000	$1,690		$22,800	
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF	n/a	$3,500				
2	Upper Blue Stewardship	Y	White River NF	$1,000,000	$1,569,155			$29,269	
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF	$31,910	$52,000	$4,938			
3	Picuris/Las Truchas Land Grant	N	Carson		$9,500			$10,000	
3	Red Canyon CCC	N	Cibola						
3	Grand Canyon Stewardship Project	Y	Coconino	$1,817,000	$1,704,000	$1,046,000	$8,000	$546,000	$500,000
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	n/a	$257,232				$4,000
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF	n/a	$37,693				
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF	$15,000	$15,000				
5	Maidu Stewardship	N	Plumas NF						
5	Grassy Flats	Y	Shasta - Trinity NF						
5	Pilot Creek	Y	Six Rivers NF						
5	Granite Watershed	N	Stanislaus NF	$5,000,000					
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF	$142,540	$139,539	$161,882			

Region	Project Name	Sec. 347	Administrative Unit	Total Funding					
				Total Estimated Budget	Forest Service Approps.	Product Exchanged for Service	Receipts Retained	Cooperator Contribution	Other
6	Upper Glade LMSC	Y	Rogue River NF						
6	Baker City Watershed	Y	Wallowa - Whitman NF	$1,818,256	$1,788,456	$585,000			
6	Antelope Pilot Project	Y	Winema NF	$69,000	$65,000	$32,000		$7,000	
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF	n/a	$24,000				
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF	$115,200	$130,000	$22,740		$5,400	
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC	$19,300	$19,300				
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet						
9	Forest Discovery Trail	Y	White Mountain	$148,585	$63,000	$570		$50,000	
10	Kosciusko Commercial Thinning	N	Tongass NF	$13,200	$32,800				

APPENDIX G: Costs Overview

Indicates reports not received.

Region	Project Name	Sec. 347	Administrative Unit	Total Costs							
				Total Estimated Budget	Planning/ NEPA	Contract/Sale Preparation	Contract/Sale Administration	Service Contract	Citizen Involvement	Monitoring/ Evaluation	Other
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	$3.5-7.1 mil	690000						
1	Three Mile Restoration Project	Y	Custer NF	$995,500	$286,000	$19,000			$5,000		
1	Paint Emery Stewardship Demonstration	Y	Flathead NF	$307,000	$100,000	$144,000	$8,000		$34,933	$20,000	
1	Upper Swan - Condon	N	Flathead NF								
1	Flathead Forestry Project	N	Flathead NF	$168,755	$8,000	$5,000	$4,757	$97,200	$35,442	$18,356	
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF	n/a	$170,000	$125,000			$30,000	$5,000	
1	Yaak Community Stewardship Contracting	Y	Kootenai NF	n/a					$30,000		
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF	$65,000	$3,000	$36,500	$3,000		$1,100	$1,500	
1	Knox-Brooks Stewardship Project	Y	Lolo NF	n/a							
1	Clearwater Stewardship	Y	Lolo NF	n/a	$225,000	$100,000				$1,000	
1	Meadow Face Stewardship Project	Y	Nez Perce NF	$663,000	$622,000	$10,000			$50,000	$1,000	
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	n/a	$48,409			$10,000	$500	$1,000	$98,780
2	Winiger Ridge	Y	Arapaho-Roosevelt NF	$1,000,000	$0	$110,000	$10,000	$70,000	$5,000	$13,000	
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF	$137,800	$28,000	$5,115					
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF	n/a							
2	Upper Blue Stewardship	Y	White River NF	$1,000,000	$795,955	$100,000					
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF	$31,910		$2,070	$500	$26,000	$0	$220	
3	Picuris/Las Truchas Land Grant	N	Carson								
3	Red Canyon CCC	N	Cibola								
3	Grand Canyon Stewardship Project	Y	Coconino	$1,817,000	$824,000	$404,000	$67,000	$489,000	$40,000		$732,000
4	North Kennedy/Cottonwood Forest Health Proje	Y	Boise NF	n/a	$163,651	$67,581	$0	$0	$20,000	$4,000	$0
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF	n/a							
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF	$15,000	$4,500	$1,500	0	9000			
5	Maidu Stewardship	N	Plumas NF								
5	Grassy Flats	Y	Shasta - Trinity NF								
5	Pilot Creek	Y	Six Rivers NF								
5	Granite Watershed	N	Stanislaus NF	$5,000,000	$564,000	$455,159					
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF	$142,540	$70,948	$53,749	$16,929	$5,837	$900	$2,550	
6	Upper Glade LMSC	Y	Rogue River NF								
6	Baker City Watershed	Y	Wallowa - Whitman NF	$1,818,256	$125,000	$30,000	$15,000	$1,547,774	$5,000	$28,800	$191,682
6	Antelope Pilot Project	Y	Winema NF	$69,000	$2,500	$3,000	$5,000	$65,000		$7,000	

Region	Project Name	Sec. 347	Administrative Unit	Total Costs							
				Total Estimated Budget	Planning/ NEPA	Contract/Sale Preparation	Contract/Sale Administration	Service Contract	Citizen Involvement	Monitoring/ Evaluation	Other
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF	n/a	$24,000						
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF	$115,200	$7,000	$11,000	$5,000	$80,200		$12,000	
8	Wayah Contract Logging Stewardship	Y	NFS in NC	$19,300	$17,500	$1,800					
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet								
9	Forest Discovery Trail	Y	White Mountain	$148,585	$20,000	$15,000	$5,000	$107,085	$1,000	$1,000	
10	Kosciusko Commercial Thinning	N	Tongass NF	$13,200	$13,200						

APPENDIX H: Authorities Being Tested

Indicates reports not received. | n/a | Not Applicable | tbd | To be Determined

Region	Project Name	Sec. 347	Administrative Unit	Authorities Being Tested				
				Exchange of Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multi-year Contracting
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	●	tbd	tbd	●	tbd
1	Three Mile Restoration Project	Y	Custer NF	●	tbd	●	●	●
1	Paint Emery Stewardship Demonstration	Y	Flathead NF		●	●	●	
1	Upper Swan - Condon	N	Flathead NF					
1	Flathead Forestry Project	N	Flathead NF	n/a	n/a	n/a	n/a	n/a
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF	●		●	●	●
1	Yaak Community Stewardship Contracting	Y	Kootenai NF	●	tbd	●	●	●
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF	●		●	●	●
1	Knox-Brooks Stewardship Project	Y	Lolo NF	●	●	●	●	●
1	Clearwater Stewardship	Y	Lolo NF	●	●	●	●	●
1	Meadow Face Stewardship Project	Y	Nez Perce NF	●	tbd	●	●	●
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	●	●	●	●	
2	Winiger Ridge	Y	Arapaho-Roosevelt NF	●	●	●	●	
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF	●		●	●	
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF	●		●		●
2	Upper Blue Stewardship	Y	White River NF	●	●			●
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF	●		●	●	
3	Picuris/Las Truchas Land Grant	N	Carson NF	n/a	n/a	n/a	n/a	n/a
3	Red Canyon CCC	N	Cibola NF					
3	Grand Canyon Stewardship Project	Y	Coconino NF	●		●		
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	●	●	●	●	tbd
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF	●	●	●		
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF	n/a	n/a	n/a	n/a	n/a
5	Maidu Stewardship	N	Plumas NF	n/a	n/a	n/a	n/a	n/a
5	Grassy Flats	Y	Shasta - Trinity NF					
5	Pilot Creek	Y	Six Rivers NF	●				

Region	Project Name	Sec. 347	Administrative Unit	Authorities Being Tested				
				Exchange of Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multi-year Contracting
5	Granite Watershed*	N	Stanislaus NF	●		●		●
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF	●		●	●	●
6	Upper Glade LMSC	Y	Rogue River NF					
6	Baker City Watershed	Y	Wallowa - Whitman NF	●		●	●	●
6	Antelope Pilot Project	Y	Winema NF	●		●	●	●
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF	●				
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF	●	●			
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC	●	●	●		
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet					
9	Forest Discovery Trail	Y	White Mountain	●				
10	Kosciusko Commercial Thinning	N	Tongass NF	n/a	n/a	n/a	n/a	n/a

* The Granite Project is testing the authority of "exchanging goods for services", which was provided by the Granite Watershed Enhancement and Protection Act of 1998- H.R. 2886

APPENDIX I : Planned Activities and Accomplishments

Indicates reports not received. ● Indicates planned activity

Region	Project Name	Sec.347	Administrative Unit	Activities																		
				Roads						Aquatic Habitat				Terrestrial Habitat								
				Roads decommissioned (mi)	Roads obliterated (mi)	Temp. roads built (mi)	Temp roads obliterated (mi)	Perm roads built (mi)	Roads maint (mi)	Streams restored (mi)	Riparian areas restored (ac)	Culverts replaced	Culverts removed	Forage seeding (ac)	Mech. thinning (ac)	Pruning (ac)	Noxious weed treatment (ac)	Insect/disease treatment (ac)	Prescribed fire-habitat improve (ac)	Prescribed fire-regeneration (ac)	Other	
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF																			
1	Three Mile Restoration Project	Y	Custer NF										●								●	
1	Paint Emery Stewardship Demonstration Project	Y	Flathead NF	●					35								●					
1	Upper Swan-Condon	N	Flathead NF																			
1	Flathead Forestry Project	N	Flathead NF												107	22			16	16		
1	Priest Pend Oreille Land Stewardship Project	Y	Idaho Panhandle NF		●	●		●	●		●	●				●	●				reforestation	
1	Yaak Community Stewardship Proposal	Y	Kootenai NF	●					●	●					●							
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF			0.5				●												
1	Clearwater Stewardship	Y	Lolo NF		●	●	●	●	●						●		●					
1	Knox-Brooks Stewardship Proposal	Y	Lolo NF	●	●	●	●		●	●	●	●			●		●			●		
1	Meadow Face Stewardship Project	Y	Nez Perce NF	●		●	●		●	0.075	●	●	●		●		●			●		
2	Winiger Ridge Restoration	Y	Arapaho-Roosevelt NF						0.3			1			207		150					
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF												●		600	5	162	●		
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF												●		●					
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF						●						●		●			●	reforestation	
2	Upper Blue Stewardship	Y	White River NF	●											●					●		
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF			0.7			3		179				179							
3	Picuris/Las Truchas Stewardship Project	N	Carson NF																			
3	Red Canyon CCC Project	N	Cibola NF																			
3	Grand Canyon Stewardship Project	Y	Coconino NF	●	3.7	1.5	1		4		1											
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	●	●				●			●	●		●							
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF	●											●			●		●		
5	Fourmile Thinning/Juniper Utilization Project	N	Modoc NF												●							
5	Maidu Stewardship	N	Plumas NF								●				●							
5	Grassy Flats	Y	Shasta - Trinity NF																			
5	Pilot Creek Ecosystem Management	Y	Six Rivers NF	●	●			●	●	●	●					●						
5	Granite Watershed	N	Stanislaus NF												●		●					
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF											●	331		●		●			

Region	Project Name	Sec.347	Administrative Unit	Activities																			
				Roads						Aquatic Habitat				Terrestrial Habitat									
				Roads decommissioned (mi)	Roads obliterated (mi)	Temp. roads built (mi)	Temp roads obliterated (mi)	Perm roads built (mi)	Roads maint (mi)	Streams restored (mi)	Riparian areas restored (ac)	Culverts replaced	Culverts removed	Forage seeding (ac)	Mech. thinning (ac)	Pruning (ac)	Noxious weed treatment (ac)	Insect/disease treatment (ac)	Prescribed fire-habitat improve (ac)	Prescribed fire-regeneration (ac)	Other	
6	Upper Glade LMSC	Y	Rogue River NF																				
6	Baker City Watershed	Y	Wallowa - Whitman NF		1.6				4.6														
6	Antelope Pilot Project	Y	Winema NF			1									900								
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF						●						●								
8	Contract Logging / Stewardship Services	Y	GW - Jefferson NF							●					●								
8	Wayah Contract Logging Service Project	Y	NFS in NC												●								
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet																				
9	Forest Discovery Trail	Y	White Mountain			1.5		0.1	●					1	16						Interpretation		
10	Kosciusko Commercial Thinning	N	Tongass NF												●								

APPENDIX I : Planned Activities and Accomplishments

Indicates reports not received. ● Indicates planned activity

Region	Project Name	Sec.347	Administrative Unit	Fuels Management				Products Produced					Other
				Thinning (ac)	Prescribed fire (ac)	Fuels Reduced (tons)		Sawlongs (ccf)	Roundwood (tons)	Firewood (cords)	Special forest products		
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF										
1	Three Mile Restoration Project	Y	Custer NF	●	●			●	●				transportation signage
1	Paint Emery Stewardship Demonstration Project	Y	Flathead NF					●					
1	Upper Swan-Condon	N	Flathead NF										
1	Flathead Forestry Project	N	Flathead NF	107	16	2497		2497 tons		78			
1	Priest Pend Oreille Land Stewardship Project	Y	Idaho Panhandle NF	●	●	●		●	●				
1	Yaak Community Stewardship Proposal	Y	Kootenai NF	●	●			●	●				
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF					40	●				recreational improvements
1	Clearwater Stewardship	Y	Lolo NF		●			●	●				
1	Knox-Brooks Stewardship Proposal	Y	Lolo NF		●			●	●				lynx surveys
1	Meadow Face Stewardship Project	Y	Nez Perce NF	●	1200			●	●				recreational improvements
2	Winiger Ridge Restoration	Y	Arapaho-Roosevelt NF	207	500					110	50 teepee poles		
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	56	172			20 cords		89			shrub thickets for turkey
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF			●			●				
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF										
2	Upper Blue Stewardship	Y	White River NF			●		●	●				recreational improvements
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF	179				643	380	25			
3	Picuris/Las Truchas Stewardship Project	N	Carson NF					●	●	●			
3	Red Canyon CCC Project	N	Cibola NF										
3	Grand Canyon Stewardship Project	Y	Coconino NF	516	373			7154	3420	300			recreational improvements
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	●				●	●				ATV trail
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF										
5	Fourmile Thinning/Juniper Utilization Project	N	Modoc NF	●				●	●	●			
5	Maidu Stewardship	N	Plumas NF	●	●	●		●	●				interpretative needs
5	Grassy Flats	Y	Shasta - Trinity NF										
5	Pilot Creek Ecosystem Management	Y	Six Rivers NF	●		●							
5	Granite Watershed	N	Stanislaus NF	●	●	●		●	●				
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF	●	●			829	●	5			

Region	Project Name	Sec.347	Administrative Unit	Fuels Management				Products Produced					Other
				Thinning (ac)	Prescribed fire (ac)	Fuels Reduced (tons)		Sawlongs (ccf)	Roundwood (tons)	Firewood (cords)	Special forest products		
6	Upper Glade LMSC	Y	Rogue River NF										
6	Baker City Watershed	Y	Wallowa - Whitman NF	628	203	17900		1.2mmbf	1 mmbf	150			
6	Antelope Pilot Project	Y	Winema NF					3900	2000				
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF										recreational improvements
8	Contract Logging / Stewardship Services	Y	GW - Jefferson NF					●	●				
8	Wayah Contract Logging Service Project	Y	NFS in NC					●	●				
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet										
9	Forest Discovery Trail	Y	White Mountain					80	145				recreational improvements
10	Kosciusko Commercial Thinning	N	Tongass NF					●	●				

APPENDIX J: COOPERATOR INVOLVEMENT

Indicates reports not received.

Region	Project Name	Sec. 347	Administrative Unit	Cooperators										Example Cooperators	Example Activities
				Other Federal Agencies	State Agencies	Municipal Agencies	Tribal Governments	Universities/ Schools	Conservation Groups	Industry Groups	Sport/Recreation Groups	Wildlife Groups	Other		
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	●	●		●	●	●	●	●	●	●	Idaho Dept. Fish & Game, Clearwater Elk Recovery Team, area residents.	Project implementation, community outreach, monitoring.
1	Three Mile Restoration Project	Y	Custer NF											State agencies, tribes, county commissioners, industry, interest groups, local landowners.	Project development.
1	Paint Emery Stewardship Demonstration	Y	Flathead NF					●	●	●	●	●	●	Community members, Plum Creek, Flathead Common Ground, FFP, FEPC	Project development, design, evaluation, monitoring, team facilitation, report development.
1	Upper Swan - Condon	N	Flathead NF												
1	Flathead Forestry Project	N	Flathead NF	●	●				●	●			●	Montana DNRC, Montana Wilderness Assoc., Swan Ecosystem Center, USFS, Montana Logging Assoc., community members, Audubon Society, FEPC.	Community outreach, planning, project design, technical proposal evaluation, monitoring/evaluation,funding and administration.
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF		●	●		●	●	●			●	Community members, Forest Community Connection, Chambers of Commerce, Priest River Development Corporation, timber industry, environmental interests.	Project development, implementation, community outreach, training, monitoring/evaluation.
1	Yaak Community Stewardship Contracting	Y	Kootenai NF						●	●			●	Community members.	Project development, monitoring/evaluation.
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF		●				●	●	●			Great Falls Trailbike Riders, Judith River Sawmills, Contractors, Community members, Montana Dept. Fish, Wildlife & Parks	Project design, implementation, funding, monitoring, communication.
1	Knox-Brooks Stewardship Project	Y	Lolo NF	●	●	●			●	●			●	County Board of Commissioners, Natural Resource Conservation Service, Montana FWP, Mineral County Watershed Council	Project development, funding, monitoring.
1	Clearwater Stewardship	Y	Lolo NF					●	●	●	●	●	●	National Wildlife Federation, National Forest Foundation, Trout Unlimited, Blackfoot Challenge, Bolle Center at Univ. MT	Monitoring/Evaluation of project.
1	Meadow Face Stewardship Project	Y	Nez Perce NF	●	●	●	●		●	●	●	●	●	Stewards of the Nez Perce, National Marine Fisheries Service, local mills, timber companies, Concerned Sportsmen of Idaho, the Clearwater Elk Recovery Team, Nez Perce Tribe, Grangeville Chambe of Commerce, Idaho Fish& Game, Idaho Conservation League, labor unions	Project development, funding, monitoring, implementation.
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	●	●								●	Colorado State Forest Service, Colorado Division of Wildlife, Evans Ranch HOA, and Indian Creek Ranch HOA	Project design, planning, communication, funding.
2	Winiger Ridge	Y	Arapaho-Roosevelt NF		●	●		●	●			●		Colorado State Forest Service, Boulder County, City of Boulder Open Space/Parks, Denver Water Board, Eldorado State Park, Cherryvale Fire Department, Colorado State University, Rocky Mountain Elk Foundation, State of Colorado (Weed Mgt. Division), Wilderness Society, Forest Watch Campaign, PUMA Neighborhood Group	Monitoring/evaluation, public outreach and education, documentation, project planning.
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF	●	●	●				●			●	Cortez Journal, Ragland & Sons Logging, Ott Sawmill, San Juan Citizens Alliance, community members, Colorado State Forest Service, Montezuma County	Community outreach, general project coordination, project management and implementation (CSFS), monitoring/evaluation.
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF		●	●							●	Community members, San Juan Citizen Alliance, Colorado State Fores Service, Montezuma County	n/a
2	Upper Blue Stewardship	Y	White River NF	●	●	●			●		●		●	Board of County Commissioners, planning commissions, White River Forest Association, Breckenridge Nordic Center, Breckenridge Ski Area, Summit County, Fat Tire Society, High Country Snowmobile Club, Colorado Division of Wildlife, USFWS, ACOE, Colorado Trail Foundation, Rocky Mountain Youth Corps, Rotary Club, Town of Frisco, and EPA	Project planning and design.
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF		●				●				●	AZ Game & Fish, White Mountain Conservation League, community members (contractors)	Monitoring/evaluation
3	Picuris/Las Truchas Land Grant	N	Carson NF						●	●				Forest Trust, La Montana de Truchas Woodlot	Project administration and implementation, monitoring/evaluation
3	Red Canyon CCC	N	Cibola NF												
3	Grand Canyon Stewardship Project	Y	Coconino NF	●	●	●		●	●				●	Grand Canyon Forests Foundation, Northern Arizona University, Grand Canyon Trust, AZ State Land Department, Flagstaff Fire Department, community members	Monitoring/evaluation, project planning, implementation, funding
4	North Kennedy/Cottonwood Forest Health Proje	Y	Boise NF		●	●		●	●	●	●	●	●	Idaho Conservation League, Northwest Timber Workers Resource Council, community members, Idaho ATV Association, local businesses, Gem County Weed Control, Idaho Dept. of Fish and Game, Gem County Commissioner	Monitoring/evaluation, project design/development
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF		●	●				●		●		Stolze Aspen Mills, State of Utah, Rocky Mountain Elk Foundation	Monitoring/evaluation

Region	Project Name	Sec. 347	Administrative Unit	Cooperators										Example Cooperators	Example Activities
				Other Federal Agencies	State Agencies	Municipal Agencies	Tribal Governments	Universities/ Schools	Conservation Groups	Industry Groups	Sport/Recreation Groups	Wildlife Groups	Other		
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF		●					●				OR Economic and Community Development, High Desert Forest Products.	
5	Maidu Stewardship	N	Plumas NF				●							Maidu Cultural and Development Group	Implementaiton,planning, administration
5	Grassy Flats	Y	Shasta - Trinity NF												
5	Pilot Creek	Y	Six Rivers NF											n/a	n/a
5	Granite Watershed	N	Stanislaus NF											n/a	n/a
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF						●		●	●	●	Community members, Kettle Range Conservation Group, National Safari Club, Rocky Mountain Bighorn Society, Foundation for North American Wild Sheep, and Inland Northwest Wildlife Council	Funding, monitoring/evaluation.
6	Upper Glade LMSC	Y	Rogue River NF												
6	Baker City Watershed	Y	Wallowa - Whitman NF		●	●		●					●	City of Baker City, Baker City Watershed Committee, Powder River Correctional Facility, Forest Health Advisory Team, State of Oregon Governors staff, University of Washington, community members	Project design, implementation, monitoring/evaluation, access to site
6	Antelope Pilot Project	Y	Winema NF						●				●	Concerned Friends of the Winema, Forest Health Partnership, Sustainable Northwest, American Forests	Monitoring/evaluation
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF		●							●		Ruffed Grouse Society, National Wild Turkey Federation, Tennessee Wildlife Resources Agency, the University of TN, American Bird Conservancy	Funding, project design, project supplies
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF		●			●						Virginia Department of Forestry, Virginia Tech	Monitoring/evaluation
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC					●						Virginia Tech	Monitoring/evaluation
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet												
9	Forest Discovery Trail	Y	White Mountain		●				●	●			●	American Forest Foundation, Northland Forest Products, various foundations, Hull Forest Products, Conway Scenic Railroad, American Forest & Paper Association, Monadnock Paper Mill, HHP Inc., Tubbs	Funding
10	Kosciusko Commercial Thinning	N	Tongass NF		●					●			●	Alaska DNR, Alaska Dept. of Fish and Game, Gateway Forest Products, Alaska Wood Utilization Research Development Center	Project design/development, monitoring/evaluation.

APPENDIX K: Local Employment Enhancement

Indicates reports not received.

Region	Project Name	Sec. 347	Administrative Unit	Bidder Information					Local Employment Enhancement			
				Were local contractors given preference?	*Used Local Contractor*	*Define local.*	*Business size*	*Business Type*	*Number of people on project*	*Number of people from local area*	*Avg. Days worked*	*Avg. Wage earned (/hr)*
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF									
1	Three Mile Restoration Project	Y	Custer NF									
1	Paint Emery Stewardship Demonstration	Y	Flathead NF	No	●	Within 50mi of Valley	Small and Large	Road construction (subs for logging and weed treatment), wood product manufacturing.	16	13	15	$15.00
1	Upper Swan - Condon	N	Flathead NF									
1	Flathead Forestry Project	N	Flathead NF	No	●	Northwest MT	Small and Large	Logging, thinning	5-1	6	30-20	unk.
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF									
1	Yaak Community Stewardship Contracting	Y	Kootenai NF									
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF	Yes	●	County	Small	Logging	1	1	30	n/a
1	Knox-Brooks Stewardship Project	Y	Lolo NF									
1	Clearwater Stewardship	Y	Lolo NF	Yes	●	State	Small	Logging, wood product				
1	Meadow Face Stewardship Project	Y	Nez Perce NF									
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF									
2	Winiger Ridge	Y	Arapaho-Roosevelt NF	Yes	●	Within 100 mi	Small	Logging	18/2	16	20/100	$10/$15
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF	Yes	●	n/a	n/a	n/a				
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF									
2	Upper Blue Stewardship	Y	White River NF									
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF	Yes	●	Within 100 mi	Small	Logging	3	3	10	n/a
3	Picuris/Las Truchas Land Grant	N	Carson NF									
3	Red Canyon CCC	N	Cibola NF									
3	Grand Canyon Stewardship Project	Y	Coconino NF						66	66	vary	$10-30
4	North Kennedy/Cottonwood Forest Health Pro	Y	Boise NF									
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF									
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF	Yes	●	Within 100 mi	Small	Thinning, wood product				
5	Maidu Stewardship	N	Plumas NF									
5	Grassy Flats	Y	Shasta - Trinity NF									
5	Pilot Creek	Y	Six Rivers NF									
5	Granite Watershed	N	Stanislaus NF									
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF	Yes	●	HUB Zone	Small	Reforestation, pre-	36	5	7	$14.82
6	Upper Glade LMSC	Y	Rogue River NF									
6	Baker City Watershed	Y	Wallowa - Whitman NF	No	●	n/a	Small	Logging	18	18	40	$20.00
6	Antelope Pilot Project	Y	Winema NF	No		Within 45 mi	Small	Logging, road construction,	7	0	5	$12.50
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF									
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF	No	●	n/a	Small	Logging				
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC									

Region	Project Name	Sec. 347	Administrative Unit	Bidder Information					Local Employment Enhancement			
				Were local contractors given preference?	*Used Local Contractor*	*Define local.*	*Business size*	*Business Type*	*Number of people on project*	*Number of people from local area*	*Avg. Days worked*	*Avg. Wage earned (/hr)*
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet									
9	Forest Discovery Trail	Y	White Mountain	No	●	State	Small	Construction (sub logging)	12	12	20	$12.00
10	Kosciusko Commercial Thinning	N	Tongass NF									

APPENDIX L

Summary Report for Section 338 Stewardship Contracting Pilots

FY2001

Prepared by the USDA Forest Service

December 2001

EXECUTIVE SUMMARY

Section 338 of the FY 2001 Appropriations Act for Interior and Related Agencies (P.L. 106-291) authorizes the Forest Service to implement up to 28 additional stewardship contracting pilot projects under the same terms and conditions as required in Section 347 of the FY 1999 Omnibus Appropriations Act (P.L. 105-277), as amended by Section 341 of the FY 2000 Appropriations Act for Interior and Related Agencies (P.L. 106-113). Nine of these projects must be in Region 1 and three in Region 6.

Subsection (g) of Section 347 mandates that the Forest Service report annually to the Appropriations Committees of the U.S. House and Senate. The legislative language indicates that these reports are to provide project-level information on: 1) the status of efforts to develop, execute, and administer the pilot projects; 2) specific accomplishments that have resulted; and, 3) roles being played by local communities in developing and implementing the projects.

In December 2000, the Washington Office, Forest and Rangeland Staff, surveyed the regions to determine the level of interest in continued testing of the new authorities granted. Ultimately, in March 2001, the interested regions were assigned the number of projects to be undertaken. A survey was conducted to identify key features of each of the pilots (e.g., project objectives, which authorities are being tested, timeline for completion).

The results accomplished to date are limited. Half of the projects are still in the planning and environmental analysis phase. It may be difficult for a number of the projects to have a contract awarded no later than September 30, 2002.

The agency is currently in negotiations with the Pinchot Institute for Conservation to modify the monitoring and evaluation contract entered into in July 2000. Including the Section 338 projects in their contract will provide consistency in the processes to implement the required monitoring and provide for an integrated evaluation of communities role and the authorities being tested.

1.0 PROGRESS FY 2001

In December 2000, after agreement with the regional Program Directors on a method to make pilot project assignment, the Washington Office, Forest and Rangeland Staff, surveyed the regions to determine the level of interest in continued testing of the new authorities granted. In March 2001, based upon the input received from the regions and a desire to increase the number of pilots in the eastern regions, assignment of the number of projects to be undertaken by each region was made.

In May 2001, a survey was conducted to identify the individual pilot projects and their key features (e.g., project objectives, which authorities are being tested, timeline for completion). Table 1 displays general project information. A follow up survey was done in November 2001 to determine project status and accomplishments for the fiscal year. Project specific information is located in the Appendices for those pilots who provided input.

2.0 STEWARDSHIP PILOT STATUS

2.1 Location of Pilots

The pilot projects are widely distributed geographically (Table 1). Every Forest Service administrative region, with the exception of Region 10 (Alaska), has at least one pilot in addition to those being conducted under Section 347. The specific distributions are: 9 projects in Region 1 (Northern); 3 projects in Region 2 (Rocky Mountain): 5 projects in Region 3 (Southwest); 1 project in Region 4 (Intermountain); 1 project in Region 5 (Pacific Southwest); 4 projects in Region 6 (Pacific Northwest); 3 projects in Region 8 (Southern); and 2 projects in Region 9 (Eastern).

The geographic dispersion of pilot projects is also reflected in their distribution by state. A total of 13 states have stewardship pilot projects. The specific mix includes: 8 projects in Montana, 2 projects in Idaho, 2 projects in Washington, 2 projects in Oregon, 4 projects in Arizona, 3 projects in Colorado, and 1 each in California, New Mexico, Arkansas, Alabama, Kentucky, West Virginia, and Vermont.

Twenty-four national forests have pilot projects. The number of forests is less than the number of authorized pilots (28 authorized) because four national forests have two pilots each – the Beaverhead-Deerlodge National Forest (R1), Bitterroot National Forest (R1), the Apache-Sitgreaves National Forest (R3), and the Wallowa-Whitman National Forest (R6).

2.2 Authorities Being Tested

The Forest Service was granted authority under Section 338 to continue the testing of a series of new or expanded authorities first granted in Section 347 of the FY 1999 Omnibus Appropriations Act (P.L. 105-277), as amended by Section 341 of the FY 2000 Appropriations Act for Interior and Related Agencies (P.L. 106-113) (Section 347), designed to help improve project flexibility and agency accountability (Appendix A).

The one authority that will be most extensively evaluated is the exchange of goods for services. Seventy-five percent of the pilot projects anticipate using this authority. At 43%, the use of "best value" in determining award of a contract is the second most popular authority being tested. The authorities of receipt retention, designation by description, and multiyear service

contracting are each being tested in 25% of the pilot projects. The authorities to make a direct award to an individual when the product value exceeds $10,000 and use of performance and payment bonds commensurate with product value are being tested in about 11% and 7% of the projects, respectively.

2.3 Project Objectives

Each pilot has specified the objectives associated with project implementation (Appendix B). Among the most common objectives are:

- Fire hazard reduction, especially within the wildland urban interface.
- Wildlife habitat improvement.
- Fisheries and water quality improvement.
- Forest health improvement.

2.4 Process Overview: NEPA

At the end of FY 2001, 14 (50%) stewardship pilot projects have completed the NEPA process (Appendix C). Of these, 4 decisions were appealed; however, 3 appeals have been resolved. Necessary analysis towards reaching a decision continues on the remainder of the projects; however, it seems likely that a portion of the projects may not complete the NEPA, appeals, or litigation processes prior to September 30, 2002. The result would be that fewer projects would be implemented to test the authorities granted in this legislation.

2.4 Process Overview: Contracting

Only 1 (3%) of the pilot projects has been awarded, the Buck Vegetation Management Project on the Wallowa-Whitman National Forest in Region 6 (Oregon) (Appendix D). Nine projects are in the contract development phase and the remaining are in the project preparation phase. With 14 pilot projects still conducting the NEPA process, it may not be possible for the projects to be prepared and a contract awarded by September 30, 2002.

3.0 MULTIPARTY MONITORING AND EVALUATION

3.1 Monitoring and Evaluation Process

In July 2000, the Forest Service entered into a contract with the Pinchot Institute for Conservation (Pinchot Institute) to design, implement, and manage a process for securing multiparty input in monitoring, evaluating, and reporting on the agency's stewardship contract pilot projects under Section 347. Negotiations have begun with the Pinchot Institute to modify the contract to include the projects granted under Section 338. The contract modification was finalized in November 2001. Including the Section 338 projects under the Pinchot Institute's contract will provide consistency in the processes to implement the required monitoring and provide for an integrated evaluation of the communities role and the authorities being tested.

In the interim, the Section 338 pilot projects have been provided information on the requirement to organize a local monitoring and evaluation team, develop a monitoring plan, and provide results. In many instances, a local team has not been organized yet.

Table 1. List of Section 338 Stewardship Pilot Projects

Region	Project Name	Administrative Unit
1	Alice Creek/Nevada-Dalton Stewardship Project	Helena NF
1	Game Range Stewardship Project	Lolo NF
1	Tobacco Root Vegetation Mgt. Project	Beaverhead-Deerlodge NF
1	Westface Forest Mgt. Stewardship Project	Beaverhead-Deerlodge NF
1	Judith Vegetation & Range Improvement	Lewis & Clark NF
1	Treasure Interface Stewardship Demo Project	Kootenai NF
1	Sheafman Restoration	Bitterroot NF
1	Bitterroot Burned Area Restoration	Bitterroot NF
1	Iron Honey	Idaho Panhandle NF
2	Seven Mile	Arapaho-Roosevelt NF
2	Upper South Platte Watershed Project	Pike-San Isabel NF
2	Ryan Park/Ten Mile	Medicine Bow-Routt NF
3	Eagar South	Apache-Sitgreaves NF
3	Springerville WUI TSI	Apache-Sitgreaves NF
3	Zuni/Four Corners Sustainable Forest Initiative	Cibola NF
3	East Rim Vegetation Mgt. Project	Kaibab NF
3	Schoolhouse Thinning Project	Prescott NF
4	Warm Ridge Glide Project	Boise NF
5	Maidu Stewardship	Plumas NF
6	Hungry Hunter Ecosystem Restoration Project	Okanogan NF
6	Swakane Canyon Stewardship Project	Wenatchee NF
6	Buck Vegetation Mgt. Project	Wallowa - Whitman NF
6	Sprinkle Restoration Project	Wallowa - Whitman NF
8	Shortleaf Pine Restoration Project	Ouachita NF
8	Longleaf Ecosystem Restoration	NFs in Alabama
8	Elk & Bison Prairie Habitat Restoration	Land Between the Lakes
9	Fernow Experimental Forest Stewardship Project	Monongahela NF
9	White River Riparian Buffer	Green Mountain NF

APPENDIX A: Authorities Being Tested

(Sec. 338 of PL 106-291)

Region	Project Name	Sec. 338	Administrative Unit	Authorities Being Tested				
				Exchange of Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multi-year Contracting
1	Alice Creek/Nevada-Dalton Stewardship Project	Y	Helena NF	●			●	
1	Game Range Stewardship Project	Y	Lolo NF	●			●	
1	Tobacco Root Vegetation Mgt. Project	Y	Beaverhead-Deerlodge NF	●				
1	Westface Forest Mgt. Stewardship Project	Y	Beaverhead-Deerlodge NF	●		●	●	●
1	Judith Vegetation & Range Improvement	Y	Lewis & Clark NF	●			●	
1	Treasure Interface Stewardship Demo Project	Y	Kootenai NF	●			●	
1	Sheafman Restoration	Y	Bitterroot NF	●				
1	Bitterroot Burned Area Restoration	Y	Bitterroot NF	●				
1	Iron Honey	Y	Idaho Panhandle NF					
2	Seven Mile	Y	Arapaho-Roosevelt NF	●		●	●	
2	Upper South Platte Watershed Project	Y	Pike-San Isabel NF	●				
2	Ryan Park/Ten Mile	Y	Medicine Bow-Routt NF	●				
3	Eagar South	Y	Apache-Sitgreaves NF	●		●		
3	Springerville WUI TSI	Y	Apache-Sitgreaves NF			●		
3	Zuni/Four Corners Sustainable Forest Initiative	Y	Cibola NF				●	●
3	East Rim Vegetation Mgt. Project	Y	Kaibab NF	●				
3	Schoolhouse Thinning Project	Y	Prescott NF				●	●
4	Warm Ridge Glide Project	Y	Boise NF	●	●			
5	Maidu Stewardship	Y	Plumas NF	●	●			●
6	Hungry Hunter Ecosystem Restoration Project	Y	Okanogan NF	●	●	●	●	●
6	Swakane Canyon Stewardship Project	Y	Wenatchee NF	●		●	●	
6	Buck Vegetation Mgt. Project	Y	Wallowa - Whitman NF		●		●	
6	Sprinkle Restoration Project	Y	Wallowa - Whitman NF	●	●	●	●	

Region	Project Name	Sec. 338	Administrative Unit	Authorities Being Tested				
				Exchange of Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multi-year Contracting
8	Shortleaf Pine Restoration Project	Y	Ouachita NF	●				
8	Longleaf Ecosystem Restoration	Y	NFs in Alabama		●		●	●
8	Elk & Bison Prairie Habitat Restoration	Y	Land Between the Lakes	●				
9	Fernow Experimental Forest Stewardship Project	Y	Monongahela NF		●			●
9	White River Riparian Buffer	Y	Green Mountain NF	●				●

APPENDIX B: Project Objectives and Completion Dates

(Sec 338 of PL 106-291)

Region	Project Name	Sec. 338	Administrative Unit	Project Objectives	Est. Project Completion
1	Alice Creek/Nevada-Dalton Stewardship Project	Y	Helena NF	Restore whitebark pine & aspen stand, bunchgrass communities; stabilize streambanks; recreation.	2007
1	Game Range Stewardship Project	Y	Lolo NF	Reduce risk of catastrophic wildfire; improve big game winter range condition; create open stand conditions, reduce noxious weed presence.	2005
1	Tobacco Root Vegetation Mgt. Project	Y	Beaverhead-Deerlodge NF	Restore & maintain open park-like stands of Douglas-fir, aspen, and sagebrush/grass vegetation types to provide diverse & secure wildlife habitat.	2010
1	Westface Forest Mgt. Stewardship Project	Y	Beaverhead-Deerlodge NF	Improve forest ecosystem health; reduce sediment; road management.	2005
1	Judith Vegetation & Range Improvement	Y	Lewis & Clark NF	Improve/restore riparian habitats, soil productivity, & water quality; maintain wildlife cover & security; improve forest composition, structure, & condition.	2005
1	Treasure Interface Stewardship Demo Project	Y	Kootenai NF	Reduce hazardous fuels, provide watershed protection, & enhance recreation opportunities on FS & private land.	2004
1	Sheafman Restoration	Y	Bitterroot NF	Reduce fuels adjacent to private land within the wildland urban interface.	2002
1	Bitterroot Burned Area Restoration	Y	Bitterroot NF	Reduce fuel following a series of large fire events that occurred during the summer of 2000 to reduce intensity of future fires & to protect reforestation investments; watershed/fisheries improvement.	2004
1	Iron Honey	Y	Idaho Panhandle NF		
2	Seven Mile	Y	Arapaho-Roosevelt NF	Reduce pine beetle impacts to late seral ponderosa pine; reduce fuel accumulations; stimulate aspen sprouting; road management	2005
2	Upper South Platte Watershed Project	Y	Pike-San Isabel NF	Improve water quality & reduce high intensity crown fires & wildland urban interface hazards.	2009
2	Ryan Park/Ten Mile	Y	Medicine Bow-Routt NF	Reduce threat to life & property from catastrophic fire.	2005
3	Eagar South	Y	Apache-Sitgreaves NF	Within the wildland urban interface, provide defensible space around the souther border of Eagar, AZ & the NF boundary; work with the Eagar Fire Dept.	2002
3	Springerville WUI TSI	Y	Apache-Sitgreaves NF	Test several wildland urban interface thinning prescriptions in collaboration with area homeowners.	2002
3	Zuni/Four Corners Sustainable Forest Initiative	Y	Cibola NF	As an integral part of an existing grant to the Zuni Conservation Project, reduce hazardous fuels along the wildland urban interface; improve TES habitat protection, improve forest health & riparian areas.	2004
3	East Rim Vegetation Mgt. Project	Y	Kaibab NF	Improve forest size class distribution to improve wildlife habitat for late seral species; reduce infection centers of dwarf mistletoe; road management.	2005
3	Schoolhouse Thinning Project	Y	Prescott NF	Reduce wildfire risk; improve forest health.	2004
4	Warm Ridge Glide Project	Y	Boise NF	Improve forest condition & reduce hazardous fuels & wildfire risk within the wildland urban interface.	
5	Maidu Stewardship	Y	Plumas NF	Improve forest health, plant diversity, and advance knowledge of Native American stewardship.	2007
6	Hungry Hunter Ecosystem Restoration Project	Y	Okanogan NF	Reduce wildfire risk; enhance late successional wildlife habitat; sustainable timber harvest; road management	2006
6	Swakane Canyon Stewardship Project	Y	Wenatchee NF	Reduce wildfire and insect risk; sensitive plant, meadow, & riparian habitat restoration; noxious weed control; road management.	2002
6	Buck Vegetation Mgt. Project	Y	Wallowa - Whitman NF	Improve forest health; reduce fuel loading; road management	2004
6	Sprinkle Restoration Project	Y	Wallowa - Whitman NF	Fuel reduction; improve forest health & wildlife habitat; road management.	2006

Region	Project Name	Sec. 338	Administrative Unit	Project Objectives	Est. Project Completion
8	Shortleaf Pine Restoration Project	Y	Ouachita NF	Reduce fuel loading & wildfire potential caused by a major ice storm event in 2000; improve forest health; restore native tree species.	2003
8	Longleaf Ecosystem Restoration	Y	NFs in Alabama	Restore native longleaf ecosystem to areas where it historicall occurred & has since been converted to other off-site tree species.	2005
8	Elk & Bison Prairie Habitat Restoration	Y	Land Between the Lakes	Hazard tree reduction.	2003
9	Fernow Experimental Forest Stewardship Project	Y	Monongahela NF	Continue uniqque long-term research on the effects of various silvicultural practives on forest productivity, species composition & diversity, wildlife populations, & ecosystem processes.	2006
9	White River Riparian Buffer	Y	Green Mountain NF	Restore & enhance water quality & fisheries habitat; re-establish riparian vegetation along the Upper White River; remove problem invasive exotic plant species; work to be done on both NF & private land.	2004

APPENDIX C: Process Overview, NEPA

(Sec. 338 of PL 106-291)

Region	Project Name	Sec. 338	Administrative Unit	Process Status			
				NEPA Incomplete	NEPA Complete	Decision Date	Appeals/Litigation (explain)
1	Alice Creek/Nevada-Dalton Stewardship Proje	Y	Helena NF	●			
1	Game Range Stewardship Project	Y	Lolo NF	●			
1	Tobacco Root Vegetation Mgt. Project	Y	Beaverhead-Deerlodge NF	●			
1	Westface Forest Mgt. Stewardship Project	Y	Beaverhead-Deerlodge NF		●	Feb-99	Resolved
1	Judith Vegetation & Range Improvement	Y	Lewis & Clark NF	●			
1	Treasure Interface Stewardship Demo Project	Y	Kootenai NF	●			
1	Sheafman Restoration	Y	Bitterroot NF		●	May-01	
1	Bitterroot Burned Area Restoration	Y	Bitterroot NF	●			
1	Iron Honey	Y	Idaho Panhandle NF	●			
2	Seven Mile	Y	Arapaho-Roosevelt NF		●		
2	Upper South Platte Watershed Project	Y	Pike-San Isabel NF		●	Jul-01	
2	Ryan Park/Ten Mile	Y	Medicine Bow-Routt NF	●			
3	Eagar South	Y	Apache-Sitgreaves NF	●			
3	Springerville WUI TSI	Y	Apache-Sitgreaves NF	●			
3	Zuni/Four Corners Sustainable Forest Initiative	Y	Cibola NF		●		
3	East Rim Vegetation Mgt. Project	Y	Kaibab NF		●		
3	Schoolhouse Thinning Project	Y	Prescott NF		●		
4	Warm Ridge Glide Project	Y	Boise NF		●	Nov-00	Resolved
5	Maidu Stewardship	Y	Plumas NF	●			
6	Hungry Hunter Ecosystem Restoration Project	Y	Okanogan NF	●			
6	Swakane Canyon Stewardship Project	Y	Wenatchee NF		●	May-01	
6	Buck Vegetation Mgt. Project	Y	Wallowa - Whitman NF		●		
6	Sprinkle Restoration Project	Y	Wallowa - Whitman NF		●	Aug-02	In resolution phase

Region	Project Name	Sec. 338	Administrative Unit	Process Status			
				NEPA Incomplete	NEPA Complete	Decision Date	Appeals/Litigation (explain)
8	Shortleaf Pine Restoration Project	Y	Ouachita NF		●		
8	Longleaf Ecosystem Restoration	Y	NFs in Alabama		●	Aug-99	
8	Elk & Bison Prairie Habitat Restoration	Y	Land Between the Lakes	●			
9	Fernow Experimental Forest Stewardship Proje	Y	Monongahela NF		●	Dec-00	Resolved
9	White River Riparian Buffer	Y	Green Mountain NF	●			

APPENDIX D: Process Overview, Contracting

(Sec. 338 of PL 106-291)

Region	Project Name	Sec. 338	Administrative Unit	Contract Status		
				No Activity	Contract Developed	Contract Awarded
1	Alice Creek/Nevada-Dalton Stewardship Proje	Y	Helena NF	●		
1	Game Range Stewardship Project	Y	Lolo NF	●		
1	Tobacco Root Vegetation Mgt. Project	Y	Beaverhead-Deerlodge NF	●		
1	Westface Forest Mgt. Stewardship Project	Y	Beaverhead-Deerlodge NF	●		
1	Judith Vegetation & Range Improvement	Y	Lewis & Clark NF	●		
1	Treasure Interface Stewardship Demo Project	Y	Kootenai NF	●		
1	Sheafman Restoration	Y	Bitterroot NF		●	
1	Bitterroot Burned Area Restoration	Y	Bitterroot NF	●		
1	Iron Honey	Y	Idaho Panhandle NF	●		
2	Seven Mile	Y	Arapaho-Roosevelt NF		●	
2	Upper South Platte Watershed Project	Y	Pike-San Isabel NF		●	
2	Ryan Park/Ten Mile	Y	Medicine Bow-Routt NF	●		
3	Eagar South	Y	Apache-Sitgreaves NF	●		
3	Springerville WUI TSI	Y	Apache-Sitgreaves NF	●		
3	Zuni/Four Corners Sustainable Forest Initiativ	Y	Cibola NF		●	
3	East Rim Vegetation Mgt. Project	Y	Kaibab NF	●		
3	Schoolhouse Thinning Project	Y	Prescott NF	●		
4	Warm Ridge Glide Project	Y	Boise NF		●	

Region	Project Name	Sec. 338	Administrative Unit	Contract Status		
				No Activity	Contract Developed	Contract Awarded
5	Maidu Stewardship	Y	Plumas NF	●		
6	Hungry Hunter Ecosystem Restoration Project	Y	Okanogan NF	●		
6	Swakane Canyon Stewardship Project	Y	Wenatchee NF		●	
6	Buck Vegetation Mgt. Project	Y	Wallowa - Whitman NF			1
6	Sprinkle Restoration Project	Y	Wallowa - Whitman NF		●	
8	Shortleaf Pine Restoration Project	Y	Ouachita NF		●	
8	Longleaf Ecosystem Restoration	Y	NFs in Alabama	●		
8	Elk & Bison Prairie Habitat Restoration	Y	Land Between the Lakes	●		
9	Fernow Experimental Forest Stewardship Proj	Y	Monongahela NF		●	
9	White River Riparian Buffer	Y	Green Mountain NF	●		