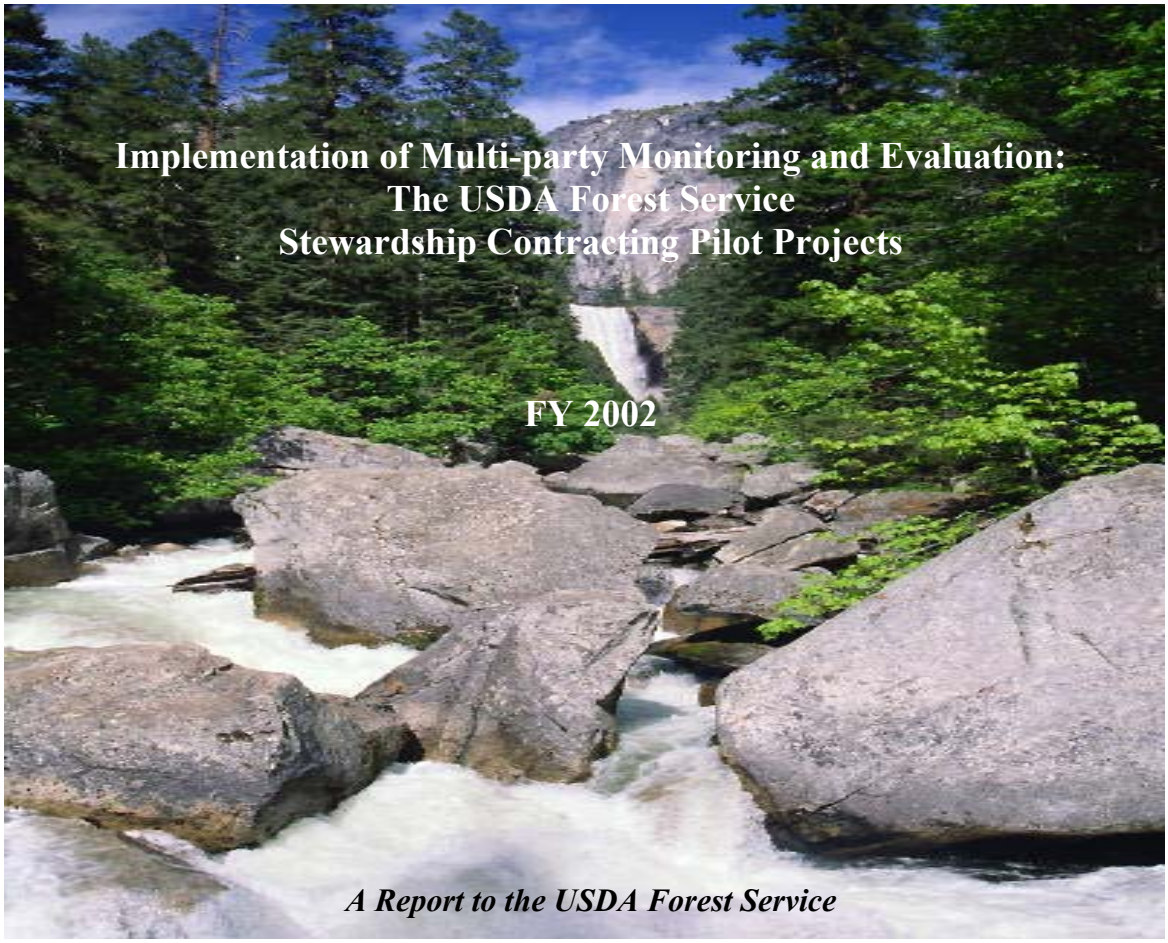

Implementation of Multi-party Monitoring and Evaluation: The USDA Forest Service Stewardship Contracting Pilot Projects

FY 2002

A 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

March 2003

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.

Table of Contents

Appendices

Figures

Tables

Executive Summary

Section 347 of the FY1999 Omnibus Appropriations Act (*P.L. 105-277*) authorized the Forest Service to implement up to 28 stewardship contracting pilots; each designed to test new administrative processes and procedures for the agency. The program continued to expand in size following passage of subsequent Interior Appropriation Acts (*P.L. 106-291* and *P.L. 107-63*). At present, 84 pilots are testing the following new authorities:

- 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 "best value";
- Multi-year contracting (service contracts of over a 5-year duration);
- Offering contracts with less than full and open competition; and
- Non-USDA administration of timber sales.

Subsection (g) of Section 347 (*P.L. 105-277*) mandates that the Forest Service report annually to the Appropriations Committees of the U.S. House of Representatives and the Senate. The report must provide project level information on: 1) the status of efforts; 2) specific accomplishments resulting from project implementation; and 3) the role of local communities in developing and implementing the projects. In addition, Subsection (g) directs the Forest Service to establish a multiparty monitoring and evaluation process capable of assessing the accomplishments and lessons learned from pilot project implementation. This report has been prepared to satisfy the requirements for FY2002, as set forth by Subsection (g) .

During FY2002, the multiparty monitoring and evaluation program achieved several benchmarks. Criteria packages, which form the foundation for assessing pilot accomplishments and "lessons learned," were refined by teams, partners and interest groups, and were redistributed by the Pinchot Institute to all Local Teams in June 2002. A total of 76 projects (90%) submitted completed criteria packages by September 30, 2002. Data contained in these packages provide background information for each pilot (e.g., objectives, location) and insight into project status and accomplishments.

At the local level, approximately 37 pilots established local, project-level monitoring teams. Of these, approximately 17 local teams requested a combined total of $67,024 in support of their monitoring efforts. The majority of these funds have been used to offset administrative costs associated with Local Team meetings and evaluation procedures. Also during FY2002, Regional and National Teams maintained diverse membership/ participation, convened biannual meetings and field tours, and completed all required annual assessments and reports.

Project Administration and Status

In general, the Stewardship End Results Contracting Demonstration Program continues to show signs of maturation. As newer pilots learn from the experiences of older ones, these lessons have helped identify barriers to landscape objectives and helped develop new approaches or mechanisms to overcome them. Still, the program continues to encounter various delays related to procedural burdens, appeals/litigation, lack of funding, misunderstanding or confusion in authority usage, lack of consistent agency support, and changing agency priorities.

By the close of FY2002, 49 projects had completed the NEPA process and signed decision notices. Of these, 70% did not have the full level of collaboration envisioned by some partners, having reached the decision stage prior to designation as pilots. Twenty-seven (27) projects have not yet completed NEPA. Thirty-seven (37) projects have encountered an appeal or litigation, however few of these objections were related to the pilot authorities being tested.

Thirty-two (32) pilots have offered implementation contracts and 26 pilots have made a contract award. Forty-four (44) pilots have yet to develop contracts. The majority of awarded contracts have been either service contracts with product removal included (11 pilots) or timber sales with services included (also 11 pilots). On average, the pilots have received few bids for contracts, despite a high level of initial interest on the part of potential contractors (average bids received: 2 per pilot; high-6, low-0). Some reasons for these lower bids have included complex contracts and proposal processes, low-value of extracted material, high bonding requirements, and limited markets.

Funding for planning, implementation, and monitoring efforts has been obtained from federal appropriations, product exchanged for services, retained receipts, and cooperator contributions. Thus far, the highest cost levels are associated with planning and NEPA compliance, followed by sale and contract preparation and individual service contracts. Because implementation is not well underway for most of the pilots, its associated costs have been largely unreported. In general, multiparty teams have found that stewardship contracts are costing more than traditional projects due to the steep learning curve and time needed to develop and design a project using fairly unconventional approaches. It is anticipated that these costs will level out as contracting processes become more accepted and widely understood, and as agency and contractor experience, skills, and confidence improve.

Project Accomplishments

Because most pilots are still in early stages of implementation, there have been limited on-the-ground accomplishments. However, Local Team reports continue to highlight efforts being made in planning and collaboration with interested parties, and in utilizing local, rural businesses for contracted work.

The majority of projects incorporate stand thinning (81% of pilots) and road maintenance (54%). In addition, a number of projects are also planning road decommissioning (39%), noxious weed treatment (33%) and prescribed fire for fuels treatments (33%). As part of these efforts, many projects expect to produce sawlogs (some of which may have minimal value), in addition to extracting smaller diameter products or material.

The pilots are experiencing mixed cooperator involvement at various levels. Presently, the majority of pilots are collaborating with conservation groups, state agencies, community based groups, commodity or industry interests, and individual community members. Projects are collaborating least with tribal governments (due in part to the fact that most pilots do not have potentially concerned tribes in their project area) and wildlife groups.

Businesses or other organizations/entities receiving stewardship contracts tend to be small (most with less than 25 employees). The number of people involved in a given project ranges from 2 to 75, with nearly all of these drawn from local labor pools. Eighteen projects are utilizing subcontractors. The average number of days each worker contributed to a project in FY2002 varied, with an average of 456.6 person-hours per project, at an average wage of $14.91/hour.

Review of Expanded Authorities

Collectively, the pilots are testing the full suite of available authorities, often utilizing more than one authority at a time.

Sixty-five pilots (88% of responding) are testing ***goods for services***. This authority allows the exchange of removed product value for desired restoration or maintenance services. According to Local, Regional and National Team reports, the use of goods for services has:

- Provided increased administrative flexibility by combining several activities within a single contract.
- Increased accessibility to new funding sources (e.g., exchange of material), thereby reducing reliance on limited appropriated funds.

- Facilitated entry into treatment areas that have been otherwise avoided due to cost, accessibility, or the existence of large amounts of low-value material.
- Allowed for the concurrent management of time-sensitive improvements within the same contract (e.g., after fires or blow downs).
- Been affected by the volatility of timber markets (e.g., when markets are slow or depressed, delays in service work may be incurred).
- Been hampered, at times, by contractor unfamiliarity and confusion.
- Sometimes increased contractors' concerns about risk, particularly in bundling multiple restoration activities into a single contract.
- Sometimes yielded higher bid prices than expected.
- Deterred some bids because of substantial bonding requirements.

Fifty-four pilots (72% of responding) are testing the application of ***best-value contracting***. This authority allows the Forest Service to use other factors, in addition to price, when making award decisions. Factors currently used to award best-value contracts are (ranked by projects from most important to least): a) technical proposals, b) price, c) past performance, d) use of by-product, and e) local economic benefit or use of local labor. According to Local, Regional and National Team reports, the use of best-value contracting has:

- Demonstrated value in helping accomplish better on-the-ground results.
- Enhanced the likelihood of continued agency-contractor relationships.
- Contributes to the pubic satisfaction in meeting community objectives.
- Seen noticeably low usage in particular regions (i.e., the East).
- Generated concern in some areas about the level of preference given to local contractors.

Forty-three projects (57% of responding) are testing ***designation by description or prescription***. Under this authority, land managers in place of federal designation or tree marking, can provide prescriptions or area/species/size designations that clearly describe the silvicultural objective or the desired "end result." According to Local, Regional and National Team reports, the use of designation by description or prescription has:

- Reduced site preparation costs, as each tree need not be individually designated or marked.
- Increased management flexibility, as prescriptions can incorporate a variety of specifications or treatment options within a single contract.
- Allowed managers and members of the public to focus on what is left on the ground, not necessarily what is removed.
- Improved safety and health conditions for agency personnel and contractors.
- Sometimes resulted in high levels of administration and cost, likely due to misunderstandings and different agency/contractor interpretations of end-results.
- Generated some concern by potentially creating a perverse incentive to set diameter limits that are not based on site-specific silviculture or ecology.

Forty pilots (53% of responding) are utilizing ***multi-year contracts***. This expanded authority allows the agency to enter into service contracts with a duration of more than 5-years. According to Local, Regional and National Team reports, the use of multi-year contracts has:

- Reduced administrative costs.
- Ensured better consistency of fieldwork.
- Provided for the accomplishment of more thorough restoration activities.
- Provided for the establishment and continuance of relationships with companies that consistently perform well and do good work.
- Been limited by the availability and annual nature of appropriations.

Thirty-four pilots (45% of responding) are testing ***receipt retention***. This authority allows proceeds from the sale of commercial product from a pilot to be retained to fund activities in that or another pilot project. According to Local, Regional and National Team reports, the use of retained receipts has:

- Increased flexibility in determining how and where revenues can be used. Managers are no longer constrained by timber sale boundaries or units, as they have been under traditional trust funds (e.g., Knutson-Vandenberg and Brush Disposal Funds).
- Augmented available appropriations to allow timely implementation of services.
- Generated some concern over a lack of federal guidelines or sideboards on how funds can be spent.

Twenty-three projects (31% of responding) are testing ***less than full and open competition***. This authority exempts projects from Subsection (d) of Section 14 of the National Forest Management Act (NFMA) and allows the award of projects through direct sales or sole-source contracts regardless of product value. According to Local, Regional and National Team reports, the use of less than full and open competition has:

- Been helpful to projects that involve right-of-way issues and checkerboard land-ownership patterns.
- Permitted the development of agreements that might not have developed otherwise due to price or complexity.
- Raised some concern over potential unfairness to the overall contractor base.
- Raised some concern over not being required to secure a competitive price.
- Been limited by general uncertainty over how it could or should be used.

Five pilots (7% of responding) are testing ***non-USDA administration of timber sales***. This authority exempts a project from Subsection (g) of Section 14 of NFMA, which requires that USDA employees supervise the harvest of trees from a National Forest. At this point in time, very little information on the benefits or costs of this authority has been collected due to the low number of projects testing this authority.

Emerging Issues and Outcomes

As the program enters its fourth year of implementation and pilots begin or even complete project activities, a series of issues pertinent to program success continue to emerge. Some of these issues have had positive impacts on the efficiency and effectiveness of the pilots, while others have caused varying levels of delay. It should be noted, however, that within this spectrum, agency and partner organizations continue to address evolving challenges and obstacles in ways that reflect a true commitment towards effective collaborative stewardship.

Many pilots acknowledge ***heightened interest in and support for project activities***, oftentimes encouraging more of the same kinds of work. Also, pilots appear to be ***moving through the learning curve***, sharing important experiences and lessons and building upon this understanding.

There remains a great deal of ***uncertainty about what community "involvement" means***, and how collaboration should be practiced within the pilot setting. For some projects, the multiparty process (i.e., establishment and operation of local monitoring teams) has been challenging.

In general, a ***lack of adequate and consistent agency leadership and financial/staff support*** for pilots has created problems in planning, implementation, and monitoring across each region. Current levels of confusion and misunderstanding around the use of the authorities are further exacerbated by a lack of communication support (or avenues for exchange) for pilot coordinators and frequent changes in project coordinating staff. Some Local Teams feel the agency's culture has not adequately evolved towards working in a truly collaborative manner with partners, and, in instances where collaboration is occurring, recognition and reward for staff efforts has often been inadequate.

More contractor education is needed in areas such as bidding, bonding, subcontracting, and scheduling, as many pilots are experiencing low bidding rates due to ***contractor uncertainties and misunderstandings***.

As with previous years, the complex, expensive, and time-consuming processes involved in agency compliance with ***NEPA and formal consultative processes*** have challenged implementation efficiencies and effective public collaboration. Though not unique to the pilot projects, NEPA-related delays have caused varying degrees of frustration between both agency and non-agency interests. For example, NEPA-related delays have sometimes allowed ecosystem conditions to deteriorate further (e.g., insect or disease damage), requiring managers to redesign contracts and related scopes of work. In some projects, incurred procedural delays have also resulted in a waning of community involvement.

Funding issues and various budgetary constraints remain considerable concerns. The combination of personnel and funding shortages has made it difficult for the agency to implement the pilots as efficiently and effectively as desirable. These situations have been further complicated by unforeseen impacts of demanding fire seasons and federal budget issues.

Forward and Acknowledgements

This report is the product of the multi-party effort responsible for monitoring and evaluating the USDA Forest Service Stewardship Contracting Pilots. The information contained herein is based upon information collected from four principle sources:

- ***Local Team discussions and criteria packages*** (described in more detail and provided as links in Sec. 1.3.3);
- ***Regional Team discussions and reports*** (described in more detail and provided as links in Sec. 1.3.3);
- ***National Team discussions and reports*** (described in greater detail in Sec. 1.3.3); and
- Various ***outreach efforts*** with interest groups, Congressional staff and agency personnel.

The Pinchot Institute would like to sincerely thank all of the 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 A**).

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

Christina Cromley, *General Accounting Office (previously with American Forests)*
Carol Daly, *Flathead Economic Policy Center*
Gerry Gray, *American Forests*
Carla Harper, *Montezuma County Federal Lands Program*
Cliff Hickman, *USDA Forest Service*
Lynn Jungwirth, *Watershed Research and Training Center*
Marcus Kauffman, *Watershed Research and Training Center*
Harriet London, *Community Dispute Resolution Center, Inc.*
Laurie Tippin, *USDA Forest Service*

We appreciate this opportunity to highlight the pilots' accomplishments and look forward to helping fuel a peer-learning process that encourages creative approaches to public land management. Please direct questions related to this report to the *Pinchot Institute for Conservation* (ph- 202.797.6580 or andreabedell@pinchot.org).

Andrea Bedell Loucks
Program Associate
Pinchot Institute for Conservation

1.0 Introduction

1.1 What is Stewardship Contracting?

The initial concept of stewardship contracts originated in the 1980s, when land management service contracts were introduced in response to shrinking federal budgets, reduced personnel, and demands from the public for a broader range of outputs from federal forests and rangelands. These early contracts were designed to save 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 tools to support the more comprehensive approach embodied by ecosystem management. By 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 be used to characterize stewardship contracting:

- Broad-based public (community) involvement at all project stages;
- Provisions for multi-year, multi-task, end-results oriented activities;
- Improved administrative efficiency and decreased cost to the agency; and
- Creation of a new workforce focused on maintenance and restoration activities.

1.2 Development of the Stewardship Contracting Pilot Program

The Forest Service's Stewardship End Results Contracting Demonstration Program developed as a direct result of several internal and external challenges facing National Forest System management. These challenges included (but are not limited to):

- Shifts in the National Forest Timber Sale Program to address broader ecosystem or watershed needs, thereby achieving a variety of expanded land management objectives (e.g., forest health improvement, wildfire fuel reduction, ecosystem restoration, etc.).
- A marked decline in National Forest Timber Sale Program size (annual harvest volumes have fallen from about 11 billion board feet (BBF) to less than 2 BBF) and compositional changes in the agency's annual offer mix (increased proportions of dead, dying, and small diameter trees).
- Growing recognition that overstocking and other undesirable forest conditions place many National Forests at high risk for wildfire, disease, and insect damage.
- Limitations in the applicability of traditional tools and mechanisms (i.e., standard timber sales and service contracts) to achieve broadened goals and comprehensive treatments.
- Limited availability of appropriated dollars to carry out restoration-oriented activities (e.g., treatment of small diameter material).
- Increased unemployment and poverty rates in some rural, resource-dependent communities (particularly in the West).
- Considerable interest in exploring new and innovative ways that allow the Forest Service and local communities to work more effectively together to solve mutual resource management problems.

Such changes prompted the Forest Service to further its exploration of stewardship contracting, with Congressional interest in the concept stimulated by a variety of advocacy efforts led by community-based and industry interests.

Eventually, the development of a pilot program to test stewardship contracting procedures was realized by the inclusion of Section 347 in the FY1999 Omnibus Appropriations Act (*P.L. 105-277*). This

legislation provided the Forest Service authorization to implement up to 28 stewardship contracts. [1] 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 services that would help: (1) achieve restoration objectives on the National Forests, and (2) meet the needs of local and rural communities.

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 on a "best value" basis;
- Multi-year contracts (service contracts of more than 5-years duration);
- Offering contracts with less than full and open competition; and
- Non-USDA administration of timber sales.

In FY2001, the pilot program was 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 pilots under the same terms and conditions as required in Section 347 of *P.L. 105-277*. In FY2002, the pilot program expanded once again with the passage of Section 332 of the FY2002 Appropriations Act for Interior and Related Agencies (*P.L. 107-63*). At present, there are 84 pilots testing the aforementioned authorities.

1.3 Multiparty Monitoring and Evaluation Structure and Process

To gather the information necessary for determining program success, Congress required the Forest Service to establish a "multiparty monitoring and evaluation process" capable of assessing the accomplishments and experiences of each pilot project (Subsection (g) of Section 347 of *P.L. 105-277*).

1.3.1 The Multiparty Concept

A multiparty process is one that involves a heterogeneous group of individuals from public agencies, community-based organizations, and local, regional, and national interest groups in an effort to accomplish tasks and/or seek solutions to problems while being responsive to diverse values and interests. In many ways, multiparty monitoring reflects a national trend toward broader participation in environmental policy and management, especially on public lands.

The multiparty approach to monitoring is designed to promote mutual learning, as participants work together to better understand project objectives and subsequent impacts. Participants can expect to gain a greater understanding of ecological health, the local community's economic and social well-being, and the interconnections between the environment, the economy, and social conditions. They will also learn more about others' perspectives and potential outcomes related to project activities.

Several key principles of a multiparty monitoring and evaluation process are:

- Collaborative learning;
- Trust building among diverse interests;
- Open and transparent decision making;
- Emphasis on the importance of local processes (e.g., knowledge, input, etc.);
- Identification and exploration of a broad array of lessons learned; and
- Connecting findings and lessons to on-going and new projects through recommended changes or improvements.

[1] Section 341 of the FY2000 Interior Appropriations Act (P.L. 106-113) changed this language to read 28 stewardship contracting "pilots," instead of "contracts.

1.3.2 Established Monitoring and Evaluation Framework

In 2000, the Forest Service competitively awarded a contract to the Pinchot Institute for Conservation to design, implement and manage the multiparty monitoring and evaluation process for the stewardship pilot program. The existing framework consists of a three-tiered structure incorporating local, regional, and national multi-party monitoring and evaluation teams. These teams are intended to be collaborative units in which all interested parties can participate and have equal weight in decision-making. It is hoped that this inclusiveness will build trust within the community, as well as between communities and the Forest Service, by fostering collaborative learning and adaptive management.

Local Teams

Each stewardship pilot project is required to have a multiparty Local Team to carry out monitoring and evaluation functions at the project level. These teams must operate in an open and transparent manner and promote broad public involvement. Each local team is responsible for the development of site-specific monitoring methods, schedules, and operating procedures, in addition to collecting and analyzing data necessary for project and program evaluation.

Regional Teams

Regional monitoring and evaluation teams comprise the second level of the three-tiered assessment. Regional Teams are specifically designed to synthesize data from local teams and analyze 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 contracts and work plans). At present, four Regional Teams are established: the East, the Inland Northwest, the Pacific Northwest, and the Southwest. Each Regional Team is broadly inclusive, drawing its members from a spectrum of interests and interacting closely with local teams within its geographic area.

National Team

Finally, a broadly representative National Team assesses the program from a national vantage, monitoring and evaluating information on: (1) the development, execution, and administration of authorized contracts; (2) specific accomplishments resulting from pilot efforts; and (3) the role of local communities in the development of contracts. Furthermore, the National Team provides an assessment of national stewardship issues such as the effectiveness of the authorities in meeting Congressional intent, impacts of federal forest policy on implementation, linkages to local-regional-national interests, and improvements in agency accountability.

Technical Assistance

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 multiparty efforts. In addition, the Institute provides technical assistance to those projects located in the East. Each of the subcontracted partners (Flathead Economic Policy Center (Columbia Falls, MT), Montezuma County Federal Lands Program (Cohone, CO), and the Watershed Research and Training Center (Hayfork, CA)) provides technical assistance and general program guidance to those Local and Regional Teams within its geographic region. Specific responsibilities of these organizations are to:

- Ensure nationwide consistency in the collection and reporting of information.
- Evaluate and make recommendations to the contractor (Pinchot Institute) regarding local team requests for funding in support of monitoring/evaluation.
- Provide other assistance and/or input to the monitoring and evaluation process.
- Organize and facilitate Regional Team meetings, as required.

Outreach

In addition, the Pinchot Institute has subcontracted with American Forests to assist with various elements of outreach, including analyzing national policy issues and developing informational materials and events to proactively engage stakeholders in stewardship pilot efforts and "lessons learned" symposia.

1.3.3 Reporting Requirements

Tiered annual reporting requirements are built into the multiparty monitoring framework for the stewardship pilots. Combining and comparing information from these sources helps sustain the evaluation process and provides critical information for the development of reports to the agency and Congress.

Local Team Reports

Each year, every pilot is required to complete an annual report that provides information on its status, administration, and accomplishments under the pilot program. In addition, Local Teams must provide a detailed assessment of the usefulness of expanded authorities to facilitate effective, efficient project implementation and public collaboration. The Pinchot Institute and its subcontracted partners established a standardized report format based on input from pilot coordinators, partners and interests (see Section 2.3 for further detail). Its use ensures that all local teams collect and report results in a uniform manner, thereby facilitating comparison. Submissions of these annual criteria are required by the close of each fiscal year (September 30), in order to feed into the tiered assessment process. Local Team reports can be downloaded at:

Projects in the *East*: http://www.pinchot.org/pic/cbf/east.html
Projects in the *Inland Northwest*: http://www.pinchot.org/pic/cbf/northwest.html
Projects in the *Pacific Northwest*: http://www.pinchot.org/pic/cbf/pnw.html
Projects in the *Southwest*: http://www.pinchot.org/pic/cbf/southwest.html

Regional Team Reports

At the close of each fiscal year, each Regional Team reviews the submitted Local Team reports, synthesizes the data therein, and analyzes the overall progress and accomplishments of pilots for their given region. At the request of the National Team, these reports follow a similar format to provide information on project status, authorities' usage and benefits, levels of community involvement, and general conclusions. These annual regional reports are submitted to the National Team and are typically prepared by mid-November of each calendar year. Regional Team reports can be downloaded at:
http://www.pinchot.org/pic/cbf/mpme.html#reports.

National Team Report

The National Team develops its annual report based on information collected at the local and regional levels. Following discussions and assessment, the team creates a report that provides information on (1) the usefulness of pilot authorities in the development, execution, and administration of contracts; (2) specific pilot project accomplishments; and (3) the role of local communities in the development of contracts, project implementation, and monitoring. In addition, the National Team also identifies and evaluates "lessons learned" from the pilots, including obstacles and barriers to project implementation. The annual National Team report is typically prepared by the close of each calendar year, and submitted to the Pinchot Institute. National Team reports can be downloaded at:
http://www.pinchot.org/pic/cbf/mpme.html#reports.

Agency and Congressional Reports

Subsection (g) of Section 347 mandates that the Forest Service report annually to the Appropriations Committees of the U.S. House of Representatives and the Senate. This report must provide

project level information on: (1) the status of pilot efforts; (2) specific accomplishments resulting from implementation; and (3) the role of local communities in developing and implementing projects.

The Pinchot Institute for Conservation prepares this report using information derived from the various sources enumerated above. The final report is submitted to the Forest Service for review and potential distribution to Congress and other interested parties.[2]

To date, the Forest Service has submitted four annual reports to Congress. Each of these agency and Congressional reports can be downloaded at:
http://www.pinchot.org/pic/cbf/mpme.html#reports.

2.0 Monitoring and Evaluation Progress for FY2002

2.1 Regional Team Development and Associated Meetings

During FY2002, each Regional Team (East, Inland Northwest, Pacific Northwest, and Southwest) met the requirements of maintaining diverse membership/participation and convening meetings and field tours on a biannual basis. A full list of team members for each region can be found in Appendix A.

In the fall of 2001, teams met to review required team procedures, project backgrounds and accomplishments, to visit on-going pilot efforts, and to develop regional reports. During the fall, Regional Teams met in the following locations:

- Southwest Team - Denver, CO (September 18, 2001)
- Inland Northwest Team - Priest Lake/Coolin, ID (September 19-20, 2001)
- Eastern Team - Johnson City, TN (October 30- November 1, 2001)
- Pacific Northwest Team - Klamath Falls, OR (November 5-6, 2001)

Midyear, the Inland Northwest held a supplemental meeting in Seeley Lake, MT (January 14-15, 2002). At this time, the team reviewed the FY2001 regional report, discussed future team processes, and toured a neighboring pilot project.

All Regional Teams reconvened during the spring or early summer 2002. These meetings provided an opportunity to clarify monitoring requirements, improve monitoring processes and key informational resources (e.g., criteria package questions and structure), develop report procedures and timelines, and visit local pilot efforts. During this season, the teams met in the following locations:

- Southwest Team - Albuquerque, NM (April 10, 2002)
- Eastern Team-Fort Walton Beach, FL (April 17-18, 2002)
- Pacific Northwest Team- Blairsden, CA (April 30- May 2, 2002)
- Inland Northwest Team - Colville and Republic, WA (July 15-16, 2002)

All Regional Teams met again during the fall of 2002 to develop regional reports. For this purpose, the teams met in the following locations:

- Eastern Team- Concord, NH (October 2-3, 2002)
- Pacific Northwest Team- Florence, OR (October 9-11, 2002)
- Inland Northwest Team- Hamilton, MT (October 10-11, 2002)
- Southwest Team- Flagstaff, AZ (October 22-23, 2002)

[2] The Forest Service reserves the right to adopt the report prepared by the Pinchot Institute as its official report to Congress. Following past reviews, the agency has forwarded the Institute's report to Congress without alteration.

Meeting minutes and reports for each Regional Team can be downloaded at:

Meeting Minutes:	http://www.pinchot.org/pic/cbf/mpme.html#meetings
Reports:	http://www.pinchot.org/pic/cbf/reports

2.2 National Team Development and Meetings

During FY2002, the National Team also met its requirements for diverse membership/ participation and biannual meetings. A full list of National Team members can be found in Appendix A.

In 2001, the team met from December 4-5 in Bethesda, MD to establish a framework for program assessment, to review regional and local reports, and to finalize the FY2001 National Team report. The team met for a second time in Lakewood, CO (May 8-9, 2002). Similar to Regional Team meetings, this second National Team gathering provided opportunity for program/project updates, timely discussion of monitoring/evaluation efforts, suggested changes in reporting protocol or criteria packages, and report timeline development. At this meeting, the team also had an opportunity to visit two current stewardship pilots.

The team also met from December 10-12, 2002 in Florence, OR. The meeting had dual objectives of sharing information/updates on the status and achievements of the pilots and to formulate the annual report of issues, trends, and recommendations for FY2002.

Meeting minutes and reports for the National Team can be downloaded at:

Meeting Minutes:	http://www.pinchot.org/pic/cbf/mpme.html#meetings
Reports:	http://www.pinchot.org/pic/cbf/reports

2.3 Criteria Refinement and Collection

In 2001, a package of standardized criteria was developed to facilitate the collection and assessment of project-specific information and subsequent Regional and National report development. Data fields included in this original package consisted of general project backgrounds, measures of status and administrative efficiency, overall accomplishments, impacts on local economies and communities, and various program evaluation determinants.

During May-June 2002, the Pinchot Institute and its subcontracted partners reviewed Local, Regional and National Team suggestions on how to improve the existing criteria package and related reporting processes. Through strategic outreach efforts, additional feedback was solicited from a variety of other interests. Changes were made to the existing form, to hopefully clarify directional questions and provide greater evaluation detail. New forms were circulated to each of the pilots in early June 2002. This adjusted package can be downloaded at www.pinchot.org/pic/cbf/CriteriaII_final.doc.

In August 2002, the Pinchot Institute and its subcontracted partners began to collect and process all criteria packages from local teams. Final formatting edits were completed by the Institute to ensure reporting consistency, with resulting documents shared with Regional and National Teams for final report completion. Each local criteria package has been converted into Adobe Acrobat files, and can be accessed at http://www.pinchot.org/pic/cbf/regions.html.

A total of 76 Local Team reports were received in FY2002.[3]

[3] Note: Not all 84 projects provided responses for FY2002 activities. This is due in some part to the slow progress in project establishment, turnover of key personnel, and impacts of the 2002 fire season on employee workloads.

2.4 Local Monitoring Support

During FY2002, the Institute responded to a series of requests from local teams for project-level monitoring support. Approximately $4,000 was available per pilot to defray the costs associated with various Local Team activities (e.g., training, stipends, travel costs, child care services, etc.), in addition to basic operating expenses (e.g., supplies, printing charges, postage, phone, etc.). [4]

During FY2002, the Pinchot Institute received 17 requests. Table 2.1 provides project names and amounts for each of these requests.

Table 2.1 Local Monitoring Support

Region	*Project*	*Admin. Unit*	*Amount*
1	Sheafman Restoration	Bitterroot NF	$4,000
1	Bitterroot Burned Area Restoration	Bitterroot NF	$4,000
1	Iron Honey	Idaho Panhandle NF	$4,000
1	Priest Pend Oreille Stewardship	Idaho Panhandle NF	$4,000
1	Clearwater Stewardship	Lolo NF	$3,168
1	Knox Brooks Stewardship	Lolo NF	$4,000
2	Winiger Ridge	Arapaho-Roosevelt NF	$4,000
2	Seven Mile Stewardship Project	Arapaho-Roosevelt NF	$3,856
2	Upper South Platte Watershed	Pike-San Isabel NF	$4,000
2	Beaver Meadows	San Juan/Rio Grande NF	$4,000
3	Grand Canyon Stewardship	Coconino NF	$4,000
5	Granite Watershed Project	Stanislaus NF	$4,000
6	Hungry Hunter Ecosystem Restoration	Okanogan NF	$4,000
6	Sprinkle Restoration	Wallowa-Whitman NF	$4,000
6	Buck Vegetation Management	Wallowa-Whitman NF	$4,000
6	Antelope Stewardship	Winema NF	$4,000
8	Longleaf Pine Restoration	Conecuh NF	$4,000
		Total	***$67,024***

For many of these projects, the funds requested during FY2002 have yet to be expended. This is due in part to the time required to finalize monitoring plans and secure local team membership. For those projects that utilized funds during the fiscal year, expenditures were made for office supplies/materials (e.g., paper, envelopes, folders, report covers, etc.), photocopying costs, minor equipment purchase, mileage reimbursement to and from meetings, meals/snacks, photo processing, postage and delivery, telephone reimbursements, over-night accommodations, and facility rentals. In one instance, funds were also used to cover travel and related costs for a local team chair to testify upon request before the U.S. House Agriculture Subcommittee on Department Operations, Oversight, Nutrition and Forestry on team findings (Clearwater Stewardship- R1).

2.5 Technical Assistance and Outreach

The Institute and its subcontracted partners have continued to provide local monitoring teams with technical assistance and information to increase understanding of stewardship contracting, pilot efforts, and monitoring requirements. Examples of this assistance include disseminating information that helps local teams in their multiparty monitoring work; attending workshops and local team meetings upon request; assisting with local team development and associated needs; and attending to Congressional and agency requests and inquiries.

[4] Note: Most local monitoring is funded at the project level through generous in-kind support from both the agency and its partners.

During FY2002, American Forests (as part of its subcontract with the Pinchot Institute) conducted a number of outreach activities related to pilot efforts. Such activities were focused primarily around two events: (a) the passage of the 2002 Farm Bill, and (b) a hearing on stewardship contracting held on July 18, 2002 by the House Agriculture Subcommittee on Department Operations, Oversight, Nutrition and Forestry.

Working closely with both House and Senate staff during April-May 2002, American Forests helped build understanding of the intent, purpose and progress of the Forest Service stewardship contracting pilot program, particularly with regards to how such information could be incorporated into the Farm Bill. In addition to facilitating meetings with key Congressional staff, American Forests also held targeted outreach meetings with interest groups (e.g., American Lands Alliance and media representatives) to further public understanding of stewardship contracts and emerging lessons learned through pilot efforts.

American Forests also worked closely with staff of the House Agriculture Subcommittee on Department Operations, Oversight, Nutrition, and Forestry in the organization of a hearing on stewardship contracting. The hearing was intended to provide information on the progress of the pilot program, lessons learned, concerns, and the potential for making the expanded authorities permanent. The hearing was held on July 18, 2002. As part of this hearing, Andrea Bedell Loucks (Pinchot Institute for Conservation) provided testimony on the status, accomplishments and trends of the pilot program during FY2001. Carol Daly (Flathead Economic Policy Center) and Lynn Jungwirth (Watershed Research and Training Center) provided additional testimony on localized impacts and trends within their geographic regions. These testimonies can be downloaded at:

http://commdocs.house.gov/committees/ag/hag10720.000/hag10720_0f.htm

The Institute and subcontracted partners also participated in a series of congressional field events. In August 2002, the Institute and partners participated in a 3-day Congressional field tour in Hayfork, CA-jointly sponsored by Sustainable Northwest (Portland, OR), the Watershed Research and Training Center (Hayfork, CA), the Society of American Foresters (Bethesda, MD), the Pinchot Institute for Conservation (Washington DC), American Forests (Washington DC), and the Ecosystem Workforce Program (Eugene, OR). The purpose of the tour was to raise awareness of on-going attempts to integrate restoration and economic development in resource-dependent, rural communities. As part of this effort, the Institute and its partners organized and participated in a series of presentations on stewardship contracting and the pilot program. The Flathead Economic Policy Center also participated in a congressional tour on stewardship initiatives sponsored by the Forest Service in Montana and Idaho in August 2002.

2.6 Internet Resources

The Pinchot Institute continues to maintain a customized website on 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 multiparty monitoring and evaluation efforts. This resource is funded by a grant from the Ford Foundation:

http://www.pinchot.org/pic/cbf/pilots.html

The Watershed Research and Training Center, which provides technical assistance to projects in the Pacific Northwest and facilitates the Pacific Northwest/Coastal Regional team, also established a project website that summarizes efforts for their region:

http://www.thewatershedcenter.org/stewpilot/index.htm.

3.0 Project Administration and Status

3.1 Overview

Subsection (g) of Section 347 mandates the Forest Service to report annually to the Appropriations Committee 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 in contract implementation.

In general, the Stewardship End Results Contracting Demonstration Program continues to show signs of maturation and learning, fostering greater creativity, innovation, and opportunity for improved environmental stewardship and community participation in public land management. Still, many projects continue to encounter a variety of delays in implementation, sometimes related to procedural and funding constraints, forest-wide litigation, misunderstanding or confusion in authority usage and/or a lack of support (e.g., funding, training, priority setting) within the agency.

NOTE: ***Estimates and statistics provided in this section are based solely upon those pilot projects that submitted annual reports and may fluctuate depending on the response rate for a particular question. For all related statistics, the sample size (N) is provided for each parameter.***

3.2 Project Objectives

Each pilot has specified its objectives for project implementation (Appendix B). Following the tenets of land stewardship contracting, nearly all projects are centered upon desired ecological end results, and are addressed through activities that focus on achieving those results rather than on product extraction. In most instances, projects have identified multiple objectives, illustrating the comprehensive nature of ecosystem restoration and land stewardship contracting. Table 3.1 lists the objectives being pursued by the pilots reporting in FY2002 and also indicates their prevalence.

Table 3.1. Project Objectives

	Pilot Use	
	No. of Pilots (N=75)	*Percentage*
Reduce wildfire risk (fuels management)	43	57%
Maintain or restore forest/ecosystem health	28	37%
Restore wildlife habitat	25	33%
Enhanced recreation	16	21%
Restore/protect watershed	15	20%
Restore aquatic habitat and water quality	15	20%
Return vegetation to historic range	15	20%
Provide forest products and/or improve utilization of product	13	17%
Restore habitat for threatened/endangered species	11	15%
Provide economic opportunities to local/rural communities	11	15%
Reduce spread of noxious/invasive species	11	15%
Restore old growth forest conditions	9	12%
Reduce threat of insect/disease	8	11%
Reduce soil erosion and/or sedimentation	7	9%
Manage transportation networks	6	8%
Restore riparian areas	6	8%
Reduce preparation and administrative costs	3	4%
Build pride of tribal community	1	1%
Restore forest meadows	1	1%
Advance knowledge of Native American stewardship	1	1%
Provide research opportunities	1	1%

3.3 Project Location and Size

3.3.1 Project Locations

Eighty-four (84) stewardship contracting pilots are currently authorized across the United States. These pilots are widely distributed geographically, with every Forest Service administrative region hosting at least one pilot (Figure 1, Table 3.2).[5]

Specific regional distributions are: 27 projects in Region 1 (Northern); 8 projects in Region 2 (Rocky Mountain); 8 projects in Region 3 (Southwest); 7 projects in Region 4 (Intermountain); 3 projects in Region 5 (Pacific Southwest); 12 projects in Region 6 (Pacific Northwest); 10 projects in Region 8 (Southern); 6 projects in Region 9 (Eastern); and 2 in Region 10 (Alaska).[6]

The geographic distribution of the pilots is also reflected in their distribution by state. A total of 22 states have stewardship pilots. The specific mix includes: twenty-two (22) projects in Montana; nine (9) projects in Idaho and Oregon; eight (8) projects in Colorado; seven (7) projects in Arizona; three (3) projects in California, Michigan, Utah and Washington ; two (2) projects in Alaska, Kentucky and North Carolina; and one (1) project each in Alabama, Georgia, Mississippi, New Hampshire, New Mexico, South Carolina, Tennessee, Vermont, Virginia and West Virginia.

A total of 54 National Forests have stewardship contacting pilots, with several forests having more than one pilot (Table 3.2).

3.3.2 Project Size

Considering those projects that supplied FY2002 reports (76 pilots), the Forest Service and its partners/contractors anticipate treating a cumulative total of approximately 280,000 acres. Based upon provided data, the median number of acres treated per pilot is estimated at 894 acres; with the largest incorporating 65,000 acres (Grand Canyon Stewardship- Coconino NF, R3) and the smallest incorporating 10 acres (Forest Discovery Trail- White Mountain NF, R8) (Appendix B).

3.4 Process Review: NEPA

Based on FY2002 data, approximately 50 projects (66%) have completed the NEPA process and achieved decisions (Table 3.3 and Appendix C). During FY2002, two additional Section 347 pilots, and six additional Section 338 pilots completed NEPA during FY2002. Of those that have completed NEPA, approximately 70% had reached decisions prior to being designated as a stewardship pilot (Table 3.3). Many coordinators and Local Teams reported that having NEPA completed before authorization facilitated implementation, but under such circumstances, community interest in or "ownership" of the project was less than when interests were involved in early planning phases (see Sec. 6.3 and 6.8 for further discussion). Twenty-six projects (34%) have yet to complete NEPA.

[5] Note that some stewardship pilot "slots" remained unfilled at the close of FY2002, and others have shifted between regions during the course of FY2002. The following map and list represent those projects that existed at the close of FY2002.

[6] Note: In authorizing language, Region 1 has been granted authority to establish 9 projects per year (e.g., 9 projects under Section 347, 9 projects under Section 338, and 9 projects under Section 332).

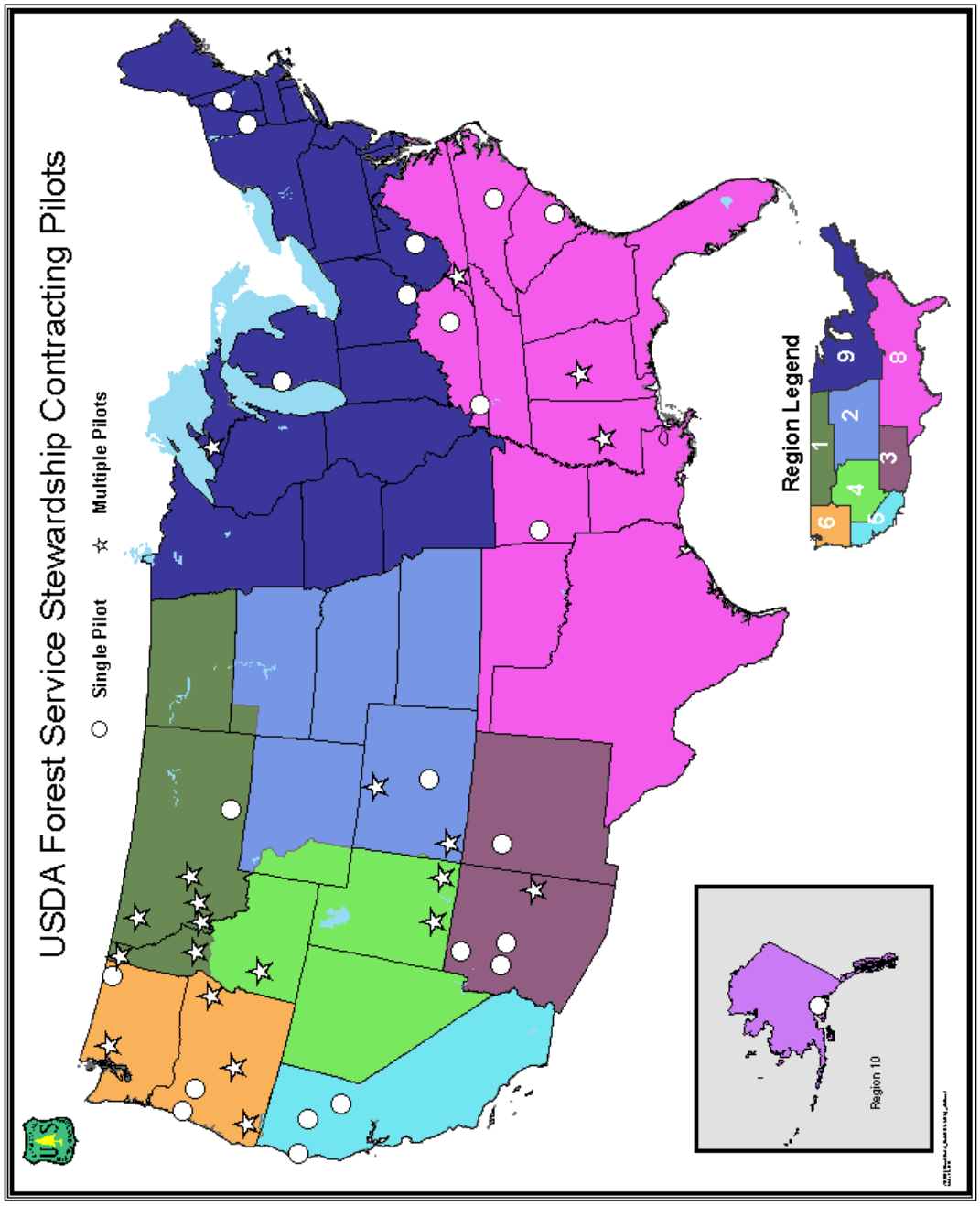
USDA Forest Service Stewardship Contracting Pilots
Single Pilot
Multiple Pilots
Region Legend
1
2
3
4
5
6
8
9
Region 10

Table 3.2 Projects

Project Name	*Leg. Auth.*	*Administrative Unit*
Region 1- Northern		
Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF
Westface	Sec. 338	Beaverhead/Deerlodge NF
Butte South	Sec.332	Beaverhead/Deerlodge NF
Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF
Sheafman Restoration	Sec. 338	Bitterroot NF
North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF
Three Mile Restoration Project	Sec.347	Custer NF
Condon Fuels Project	Sec. 332	Flathead NF
West Glacier Fuels Project	Sec. 332	Flathead NF
Paint Emery Stewardship Demonstration	Sec.347	Flathead NF
Main Boulder Project	Sec. 332	Gallatin NF
Clancy-Unionville Project	Sec. 332	Helena NF
North Elkhorns	Sec. 332	Helena NF
Alice Creek/Nevada Dalton	Sec. 338	Helena NF
Iron Honey	Sec. 338	Idaho Panhandle NF
Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF
Treasure Interface	Sec. 338	Kootenai NF
Yaak Community Stewardship Contracting	Sec.347	Kootenai NF
Dry Fork Project	Sec. 332	Lewis & Clark NF
Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF
Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF
Frenchtown Face	Sec. 332	Lolo NF
Game Range	Sec. 338	Lolo NF
Clearwater Stewardship	Sec.347	Lolo NF
Knox-Brooks Stewardship Project	Sec.347	Lolo NF
Red River Watershed Project	Sec. 332	Nez Perce NF
Meadow Face Stewardship Project	Sec.347	Nez Perce NF
Region 2- Rocky Mountain		
Seven Mile	Sec. 338	Arapaho-Roosevelt NF
Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF
Winiger Ridge	Sec.347	Arapaho-Roosevelt NF
Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF
Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF
Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF
Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF
Upper Blue Stewardship	Sec.347	White River NF
Region 3- Southwestern		
Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF
Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF
Ranch Iris	Sec. 338	Apache - Sitgreaves NF
Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF
Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF
Grand Canyon Stewardship Project	Sec.347	Coconino NF
East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF
Schoolhouse Thinning	Sec. 338	Prescott NF

Table 3.2 (con't) Projects

Project Name	*Leg. Auth.*	*Administrative Unit*
Region 4- Intermountain		
Atlanta South Fuel Reduction Project	Sec. 332	Boise NF
Small Wood Utilization and Sustainable Communiti	Sec. 332	Boise NF
Warm Ridge Glide	Sec. 338	Boise NF
North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF
Duck Creek Village	Sec. 332	Dixie NF
Recap	Sec. 332	Dixie NF
Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF
Region 5- Pacific Southwest		
Maidu Stewardship	Sec. 338	Plumas NF
Grassy Flats	Sec.347	Shasta - Trinity NF
Pilot Creek	Sec.347	Six Rivers NF
Granite Watershed *	n/a	Stanislaus NF
Region 6- Pacific Northwewt		
Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF
Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF
Swakane Canyon Stewardship Project	Sec 338	Okanogan & Wenatchee NF
Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF
Upper Glade	Sec.347	Rogue River NF
Foggy Eden	Sec. 332	Siskiyou NF
Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF
Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF
Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF
Baker City Watershed	Sec.347	Wallowa - Whitman NF
McKenzie Stewardship Project	Sec. 332	Willamette NF
Antelope Pilot Project	Sec.347	Winema NF
Region 8- Southern		
Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF
Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF
First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs
Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF
Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes
Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama
Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)
Wayah Contract Logging	Sec.347	NFS in NC
Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)
Comp 113 RCW Habitat Improvement	Sec. 332	Oconee NF
Region 9- Eastern		
White River Riparian Buffer	Sec. 338	Green Mountain NF
Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF
Fernow Experimental Forest Stewardship	Sec. 338	Monongahela NF
North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF
Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF
Forest Discovery Trail	Sec.347	White Mountain

Table 3.2 (con't) Projects

Project Name	*Leg. Auth.*	*Administrative Unit*
Region 10- Alaska		
Victor Creek Project	Sec. 332	Chugach NF
Haceta Commerial Thinning	Sec.338	Tongass NF

* The Granite Project is testing the authority of "exchange of goods for services", which was provided by the Granite Watershed Enhancement and Protection Act of 1998 (HR 2886).

Table 3.3. NEPA and Appeals Review

	Authorizing Language			*Totals*
	Sec. 347	*Sec. 338*	*Sec. 332*	
NEPA Process Incomplete	6	7	13	26
NEPA Process Complete	21	18	11	50
NEPA Process Complete Prior to Authorization	14	10	11	35
Appeals/Litigation	16	16	5	37
Total response for each (N)	27 pilots	25 pilots	24 pilots	76 pilots

Multi-agency consultation requirements under the Endangered Species Act and the Northwest Forest Plan were identified as obstacles towards implementation in some Section 347 projects, but not so for Section 338 or Section 332 projects. This may be because later projects had fewer species issues that necessitated consultation. Also, additional financial and staff resources were made available to the U.S. Fish and Wildlife Service and the National Marine Fisheries Service over the past two years and this may have helped mitigate earlier staffing and procedural problems (Inland Northwest Regional Team Report, 2002).

3.5 Process Review: Appeals and Litigation

Approximately 37 pilots (49% of those reporting) have encountered an appeal or litigation (Table 3.3 and Appendix C). Whereas many of these activities have delayed project implementation, no appeal or litigation has stopped projects from moving forward. For most of these incidents, the concept of stewardship contracting was not at issue (Inland Northwest Regional Team Report, 2002). Rather, most of these appeals were related to the perceived inadequacy of resource analyses, presumed cumulative effects, presumed impacts to threatened/endangered species, and consistency of certain proposed activities with the existing Forest Plan. In several instances, reported appeals and litigation were related to an appealed or litigated environmental analysis of a larger demonstration area or Forest Plan revisions.

Regional reviews reveal fewer appeals and/or litigation in the East and the Southwest (Table 3.4).

Table 3.4 Regional Appeals Review

	Incidence of Appeal/Litigation	
	No. Pilots	*Percentage*
Inland Northwest Region (N=26)	15	58%
Southwest Region (N=17)	7	41%
Pacific Northwest Region (N=17)	9	53%
Eastern Region (N=16)	6	38%
Total	**37**	**49%**

For the majority of cases, appellants are local or regional environmental organizations (Table 3.5 and Appendix C). Some national organizations, such as the Ecology Center and Forest Guardians, have also been involved in appeals or litigation. It should be noted that over the last two years, members/representatives of some appellant organizations have joined the multiparty monitoring effort at the local, regional, or national levels.

Table 3.5. Appellant/Litigant Organizations Affecting Pilots

	Pilots Affected	
	Region	*# Pilots*
Alliance for Wild Rockies	1	5
American Wildlands	1	1
Center for Biological Diversity	1, 3	2
Colorado Wild	2	1
Colville Indian Environmental Protection Alliar	6	1
Devils Fork Trail Club	8	1
The Ecology Center, Inc.	1	5
Flagstaff Activists Network	3	1
Forest Conservation Council	1, 5	2
Forest Guardians	3	1
Friends of the Bitterroot	1	1
Heartwood, Inc	8	2
Hells Canyon Preservation Council	6	1
Idaho Sporting Congress	1	1
Inland Empire Public Lands Council	6	1
Kettle Range Conservation Group	6	2
Land Council	1	1
Local neighbors	2, 6	3
National Forest Protection Alliance	1, 3	2
Native Ecosystem Council	1	3
Okanogan County, WA	6	1
Oregon Natural Resources Council	6	2
Preserve Appalachian Wilderness	8	1
Sierra Club	1	2
Southwest Forest Alliance	3	1

3.6 Process Review: Contract Development

3.6.1 Status of Contracts

Of the 76 projects reporting, 32 (43%) have developed contracts, and 26 (33%) have made a contract award (Table 3.6 and Appendix D). During FY2002, three additional Section 347 pilots and seven Section 338 pilots awarded new contracts to successful bidders. Approximately 44 pilots (58%) have yet to develop contracts.

Table 3.6 Contract Development and Award

	Authorizing Language			*Totals*
	Sec. 347	*Sec. 338*	*Sec. 332*	
No Contract Developed	9	15	20	44
Contract Developed	18	11	3	32
Contract Awarded	15	8	3	26
Total response for each (N)	27 pilots	26 pilots	23 pilots	76 pilots

3.6.2 Types of Contracts Being Used

Most contracts or agreements being awarded are service contracts with product removal included and timber sales with services included (both being used in 11 pilots) (Table3.7 and Appendix D).

Table 3.7. Types of Contracts or Agreements

	Authorizing Language			***Totals***
	Sec. 347	*Sec. 338*	*Sec. 332*	
Timber Sale	1	4	2	7
Service Contract	4	3	2	9
Timber Sale w/Services Included	7	3	1	11
Service Contract w/ Product Removal Included	9	2	0	11
Agreement	2	0	1	3
Other	2	1	2	5
Total response for each (N)	21 pilots	10 pilots	6 pilots	37 pilots

* *Note: Some projects used multiple contracts, sometimes of different types. This is why columns do not necessarily add up to N.*

Timber Sale Contract

Seven pilots (19%) reported using timber sale contracts. Projects are utilizing this mechanism for a variety of reasons, including stable timber markets (Longleaf Pine Restoration- R8); contractor familiarity and cost savings (North Montowibo Vegetation Management- R9); and direct guidance from the Forest Service Washington Office (Fugate Branch Multiple Resource Improvement- R9). Whereas the use of timber sale contracts seems less innovative than embedded or hybrid mechanisms, some projects are utilizing them in unique arrangements—often for the purposes of "separating the logger from the log." Under such arrangements, service or procurement contracts are used to complete on-the-ground work needed to achieve the desired end-result. Any timber removed as a by-product of that work is sold in a separate timber sale. For some projects, this kind of contractual arrangement is helping facilitate better cross-boundary (public/private) implementation of the project (Sheafman Restoration- R1).

Service Contract

Nine projects (24%) have reported use of traditional service contracts to implement their project objectives. Some have opted to use straight service contracts in order to select a contractor based upon skills/training and experience, in addition to price (Sand Mountain Contract Logging- R8 and Buck Vegetation Management- R6). [7] Other reported reasons for the use of a service contract include: to allow the agency to assume risk in product merchandizing and assist in self-directing harvesting activities (Wayah Contract Logging- R8); and to allow additional savings to the agency through use of only one administering Contracting Officer (as compared to a Timber Sale with Services included) (Buck Vegetation Management- R6).

Timber Sale Contract with Services Included

Eleven pilots (20%) are utilizing timber sale contracts with services included. Many coordinators and contracting officers reported choosing this type of contract due to its inherent flexibility and its familiar contractual framework.

Under such arrangements, managers hope for greater efficiency by combining a timber sale to remove commercial material with a service contract to accomplish restoration or enhancement objectives. As part of its design, these contracts often include three categories of actions: timber harvesting and related work, mandatory items that are to be paid for by the Forest Service or accomplished using goods for services or receipt retention, and optional items to be accomplished as money becomes available (Meadowface Stewardship- R1). For most of these efforts, the timber sale is expected to generate enough revenue to pay for nearly all of the planned improvements and activities (Knox Brooks Stewardship- R1). Many pilot coordinators foresee a multitude of potential ecological benefits being achieved with this mechanism, as it only requires one entry for work, and therefore, may reduce negative impacts to soils and wildlife (Pacific Northwest Regional Team Report, 2002).

[7] Note: Best-value, under the Stewardship Contracting Pilot authority, can be used for all contracting mechanisms, not only with Service Contracts. See Section 5.3 for more detail.

Service Contract with Product Removal

Eleven pilots (20%) currently utilize a service contract with product removal included. This hybrid mechanism is essentially serving as a bill of sale to cover the sale and removal of timber, with service contract elements providing guidance and standards for quality assurance. This mechanism is providing greater administrative flexibility, while reducing contractor risk (particularly in terms of measuring and valuing timber products). It also is providing protection and accountability for the government by assessing clear value of goods to be traded for services (Hungry Hunter Ecosystem Restoration- R6).

Projects chose this type of contract because it affords greater flexibility for implementing prescriptions, particularly in areas that have been valued as a below-cost or deficit sale. Managers also chose this mechanism when the bulk of work is in the nature of service work, and timber removal is a rather simple component of the contract. With these hybrid service contracts, many activities can be accomplished earlier than often allowed (e.g., work normally funded through traditional Forest Service trust funds or other collections), and may result in cost-savings due to the preparation and administration of only one contract. Additionally, having funds "up front" for service activities helps guarantee that the entire project will be completed, and not just commercial harvests (Antelope Pilot- R6).

Agreement

Three pilots (8%) report utilizing some form of agreement to implement activities. For example, some projects are using cooperative agreements to complete treatments for projects with poor access—establishing agreements with private landowners for entry, and utilizing the assistance of state forest services or departments (Winiger Ridge- R2). Participating agreements are also being established with partners of mutual interest to work with local communities and to collaborate on related issues (Condon Fuels Management- R1).

Other

Five pilots (14%) reported using other contractual arrangements for project implementation. These include:

- **Construction contracts with product removal included**. This mechanism was chosen because it permitted concurrent completion of vegetation treatments and trail construction within a single contract (Forest Discovery Trail- R9).
- **Delivered log contracts**. This mechanism was chosen to experiment with removing any real or perceived incentive for a contractor to cut more trees or more valuable trees than necessary to achieve a prescription. The service contractor bids and is paid on a per acre basis for on-the-ground activities. Any trees removed are sold separately, and the receipts are retained and used to pay service contract costs (Paint Emery Stewardship- R1).
- **Integrated Resources Contract**. This contract allows one contractor to treat all items in a contract- to minimize ground disturbance and resource impacts, while reducing contract and administration costs (Sprinkle Restoration- R6)

3.7 Process Review: Contractor Selection

3.7.1 The Bidding Process

Despite a high level of initial interest on the part of local contractors, most stewardship pilots have been experiencing unexpectedly low numbers of bids for contracts, with an average of two bids per contract solicitation (high: 6 bids, low: 0 bids per project) (Appendix E). These low rates have been linked, in part, to the increased complexity of contract requirements. As a case example:

> "A high level of interest was generated by the stewardship contract [associated with the Priest Pend Oreille project]. A Request for Information was issued in October 2000 (140 copies). This included a preliminary draft contract, and a meeting in the ranger district with 40 individuals attending. The Request for Proposal was released in August 2001, with over 240 copies mailed. A pre-solicitation meeting was held in September [attracting] approximately 12 contractors. The bid solicitation was scheduled to end October 2001, but was extended one month at the request of several potential contractors because of the number and complexity of service contract work items. Ultimately, two bids were received." [Priest Pend Oreille- R1]

Low response rates are further complicated by high bonding requirements, a perceived or actual lack of available and qualified subcontractors, limited markets, and a higher perceived risk associated with a pilot project. The uncertainty of subsequent year funding also seems to be limiting the attractiveness of proposed contracts (Granite Watershed- R5).

These low rates are concerning because when pilots only receive a few bids, limited quality comparisons can be made (i.e., contracting officers just have to ensure that the bidder meets minimum quality standards). As such, price can become an especially significant factor in the award—which often contradicts other objectives of the project, including best-value contracting.

> "It was disappointing to see only one proposal received for this project. This did not allow for testing award of contract based on best-value." [Dry Wolf Stewardship- R1]

Higher bid prices are also being experienced by some of the pilots, which may be problematic for those projects utilizing service contracts or hybrid service contract mechanisms. In some instances, bids for a stewardship contract approximately doubled the Forest Service estimate (Cottonwood/Sundown Watershed- R3). These higher prices were largely related to the limited availability of markets for small diameter products and subsequent high hauling costs. In the case of the Cottonwood/Sundown Watershed project, the high bid came in at approximately 15-times the government estimate.

3.7.2 The Selection Process

Local teams also provided information on the selection criteria used by coordinators and managers to award stewardship contracts (Appendix E). Across the country, the selection criteria ranked from most important to least important were:

1. **Technical Proposals-** generally summarize the types and condition of equipment, organizational structure and focus, staffing and management, understanding of extent/nature of work to be performed, work schedule, coordination with steering committee or project manager, and production capability.
2. **Price**
3. **Past Performance**- includes narratives explaining contractor experience with logging methods, documentation of logger certificates, professional logger training, safety training and compliance, experience in merchandizing, experience with similar projects, cooperativeness in meeting contract administration requests, dependability, compliance with contract time.
4. **Use of by-products**- includes contractor's ability to manufacture and market by-products, an assurance of ability to pay at least biweekly, flexibility in delivery time, assurance of weight and ticket accountability, mix of products.
5. **Local economic benefit/use of labor**- highlights the contractor's commitment to recruiting and/or hiring subcontractors and workers from the "local" area.

3.8 Funding and Costs Overview

3.8.1 Funding Overview

As in previous years, financial analysis of the pilot program is problematic. Individual projects provided information on sources and adequacy of funds to support planning, implementation, and monitoring efforts. However, because the Forest Service does not have standardized methods for recognizing and accounting for revenues and expenses on a project basis, most figures were presented as rough estimates.

Based on local reports, sources of funding for the pilots include federal appropriations, product exchanged for services, retained receipts, and cooperator contributions (Table 3.8, Appendix F). While most of this information was provided as estimates, minor trends are developing in how projects are securing financial support for activities. Thus far, funding for the pilots has come mainly from federal appropriations, even though there have been increases in utilizing retained receipts and product values as projects move into the implementation phase. These observations mirror the trends noticed during FY2001.

Table 3.8. Funding and Costs Overview

	Percentage of Total Budget
Funding	
Appropriations	41%
Receipts Retained	24%
Product Exchanged for Service	20%
Cooperator Contribution	15%
Costs	
Planning and NEPA	48%
Contract/Sale Preparation	23%
Service Contract	16%
Contract/Sale Administration	10%
Citizen Involvement	2%
Monitoring and Evaluation	1%

Unique to this year, two pilots in the Southwest reported the use of National Fire Plan funds to conduct service work (Southwest Regional Team Report, 2002).

Retained receipts are also being used at a higher level than in previous years to fund pilot project activities or the activities of other designated stewardship pilots located within the same forest or region (Burns Creek Swing Contract Logging- R8). These funds are being used for such services as reforestation, road decommissioning, watershed restoration, slash reduction or disposal, and noxious weed treatments. In some instances, remaining receipts are held in special accounts and will be made available for future restoration or monitoring within the project area or for developing partnerships and coalitions through grants and agreements with interested parties (Siuslaw Basin Rehabilitation- R6).

3.8.2 Costs Overview

A review of FY2002 cost data, coupled with FY2001 results, highlights trends in cost parameters and potential financial obstacles for the pilots (Table 3.8, Appendix G). Planning and NEPA remain the highest costs for projects, followed by sale and contract preparation, and individual service contracts. Once again, these trends mirror those detected in FY2001. Regional and National Teams relate these higher

planning/NEPA costs to the fact that these processes often cover an area larger than the pilot area, and therefore may not accurately represent individual pilot costs (Inland Northwest Regional Team Report and National Team Report, 2002). Also, because implementation is not well underway for most of the pilots, associated costs are largely unreported to date.

3.8.3 Cost Comparisons

Because of differing project size and complexities, in addition to a reliance on estimated figures, it is not useful to financially compare pilot efforts to one another. However, project-specific comments offered by individual pilot coordinators and Local Teams can be used to discuss the impacts of new authorities on cost-savings or inflation.

At this point, some regions (i.e., the Inland Northwest and the East) are not witnessing any cost savings in contract development or implementation within the pilot program. In fact, for most projects, stewardship contracts are costing more than traditional projects (Inland Northwest Regional Team Report, 2002). There is a steep learning curve associated with these contracts and, for many pilot projects, it has taken more time to develop and design a project than it would take using conventional approaches. For some projects, these increased costs were anticipated because of the new procedures for both the agency and contractor and the complexity associated with implementing concurrent activities, each requiring close coordination. As one might assume, agency contracting personnel and contractors believe that these costs will likely drop as contracting processes become more accepted and widely understood and as agency and contractor stewardship experience, skills, and confidence improve (Inland Northwest Regional Team Report, 2002).

In addition to these recognized costs, some unanticipated administrative costs were also observed. For example:

> "Because of timber accountability issues and scaling issues, the contract administration team [associated with the Burns Creek Contract Logging Project] had to maintain a presence on the job site during all contractors working hours. A traditional timber sale would have required approximately ½ day per week in administration time (15 man-days). This amounts for a 10-fold increase in cost of administration." [Burns Creek Contract Logging- R8]

In contrast, some Local Teams reported that stewardship contracts were easier to administer and saved considerable time and money. Some projects reported considerable savings by avoiding the advertisement, award and administration of multiple contracts (Forest Discovery Trail- R9). For other projects, greater "ownership" of the project by the contractor directly resulted in easier administration.

> "For many reasons, the contract in [the Buck Vegetation Management Project] has been easier to administer than traditional Timber Sale Contracts. The contractor had a great deal of input into the development of the project and therefore a great deal of ownership in the project. As both the contractor and contract administrator gain experience, administering the contract will become more efficient and effective, thus reducing the amount of time needed to administer the contract. The amount of time needed for contract preparation, solicitation of quotes and proposals and time to select the contractor is reduced." [Buck- R6]

For some projects, NEPA and sale preparation costs appear to be similar to those projects administered under existing authorities (Sand Mountain Contract Logging – R8 and Nolichucky-Unaka Stewardship- R8). While other projects find these processes to be more costly within the demonstration projects. For example:

> " Sale preparations were higher for [the Seven Mile Project] sale because individual trees were designated with paint or area designations were marked- but this made it easier to administer." [Seven Mile- R2]

4.0 Project Accomplishments

Due to the fact that most of the pilots are still in the early stages of implementation, there are few on-the-ground accomplishments to report. Progress continues to be made in planning and collaborating with interested parties, and in utilizing local and rural businesses for contracted work.

NOTE: ***Estimates and statistics provided in this section are based solely upon those pilot projects that submitted annual reports and may fluctuate depending on the response rate for a particular question. For all related statistics, the sample size (N) is provided for each parameter.***

4.1 Planned Activities and Accomplishments

4.1.1 On-the-ground Accomplishments

A review of the FY2002 local team reports indicate that the pilots are planning or implementing a number of integrated activities, including road maintenance, aquatic habitat restoration, terrestrial habitat restoration, and fuels management (Table 4.1, Appendix H). When reviewing these figures it is important to note that the comprehensive nature of work being done on many of the projects results in some acres receiving multiple treatments – undergoing thinning, pruning, and underburning, for instance- and will be counted under each activity category. Thus, the total acreage reported as treated may substantially exceed 100 percent for the total acres in the project.

Table 4.1. Planned Activities and Accomplishments (to date)

	Percent w/ Activity Planned	*Accomplished (to date)*
	N=57	*N=20*
Road Management		
Roads closed/decommissioned	39%	21.2 miles
Roads obliterated	25%	5.8 miles
Roads improved or maintained	54%	75.1 miles
Temporary roads built	32%	8.1 miles
Temporary roads obliterated	26%	30.3 miles
Permanent roads built	28%	5.5 miles
Aquatic Habitat Restoration		
Streams restored	21%	2.7 miles
Riparian area restored	28%	243 ac
Culverts replaced	28%	23 culverts
Culverts removed	16%	12 culverts
Terrestrial Habitat Restoration		
Forage seeding	9%	1 ac
Thinning	81%	9,535 ac
Pruning	9%	0 ac
Noxious weeds treated	33%	1,286 ac
Invasive species treated	14%	26 ac
Insect or disease treated	18%	1,148 ac
Fire and Fuels Management		
Prescribed fire for restoration	25%	1,526 ac
Prescribed fire for regeneration	14%	1,088 ac
Prescribed fire for fuels reduction	33%	2,118 ac
Fuels reduced	---	54,779 tons

The majority of projects incorporate stand thinning (81% of pilots, N=57)[8], road maintenance (54%) or road decommissioning (39%), noxious weed treatments (33%), and prescribed fire for fuels management (33%). These estimates may change as more projects develop management plans; collaborate with partners and cooperators; and further implementation efforts.

4.1.2 Product Removal

Nearly all pilots have some element of product removal associated with them (Table 4.2, Appendix I). Guidelines associated with the pilot program indicate that commercially-sized material can be removed, however objectives behind its removal must be consistent with the overall restoration-oriented objectives of the pilot (i.e., objectives must be something other than fiber production or revenue generation). Whereas many of the projects anticipate the production of sawlogs (in some cases off-setting the costs of planned services), a nearly equal number of projects anticipate extracting smaller diameter products and firewood as part of general restoration activities.

Table 4.2. Material Removed

	Total Removed in FY2002			*Removed per Project (MEDIAN)*		
	ccf	*tons*	*value*	*ccf*	*tons*	*value*
Sawlogs (N=12)	10565	25656	$617,134	594	3282	$57,788
Product other than log (N=9)	24383	4264	$601,972	936	2027	$26,987
Other (N=5)	n/a	6244	$297	n/a	3122	$149

* NOTE: volume and weight measures are not conversions. **Tons estimated are in addition to ccf.**

4.2 Cooperator Involvement

Stewardship contracting represents a concerted effort by Congress and the Forest Service to foster citizen participation in public land management. The creation of citizen-based multiparty monitoring teams also demonstrates a serious commitment on the part of the agency to engage the public in managing our National Forests (Clearwater Stewardship- R1). This kind of public involvement not only enhances and enriches the type of management occurring on federal forests, but also spurs collaboration for later projects and helps builds trust with the American public (Eastern Regional Team Report, 2002).

Approximately 37 pilots (52% of responding) have monitoring teams in place (Table 4.3, Appendix J). As one would assume, those projects authorized under Section 347 in 1999 have more local teams in place. This low rate of local-team establishment may be due to difficulties in setting up teams institutionally (e.g., FACA concerns, internal capacity to work with diverse groups, etc.) and a stronger agency focus for achieving on-the-grounds results over multiparty team establishment and engagement.

Table 4.3 Monitoring Team Establishment

	Projects with Local Teams Est.				*Percentage*
	Sec. 347	*Sec. 338*	*Sec. 332*	*Total*	
Inland Northwest Region (N=20)	5	0	4	9	45.0%
Southwest Region (N=18)	6	1	3	10	55.6%
Pacific Northwest Region (N=17)	4	1	4	9	52.9%
Eastern Region (N=16)	3	4	2	9	56.3%
Total	**18**	**6**	**13**	**37**	52.1%

Based upon Local and Regional Team reports, the projects are collectively experiencing a mix of increased and decreased diversity in cooperator involvement (Table 4.4, Appendix J). This fluctuation in percentages is likely due to an influx of newer pilots into the program (i.e., projects just beginning the multiparty or planning process). Presently, the majority of pilots are collaborating with conservation groups, state agencies, community-based groups, commodity or industry interests and individual

[8] The majority of thinning is being completed as part of hazardous fuels management efforts.

community members. This trend mirrors that of FY2001. In contrast, pilots are collaborating least with tribal governments (due in part to the fact that most pilots do not have potentially concerned tribes in their project area) and wildlife groups. These results are also similar to FY2001.

Table 4.4 Cooperators Involved

	FY2001 Involvement		*FY2002 Involvement*	
	Total # (N=32)	*%*	*Total # (N=61)*	*%*
Federal Agencies	8	25%	22	36%
State Agencies	21	65%	31	51%
Municipal Agencies	11	34%	23	38%
Tribal Governments	3	9%	4	7%
Universities/Schools	10	31%	11	18%
Conservation Groups	18	56%	34	56%
Community-based Groups	n/a	n/a	31	51%
Commodity/Industry Groups	16	50%	28	46%
Sport/Recreation Groups	8	25%	15	25%
Wildlife Groups	8	28%	8	15%
Community members	n/a	n/a	28	46%
Other	20	63%	18	30%

According to local reports, stakeholders have been involved in all aspects of project design and implementation, often from the early planning stages through monitoring efforts. In some cases, however, stakeholders did not get involved until later— when pilots were closer to implementation or even post-implementation (Inland Northwest Regional Team Report, 2002).

4.3 Outreach

To engage place- and interest-based communities, the pilots have used a variety of outreach activities to educate the public and facilitate information exchange (Appendix K). In some instances, outreach has been aimed at potential bidders to educate them on new processes and project objectives (Knox-Brooks, R1). For the most part, outreach has been successful in providing information on project objectives and accomplishments, but not necessarily in alleviating appeals and lawsuits by environmental groups (Grand Canyon Stewardship, R3).

Outreach efforts have included:

- Numerous "show me" trips to view and discuss alternative treatment methods. These have been specifically designed for local community members, environmental interests, agency leaders, and Congressional staff. Some also involved university and public school groups.
- Public scoping for project design.
- Informational brochure development.
- "Town Meetings" for local residents to provide feedback on historical data and desires for the management of the watershed.
- Newspaper articles and announcements, with invitations to participate in various pilot efforts (e.g., monitoring).
- Newsletter distribution.
- Letters of invitation to engage in the multiparty team process.
- Solicitation of public input into NEPA documents, design of treatments, concerns/issues, and comments on draft and final EIS documents.
- Construction of websites to provide information and an avenue for input into the project.
- Presentation of testimony before Congress and/or participation in briefing sessions.
- Earth Day displays and/or presentations during community celebrations.

4.4 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 rural communities. Many rural communities, particularly in the West, have pressing needs for new economic opportunities and living wage jobs due to changes in federal resource management direction. As more projects reach the implementation stage, preliminary information on the impacts of these projects and contracts on local or community-based businesses are beginning to emerge.

The primary economic benefit related to the use of expanded stewardship contracting has come in the form of employment of local, small businesses (e.g., businesses that complete project activities and/or manufacture forest products or restoration by-products). Overall, businesses receiving stewardship contracts are small, often employing 25 people or less and focused on logging or manufacturing (Table 4.5, Appendix L).[9]

Table 4.5 Local Employment Enhancement

	Business Size		
	< 25 employees	*25-500*	*> 500 employees*
Number of Pilots	24	6	5
Percentage of Total (N=26)	92%	23%	19%

During FY2002, the number of people involved in a given project ranged from 2 to 75, with nearly all pilots utilizing local labor pools. The average number of days each worker contributed to the project varied, with an average of 456.5 person-hours at an average wage of $14.91/hour. These figures are similar to those trends seen in FY2001.

As more projects enter implementation, an increased rate of subcontracting is also emerging. Eighteen pilots (67% response) are currently utilizing subcontractors (Appendix L). Due to the fact that subcontractors are being heavily relied upon, some worry that the pilots may not be stimulating the development of a new workforce, as was expected (e.g., loggers into "woodworkers" with a more diverse skill set). However, in some areas local contractors are learning new skills and diversifying their equipment base as a result of doing the work called for by the pilots (Inland Northwest and Pacific Northwest Regional Team Reports, 2002).

5.0 Review of Expanded Authorities

5.1 General Overview

Congress granted the Forest Service special authority under Section 347 (*P.L. 105-277*) to test a series of new or expanded contracting authorities. The hope was that these 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;

[9] When considering this trend, and all others related to local employment, it is important to note that the data collected is limited to those projects that have awarded contracts, which means the sample size is rather small.

- Increase opportunities for contractors to expand their range of skills and services and achieve economies of scale; and
- Improve small business opportunities and economic conditions in rural, resource-dependent communities.

As the pilot program enters its third year of operation, a variety of issues and lessons learned are evolving around the use of these authorities. The knowledge base on stewardship contracting is growing, particularly with respect to the applicability and efficiency of authorities on a broader scale. Most local reports note a greater degree of flexibility in contract modifications and/or funding opportunities under expanded pilot authorities. The authorities are also being used to explore new markets and utilization of low value thinnings, while meeting an array of social and land management objectives.

The use of these authorities seems to have been highly beneficial to date, but there is still room for greater understanding and more innovative use of the authorities (Inland Northwest Regional Team Report, Eastern Regional Team Report, National Team Report 2002). In some instances, it appears that experimental and creative approaches are being limited by a general lack of agency support and drive for innovation and unclear direction on the boundaries and limits of these authorities.

In general, the stewardship pilots are testing the full suite of available authorities, with most pilots utilizing more than one authority at a time (Table 5.1, Appendix M). Many pilot coordinators and Local Teams view the authorities as being intricately intertwined, offering new opportunities and checks/balances when used collectively (Eastern Regional Team Report, 2002).

Table 5.1 Use of Expanded Authorities

	Percentage of Pilots Using (N=76)
Exchange of Goods for Services	88%
Best-value Contracting	72%
Designation by Description/Rx	57%
Multi-year Contracting	53%
Receipt Retention	45%
Less than Full and Open Competition	31%
Non-USDA Administration of Sales	7%

5.2 Exchange of Goods for Services

Of all the authorities, *goods for services* is being used the most, with approximately 65 pilots (88%) testing it (Appendix M). 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 products being sold can be used to offset the cost of performing desired stewardship/ecosystem restoration or management services. This authority also allows for the "bundling" of activities, such as a timber sale and restoration activities, within a single contract.

Whereas it is generally understood that this authority applies the value of timber to service activities, some pilots are testing truly innovative interpretations of *goods for services*. For example, in the Green Mountain National Forest, agricultural producers receive hay from National Forest System lands in exchange for the service of establishing forested buffers along lands adjacent to the White River (White River- R9).

5.2.1 Emerging Benefits

Many local teams report that *goods for services* is an innovative authority that has given the Forest Service an opportunity to "think outside the box," providing a great deal of flexibility in project design and administration. Several projects reported that it facilitates entrance into areas that have been otherwise avoided due to cost, accessibility, and/or the existence of low value material, and creates a formal detachment between the economics and desired prescription of forest management (Eastern Regional Team Report, 2002).

Under existing authorities, 2400-6/6T Timber Sale Contracts are typically used to recover the value of timber. Many project managers have found that these contracts are inadequate when striving to meet ecosystem management objectives, particularly those that are not commodity driven (e.g., restoration of Late Successional Reserves). With *goods for services*, non-commodity resource objectives receive equal consideration and can be contractually packaged to complete all of the required on-the-ground work (Siuslaw Basin Rehabilitation- R6).

Goods for services also allows for the management of time-sensitive improvements. Typically, many service activities are implemented in a piece-meal fashion over subsequent years based on the availability of annual appropriations. Under *goods for services*, salvage and service activities can be completed at the same time and within a single contract. Another benefit of *goods for services* is that appropriated dollars can be used in other priority watersheds on the forest, thereby getting more total watershed improvement for the same tax dollar investment (Knox Brooks Stewardship- R1).

Another reported benefit of this authority is that it reduces the number of contracts required for a given project and may make solicitations more appealing to small bidders by reducing some of the upfront costs associated with contract preparation and administration (Buck Vegetation Management- R6). Because the majority of local timber sale purchasers are small businesses without a lot of capital, but with diverse skill sets, these new contractual arrangements are sometimes highly attractive.

5.2.1 Emerging Cautions and Concerns

There are several concerns regarding the use of *goods for services* that continue to surface in Local Team reports. For one, it is an authority that is sensitive to the volatility of timber markets. Under *goods for services*, the amount of service work that can be accomplished is dependent on the value of the extracted product. When markets are slow or depressed, delays in service work may be incurred. This is currently being seen in the Southwest, where the market is flooded by service contracts and there remain few markets for the small diameter products being extracted through pilot efforts (Southwest Regional Team Report, 2002). In addition, the effective use of this authority requires knowing the value of goods being traded. When projects use direct marketing as part of their design, building market skills in agency personnel is critical (e.g., knowing how buyers of logs for veneer operate is essential to getting full value for product). Perhaps these skills can be enhanced through partnerships with State Foresters and non-governmental organizations that have expertise in marketing (Eastern Regional Team Report, 2002).

Contractors are still relatively unfamiliar with *goods for services*, and in some instances, bundling multiple restoration activities into a single contract has resulted in perceived increased risk for contractors and subsequent higher bids (Pacific Northwest Regional Team Report, 2002). Contractors have also discovered that bonding payments are often required in advance of any harvesting (Dry Wolf Stewardship- R1). As a result, few bids or extremely high bids are sometimes submitted.

Finally, there is concern over the focus on *goods for services* as the defining authority for stewardship contracting. In most instances, *goods for services* should not be considered a "stand alone" authority, but as part of the full suite of synergistic special authorities being tested through the pilot program. It is most effective when used in coordination with the other authorities (e.g., with best-value contracting, which may provide a "check" or "balance" for its use) (Inland Northwest Regional Team Report and Eastern Regional Team Report, 2002).

5.3 Best-value Contracting

Fifty-four pilots (72%) are testing the application of *best-value contracting* (Appendix M). [10] Best- value purchasing allows the Forest Service to use other factors, in addition to price, when making award decisions. These other factors may include such items as: past performance of the contractor, work quality, delivery, and experience. Several pilots are also considering "local economic impact" or "use of local labor" as a criterion when awarding contracts. Traditionally, *best-value* has been used in procurement or service contracts.

In making *best-value* 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 if that will secure an overall best-value to the government. As a result, those vendors who performed well in the past, provided quality work, complied with wage requirements, and have a high standard of workmanship will have a competitive advantage.

5.3.1 Emerging Benefits

Potential advantages of this authority include providing greater flexibility in contract design (e.g., supporting comprehensive ecosystem objectives), attracting and utilizing firms with high quality past performance, and utilizing/stimulating local and small businesses. In many places (e.g., the Pacific Northwest) this authority does not seem to be as controversial as some of the other authorities and generally satisfies what local communities want to gain from pilot efforts (Pacific Northwest Regional Team Report, 2002).

Because a minimum bid may not always result in quality accomplishments, *best-value contracting* is often preferred because it allows award to those purchasers who may not be able to offer the most money for products but are better able to accomplish needed restoration tasks (Fugate Branch Multiple Resource Improvement- R8). As an example, the Priest Pend Oreille Project in Region 1 reported that:

> "Maintaining scenic integrity was the key concern of full-time and seasonal residents and businesses, as well as forest users. We wanted the ability to get the best job done on the ground- not necessarily the highest timber bid or the lowest service bid. We also wanted a multi-purpose contractor who could perform a variety of land management tasks. Best-value is inherently flexible in modifying contracts." [Priest Pend- R1]

Best-value not only seems to be helping managers accomplish the best possible job on the ground, but it also seems to enhance the likelihood that they will work with the same contractor during the life of the project (sometimes on both public and private lands) and will build trust with the public by ensuring that a quality contractor is selected to complete the work (Pacific Northwest Regional Team Report, 2002).

5.3.2 Emerging Cautions and Concerns

Some interest groups remain cautious of the *best-value* concept because they believe it gives too much preference for local contractors. In fact, this has most often not been the case (many other selection criteria are used in ultimate award- see Sec. 3.7.2). At the same time, some supporters of *best-value* have tried to promote it as a safeguard for ensuring community involvement.

Also of concern is the application of *best-value* when the number of bids is low. In certain regions, particularly the East, the number of bids under *best-value contracting* has been low, due most often to a lack of understanding of bidding requirements. In order to properly implement this authority, there needs to be a greater number of bids for each project, otherwise other criteria (such as price) become the determining factor (Eastern Regional Team Report, 2002). Many projects have found that in order for

[10] Note: the authorizing legislation for stewardship contracting pilots requires all pilots to utilize best value contracting.

bidders to understand how *best value* contracts work, the agency and its key partners need to conduct pre-bid workshops, meetings, and training sessions.

5.4 Designation by Description

Forty-three projects (57%) are utilizing *designation by description or prescription* (Appendix M). Traditionally, the designation, marking, and supervision of timber harvesting operations 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 this expanded authority, in place of federal designation and marking, land managers can provide prescriptions or species/size/condition designations that clearly describe the silvicultural objective or desired "end result." As such, *designation by description or prescription* can include a variety of written descriptions of end results, pre-bid tours and explanations, or on-the-ground examples (Buck Vegetation Management- R6).

In the past, *designation by description* has been used under very strict silvicultural prescription (e.g., 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, some members of the public have expressed concern over how the Forest Service will ensure an appropriate balance between purchaser discretion in selecting material to be cut and governmental control of removed products.

5.4.1 Emerging Benefits

Designation by description or prescription is being used for a variety of reasons, including its ability to reduce administrative costs (i.e., by not requiring that every tree be designated and/or marked) and the inherent flexibility in management it provides (i.e., by incorporating a wide variety of treatment options within a single contractual package). Many managers and members of the public support this authority because it allows one to focus on what is left on the ground, instead of what is removed. It also increases the capacity of contractors by providing them permission to try new techniques and offering latitude in determining how to meet objectives and improve feasibility (Littlehorn Wild Sheep Habitat Restoration – R6). This authority has been especially helpful in demonstrating efficient, effective, and simple methods of thinning young pine and hardwood stands (First Thinning Loblolly Pine- R8).

Designation by description or prescription allows contractors to react to changing environmental conditions, use professional judgment in the field, and to adjust their management techniques accordingly. For example, in the Knox-Brooks Stewardship Project, a mountain pine beetle epidemic rapidly increased the dead tree component within the project area and contractors were able to respond to these changing conditions accordingly. Benefits have also been witnessed in the Clearwater Stewardship Project (R1):

> "Since most trees are the same size and occur in high density [in the project area], the selection of trees for harvest by the operator helped protect the residual forest stand, since the key issues are maintaining appropriate spacing and minimizing physical damage to stems from equipment. Equipment operators are best suited to understand how their equipment can move through the snow to avoid trees." [Clearwater- R1]

Project managers are also witnessing increased safety and health conditions for agency and contractor personnel. The expedited preparation of a sale under *designation by description* has resulted in less exposure to paint and repetitive motion injury by Forest Service or contract employees than traditional approaches (Hungry Hunger Ecosystem Restoration – R6).

It should be noted that, currently, this authority is commonly being used for tree removal. However, it is also being used for numerous services, such as installing culverts, and building bridges and recreational facilities, etc (Inland Northwest Regional Team Report, 2002).

5.4.2 Emerging Cautions and Concerns

For many pilot coordinators, there remains substantial misunderstanding about what this authority is attempting to achieve, and, therefore, outreach and training opportunities need to be provided in order for it to be tested successfully. For example, sometimes the agency employee who writes the treatment prescription and the contractor responsible for carrying it out have different interpretations of the prescription (Paint Emery Stewardship- R1).

> "One of the variables used to describe cut and leave trees [in the Priest Pend Oreille Project] was stump diameter at 4-inches. This description caused problems in logging because of the flared nature of the stumps. It increased logging costs and the desired end result was not achieved in each unit because more trees were left behind." [Priest Pend Orielle- R1]

There is also concern that the Forest Service is losing the complexity of its treatments because it is choosing to implement simpler prescriptions under this authority. Some people also fear that *designation by description* may create a perverse incentive to set diameter limits that are not based on site-specific silviculture or ecology.

It is also important that there is a clearly articulated system in place to penalize those activities that extend outside site prescriptions. As such, some projects have found that the administration of *designation by description* took more time and effort than was anticipated. A great deal of effort has been expended to check the purchaser's marking accuracy and to resolve uncertainties not typically encountered in more traditional projects (e.g., count of dead trees in density measurements) (Clearwater Stewardship- R1). Despite the time needed to learn how to work with new methods, conversations between the agency and operators in the field have generally led to new thinking and, presumably, to better forest management.

Finally, some projects are concerned that use of this authority could result in costs shifting from the agency to the contractor, with increased costs/risk reflected in future bids (Pacific Northwest Regional Team Report, 2002).

5.5 Multi-year Contracting

Forty projects (53%) are utilizing *multi-year contracts* (Appendix M). Among the desired goals of stewardship contracting is an increased 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 longer 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.

Conventional timber sales and service contracts operate under specific time limitations. Although both can extend beyond the appropriations period during which they were initiated, Federal Acquisition Regulations limit the length of timber sale contracts to 10 years, restocking efforts to 5 years, and service contracts to 5 years. This new authority provides the Forest Service permission to enter into service contracts of up to 10-years in length.

5.5.1 Emerging Benefits

Projects utilizing *multi-year contracts* have found that they improve the ability of Contracting Officers to implement service contracts in a cost-effective manner. These contracts have lower administration costs due to reduced paperwork, allowing Contract Officers to spend more time performing quality assurance in the field (Longleaf Pine Restoration- R8). *Multi-year contracts* have also been able to provide some degree of certainty associated with economies of scale for contractors (Upper South Platte Watershed- R2).

The kind of long-term activities authorized by *multi-year contracts* are desirable in order to establish and monitor different restoration activities. For example, *multi-year contracts* help attract those businesses that specialize in multiple treatment activities (e.g., control of noxious weeds, which requires multiple treatments over a number of years). *Multi-year contracts* also allow Contracting Officers to establish and continue relationships with companies that produce desirable and consistent end-results. *Multi-year contracts* also facilitate vegetation becoming well-established after treatments, enhancing the likelihood of project success (White River Riparian Buffer- R9).

Multi-year contracts also offer a great deal of flexibility to contractors, permitting them to work through market fluctuations, changing stand conditions, or their own schedules (Knox Brooks Stewardship- R1, Meadow Face Stewardship- R1, and Antelope Pilot- R6). This authoritiy may also foster new businesses and promote greater stewardship from the local community by providing more stable employment opportunities and continuity for those contractors and subcontractors involved in project implementation. In some instances, the use of multi-year contracts has also made it easier for contractors to justify, or secure the necessary funds, for capital investments in equipment and processing facilities.

5.5.2 Emerging Cautions and Concerns

Because of the annual nature of federal appropriations, the security of funds over a longer term under this authority is shrouded by uncertainty. These concerns could be alleviated by coupling *multi-year contracts* with other pilot authorities that extend available funding through the exchange of goods for services or retention of receipts.

5.6 Retention of Receipts

Thirty-four pilots (45%) are testing *receipt retention* (Appendix M). Through *receipt retention*, all or portions of proceeds from the sale of commercial products removed through a stewardship contract can be retained by the Forest Service and reinvested in the specific pilot project that generated them or in another approved pilot project. To date, this authority has been used to pay for monitoring and restoration activities and to enable delivered log contracting ("separating the logger from the log").

Historically, the agency has had limited authority to retain receipts through various Forest Service trust funds (e.g., Knutson-Vandenberg Fund, the Brush Disposal Fund, and the Salvage Sale Fund). However, nearly all of these allow funds be reapplied only to the specific project areas that had product removed, with remaining funds sent to the National Forest Fund of the Federal Treasury for future Congressional appropriations.

5.6.1 Emerging Benefits

Retained receipts provide increased flexibility in determining how revenues can be used, and allow for timely implementation of services by supplementing annual federal appropriations. Under this authority, proceeds have been utilized to immediately fund activities such as thinning of small trees and prescribed burning, instead of waiting for appropriated funds or completion of the timber sale process (Warm Ridge Glide- R4). This is particularly important, given that so many fuel reduction projects require an infusion of dollars for completion under traditional authorities. Because most fuel reduction projects do not generate positive cash flow (i.e., so much of the material removed is small and not merchantable), much of the required management has been back-logged. With "hard money" always in short supply, this authority may be critical in enabling forests to complete more wildland-urban interface fuel reduction work (Sheafman Restoration- R1). *Retained receipts* also permit greater flexibility in circumstances where low quality products are being removed from a project area during a time of market instability and deflated raw material prices, since expenditure of receipts need not be immediate.

Retained receipts also provide a means to fund projects that could not ordinarily pay for themselves under other authorities (like "goods for services"). For example:

> "The advantage of this authority is that sales of jack pine traditionally harvested for improvement of warbler habitat have not generated enough revenue to reforest suitable breeding habitat. [Within the Huron Manistee NF] Sales designed to improve grouse habitat generate funds that are in excess of needs of the sale plan. In contrast, sales to improve warbler habitat are too low to cover the costs of reforestation. [Receipt Retention] makes receipts available that are not available through other funding sources [and allows the manager to] spend receipts on other wildlife primary purpose sales, allowing the Forest to take a more holistic approach to its timber and wildlife program."[Kirtland's Warbler Recovery- R9]

Under this authority, managers are not constrained by timber sale boundaries or units to accomplish work within the watershed. In fact, *retained receipts* can and have been used to fund future restoration and monitoring projects located within the planning area and/or to help with preparation costs of additional stewardship pilots. Three projects in Region 8 (Burns Creek Contract Logging, Wayah Contract Logging, and Sand Mountain Contract Logging) are building on each other- sharing lessons learned through implementation, while at the same time moving receipts from one project to seed the next (Eastern Regional Team Report, 2002).

5.6.2 Emerging Cautions and Concerns

A variety of short- and long-term questions have been raised about the application of receipts when they are retained for future activities. In the short term, questions are focused on exactly what activities receipts should be used for and what accountability issues prevent inappropriate "grabs" of these somewhat discretionary funds (Eastern Regional Team Report, 2002). In the long term, questions persist about what projects' retained funds will be set aside for (i.e., if the authorities become permanent and a pilot program no long exists). In response to both sets of concerns, accountability measures, sideboards, or some kind of oversight mechanism may alleviate worries.

5.7 Less than Full and Open Competition

Twenty-three pilots (30%) are testing *less than full and open competition*. This authority provides managers with increased flexibility in advertising and awarding contracts for restoration and rehabilitation work by exempting projects from Subsection (d) of Section 14 of National Forest Management Act. This subsection requires that all sales having an appraised value of $10,000 or more be advertised and competitively bid. The new authority permits the award of projects through direct sale and/or sole-source contracting, regardless of appraised product value. As such, award preference may be given to bidders in defined geographical areas or Historically Underutilized Business (HUB) Zones. *Less than full and open competition* also allows for sales of material without further advertisement, so prime contractors selected for the service contract can also purchase the resultant material.

5.7.1 Emerging Benefits

To date, this authority has allowed the Forest Service to enter into agreements that might not have developed otherwise due to price or procedural complexities, while also providing a certain level of facility to Contracting Officers because they do not have to hold an entire project to "full and open" standards. For some projects *less than full and open competition* has been used because of the complicated nature of right-of-way (ROW) considerations. For example, in the North Mantowibo Vegetation Management Project in Region 9:

> "The contractor owned the surrounding land and a considerable ROW would [have been] required if [the project] were advertised and offered in a traditional manner. The small size of the project area compared to the substantial ROW, made this project infeasible to offer through a competitive process." [North Mantowibo Vegetation Management- R9]

Other projects have found this authority helpful in setting up participatory agreements with tribes, and for responding to an immediate situation (e.g., a beetle infestation).

The authority is also helpful when dealing with a mix of private landowners, particularly when these properties exhibit a "checkerboard" ownership pattern and access is difficult, or if private landowners are direct participants in project implementation (White River Riparian Buffer- R9).

5.7.2 Emerging Cautions or Concerns

Some Contracting Officers and pilot coordinators have expressed unease with *less than full and open competition* because they believe it is inherently unfair to the overall contractor base and it does not ensure a competitive price (Eastern Regional Team Report, 2002). Also, uncertainty has been expressed over whether or not "local preference" is a part of this authority or more appropriately considered part of best-value contracting. As a result, greater clarity or direction regarding this authority is needed.

5.8 Non-USDA Administration of Timber Sales

Five projects (7%) are testing non-USDA administration of timber sales (Appendix M). This authority exempts a pilot project from Subsection (g) of Section 14 of the National Forest Management Act, which requires that USDA employees supervise the harvesting of trees on Forest Service lands. As such, under this authority pilot projects are allowed to be administered by state forest services or others.

5.8.1 Emerging Benefits

Very little information on the benefits or costs of this authority has been collected at this time due to the low number of pilots testing this authority and the implementation status of those using it. However, for some projects in Region 2 (Rocky Mountain), this authority is allowing state partners to treat areas that exhibit limited access (i.e., only through adjacent neighborhood properties). In these cases, cooperative agreements and "Good Neighbor Policies" are being used (Upper South Platte Watershed- R2 and Winiger Ridge- R2).

5.9 Usefulness and Impacts of Expanded Authority Usage

5.9.1 Issues of Accountability

The majority of pilots reported that accountability remains largely unaffected within the pilot setting (Burns Creek Contract Logging –R8, Longleaf Pine Restoration- R8, Grand Canyon Stewardship- R3, Knox Brooks- R1, Paint Emery Stewardship- R1, Buck Vegetation Management- R6). This seems to be because materials continue to be accounted for in essentially the same manner as if conventional contracting had been used or because adequate accounting procedures have been included in the contract (Paint Emery Stewardship- R1).

Some local teams feel that packaging several activities not usually associated with timber sales into a single contract enhanced the agency's ability to implement ecosystem management, therefore extending the "accountability" of the agency beyond simple product or fiscal measures. In the Antelope Pilot of Region 6:

> "Accountability [measures] how the land is left after implementation. Regular inspections by the Contracting Officer Representative [were] crucial as implementation proceeded. If the contractor is responsible and good relationships and communication are maintained, this works well. The use of designation by description provided accountability tracking in both pre- and post-harvest phases of the project. Tracking truckload tickets gave good accountability of product removed. Computer-based harvest reports from the contractor, required by the contract, permit a crosscheck on what was removed compared to what was thought to be removed". [Antelope- R6]

5.9.2 Issues of Effectiveness and Efficiency

Several projects have reported that activities would not have been implemented without the use of the expanded authorities. Traditional authorities and processes are often incapable of meeting all of the objectives of a stewardship project because of the competition between limited staffing resources and applicable dollars (Siuslaw Basin Rehabilitation- R6). The expanded authorities have provided project managers with greater flexibility to react to changes in resource conditions, access, budgets or weather. Typically, adjusting activities within a traditional timber sale involves contract modification. However, with the use of expanded authorities, adjustments can be made through work orders, reducing the amount of lag-time from weeks to days. Some projects also reported the benefit of less invasive management, as the authorities allowed for single entry into the site for a mechanical treatment, resulting in reduced costs and fewer negative impacts on the resource (Antelope Pilot- R6).

Many pilot coordinators also agreed that these expanded authorities provide much needed funds that otherwise may not have become available, particularly in years with high incidence of catastrophic wildfires. The authorities also allowed more meaningful involvement of the public and the utilization of new "tools" for forest management for some projects (Treasure Interface- R1).

5.9.3 *Implementing Ecosystem Management*

Many local teams reported that the mix of authorities greatly increased the agency's ability to implement multi-faceted ecosystem management projects. The new authorities permit the use of new funding avenues to complete various elements of resource management (e.g., not just mitigation measures and current resource enhancement work but also preventative work to reduce future costs) (Siuslaw Basin Rehabilitation – R6). For example, on the Burns Creek Contract Logging Project:

> "By utilizing the [cable] logging system to place limestone in the creek, the Forest Service was able to reduce the cost of pH adjustments [by 75%, when compared to other placement methods, such as] helicopter placement. By reducing [this] cost and increasing [application] efficiency, it is expected that [the forest will have an enhanced ability to implement] fisheries improvement projects." [Burns Creek – R8]

5.9.4 Attracting Contractors

Some project managers felt that the new authorities made contract packages more attractive to contractors because successful bidders got to implement a variety of restoration activities in a single contract. These larger and more diverse packages of work have promoted greater efficiency by allowing the use of equipment already at the site and eliminating additional contracts and move in/move out costs for additional work (Siuslaw Basin Rehabilitation- R6).

However, the ability of the authorities to make a project more or less attractive to bidders appears to depend heavily on which authorities are being tested and in what context. For example, *receipt retention* is generally of little interest to the bidder, but can be of immense benefit to the Forest (Longleaf Pine Restoration- R8). In contrast, *multi-year contracting* offered a cost-effective option for both contractors and the agency, and also helped to improve relationships between the two.

Unlike more traditional mechanisms, the expanded authorities encourage much greater public collaboration with the public, and several projects noted that this enhanced participation resulted in better packages of work and greater bidder interest. In the Treasure Interface Project (R1):

> "Potential bidders were involved in the design and prescription of cutting (treatment) units- thus making the package more attractive to operators. [They] modified the contract packages (split into 2) based directly on contractor input." [Treasure Interface- R1]

Whereas the new authorities have allowed operators to bid on projects and make some money from performing restoration work on the National Forests, some projects have experienced less than

expected levels of interest, particularly among traditional logging companies, who may not have the interest or capacity to complete some of the required services (Seven Mile Project- R2 and Grand Canyon Stewardship- R3). These concerns and uncertainties are echoed through several other regions and are further compounded by mill closures. For example in the Warm Ridge Glide Project (Region 4):

> "Several inquiries and interest occurred as a result of the land management credits, however only one bid was submitted. As a result of mills being closed in southwest Idaho, there may have been a concern and unknown risk for other bidders to commit to a contract that had a restrictive schedule of operations and sale activity completion dates." [Warm Ridge- R4]

On the Antelope Pilot (Region 6), the contractor was unfamiliar with the service contract proposal process, resulting in a great amount of uncertainty. Coordinators fear that this uncertainty could result in increased risk of failure.

The bundling of activities also resulted in some early project stumbles. In the Paint Emery Project (Region 1):

> "Bundling diverse project activities was also recommended by local citizens, contractors, and others. Most potential offers told us they could not form teams of subcontractors to implement the range of projects when it came time for proposal submissions. They like the idea, but cannot accomplish it. By dropping some of the services (e.g., tree planting), we may loose some efficiency that a single contractor may bring." [Paint Emery- R1]

Bundled activities and the attendant perceived risk or uncertainty sometime affected subsequent bids. For example, in the Baker City Watershed Project (Region 6), the new authorities:

> "Allowed the creation of a new type of contract that combined a variety of work items, including relatively new work items (e.g., combined pre-commercial thinning, whole tree helicopter yarding, and helicopter yarding of unmerchantable materials). Bidders reacted to this "unknown" by significantly increasing their bids to cover the perceived risk." [Baker City- R6]

5.9.5 Meeting the Needs of Local Communities

Discussions among Local Teams on the utility of the expanded authorities in meeting the needs of local communities varied across the country, highlighting a number of direct and indirect impacts on various elements of community life.

Several teams reported that project implementation provided local communities with a variety of economic benefits, each largely associated with the harvesting and manufacturing of forest products (e.g., jobs and revenues). For example, the Burns Creek Contract Logging Project (Region 8) referred to a study by the Virginia Department of Forestry that estimates that for every dollar a landowner receives in stumpage payment, there is a corresponding economic impact to the Virginia economy of $35.40. With this in mind, the Burns Creek project is estimated to provide an economic benefit of approximately $3,200,000. This is particularly helpful, as unemployment in many of the communities adjacent to pilot project sites is extremely high (Burns Creek Contract Logging- R8). Such impacts are of course similar throughout the country. For example, with the Clearwater Stewardship Project (Region 1):

> "The direct benefits of the project to the local community (Seeley Lake, MT) are straightforward. A local family-owned wood products facility (Pyramid Mountain Lumber) was the successful bidder and has consciously hired a series of locally-based subcontractors to accomplish much of the project work- from harvesting and hauling wood to installing vault toilets. The timber generated from thinning and other harvest operations has sustained local employment in the mill, and additional work was provided through the sale of smaller dimension material to a locally owned post and pole facility.

Improvement of roads, bridges, water quality, and treatment of noxious weeds enhances the attractiveness of the area to visitors and recreational business." [Clearwater- R1]

Several local team reports also highlighted a variety of social impacts associated with pilot efforts, including the improvement or creation of recreational opportunities, educational or interpretational tools, or enhanced public safety (i.e., reduced fuel loads adjacent to communities).

6.0 Emerging Issues and Outcomes

As the program enters its fourth year of implementation and pilots begin or even complete on-the-ground activities, a series of outcomes and issues are surfacing.

6.1 Increased Interest in Efforts

Many of the pilots have reported a great deal of inquiry and support from a broad range of interested parties. Because of the innovative nature of the pilots and the strides being made to address pressing environmental and/or social needs, some projects have become a showcase for supporting Ranger Districts or National Forests. Many projects have witnessed an increased interest in public education tours and the monitoring process. For example, when recreationists from outside the area heard of plans for the Dry Wolf Stewardship Project (Region 1), there was widespread support and encouragement to do more of the same. This unsolicited response from external interests was a pleasant surprise to those managing the project (Dry Wolf Stewardship- R1).

6.2 Moving Through the Learning Curve

As noted previously, the learning curve associated with utilizing the concept of stewardship contracts is quite steep and sometimes foreboding. Most pilots have expressed frustration with the amount of time and effort it takes to move through planning to implementation, but some are beginning to share their experiences with others to level the learning curve and facilitate future projects.

For example, in Region 2:

> "A hazard tree removal project [associated with a new pilot planned to] use a service contract with product removal included, [and looked to the Beaver Meadows project] as a template. Whereas the initial Beaver Meadows template took weeks to prepare, the contracting officer who prepared the [original] Beaver Meadows contract indicated it took him only 1-day to prepare [this new] hazard tree contract. The long learning curve is already starting to pay off." [Beaver Meadows Restoration Project- R2]

In addition, contractors are also becoming more aware of the challenges associated with projects and are often anxious to demonstrate their willingness to "take up" such challenges (Buck Vegetation Management- R6).

6.3 Uncertainty in Desired Level of Community Involvement

There is a great deal of uncertainty about what "involvement" means when discussing community participation and benefits associated with the pilots. Participation could potentially include everything from project identification and design to development of the monitoring plan or the provision of in-kind and cash contributions towards efforts.

It is especially important to note the difference between traditional venues for public participation (as with the NEPA process) and a process of involving communities in collaborative efforts. The former provides public feedback on an already designed process/project and the latter provides community members and interest groups with direct involvement in project development. In most instances, pilots

have found it difficult to truly engage the public in efforts (such as monitoring) when the majority of decisions have been made prior to their involvement.

There is general consensus that when relationships with stakeholders deepen and evolve, the impact on future projects can only be positive. Initiating and maintaining these relationships remains a daunting task, however. Currently, the level of discretion that some project coordinators and partners enjoy in designing the multiparty process (i.e., establishment and operation of the local monitoring teams) has proven to be daunting. For those that are inexperienced in working effectively with multiparty monitoring teams, training is needed to build their capacity. To meet this need, the Forest Service's Washington Office should facilitate training and help create learning opportunities and information sharing for those involved in pilot efforts.

6.4 Lack of Internal Agency Support and Communication

6.4.1 Technical Assistance

The current pilot program gives the Forest Service a Congressionally approved, time-limited opportunity for experimentation. In order for the agency to take full advantage of this opportunity, strong internal agency commitment to and support for the effort are needed, including the provision of adequate funding, training, and technical support for those charged with planning and carrying out the pilot projects (Inland Northwest Regional Team, 2002). A lack of adequate and consistent agency leadership and financial/staff support for pilot efforts has in some cases, created problems in planning, implementation, and monitoring across each region (Inland Northwest Regional Team Report, Southwest Regional Team Report, Eastern Regional Team Report, and Pacific Regional Team Report, 2002).

There are many challenges to completing a successful stewardship pilot. Among them are understanding how the authorities complement one another, how one attracts contractors to projects, how to develop new kinds of contracts, how to value goods for services, how to build local and staff capacity for a diversity of tasks, and how to form and work with a multiparty monitoring team (Eastern Regional Team Report, 2002). Unfortunately, there seems to be little understanding of the problems being faced by coordinators and partners, and limited ways in which coordinators can engage in thoughtful exchanges of lessons learned. Current confusion and misunderstanding by project coordinators about the use of authorities is further exacerbated by a noted lack of communication and direction from various offices, frequent changes in project coordinating staff, and lack of support/emphasis at the Ranger District or Forest level (Southwest Regional Team Report, 2002).

Regional and National Teams have offered some recommendations to overcome technical assistance challenges. These suggestions include:

- ***Establishment of a mentor system*** for those involved in the pilots, with regularly scheduled opportunities for project coordinators to share challenges and successes (Eastern Regional Team Report, 2002).
- ***Training*** for both project coordinators and the public to share and explain the objectives and benefits/problems of land stewardship contracting at various levels.

6.4.2 Support for Collaboration

Some Local Teams feel that the level of collaboration implicit in the concept of stewardship contracting is not being fully met in the pilots. Some Local Teams, such as the team for the Antelope Pilot (Region 6), have grown frustrated with the internal focus on testing new authorities and "getting the work done." Time and effort are needed to build trust for true collaboration. Some projects feel that the agency's culture has not adapted to working in a truly collaborative manner (Antelope Pilot- R6).

Local Team reports continue to provide examples of the positive effects of involving community members and other concerned parties in various stages of project implementation. These efforts, frequently performed as "add on's" to an already heavy workload, are essential to the pilot program's

success. Successful efforts require committed Forest Service project staff members with excellent "people skills," as well as individuals who are good facilitators and not daunted by an open, participatory process (Inland Northwest Regional Team Report, 2002).

Various Local, Regional, and National Teams have offered the following recommendation to improve agency support for collaboration:

- ***Recognize, encourage and reward employees*** who effectively participate in stewardship projects, particularly in collaborative processes.

6.5 Misunderstandings Among Potential Contractors

Regional and National Teams have acknowledged a need for greater contractor education. Potential bidders often worry about various aspects of multiple activity contracting and requirements of the bidding process, such as bonding, proposal writing, and describing anticipated end-results. Various Local, Regional, and National Teams have offerend the following recommendations to improve contractor understanding:

- ***Increase or improve contractor education*** in areas such as bidding, bonding, subcontracting, and scheduling.
- Develop a bidding process that is ***more user-friendly*** (Inland Northwest Regional Team, 2002).

6.6 Delays in Contract Development

In general, there seems to be a lack of up-front clarity surrounding how one develops a stewardship contract, which may be characteristic of any *pilot* program. The complexity of proposed actions oftentimes contributes to significant delays in the processing of paperwork for bid advertising, as was noted in the Granite Project (Region 5). As a result of the program's experimental status, pilot coordinators appear to be stumbling and reinventing the wheel in many places. Coordination and communication have been poor throughout the regions, and, unfortunately, few to no guidelines have been issued from Regional Offices as to how one develops or implements these hybrid contracts.

Concern has also been raised regarding the seemingly large percentage of contracts still unawarded by the close of FY2002. Originally, Congress asked that all pilots have contracts awarded by 2002. An extension was subsequently granted to have all contracts awarded by the close of FY2004. For many involved with the pilots (management, monitoring or otherwise), this expectation remains unrealistic.

6.7 Impacts of the 2002 Fire Season

The fire season of 2002 was a long and demanding one for much of the Forest Service, particularly in certain regions. For much of the West, fire salvage took higher priority over the stewardship projects. This situation was further exacerbated by the transfer or detail of key agency personnel to fires, thereby reducing the number of staff members available to implement a given stewardship project (Cottonwood/ Sundown Watershed- R3).

6.8 NEPA Process and Appeal Delays

As with previous years, numerous Local and Regional Team reports identified inefficiencies in agency compliance with NEPA and the formal consultative processes associated with the Endangered Species Act. Although these issues are not unique to the stewardship pilot program, the impact of these processes on project implementation and community collaboration should be noted. No team reports questioned the purposes and values of NEPA and the ESA, rather teams have expressed concerns over how the agency complies with the Acts, as well as similar regulations and legal interpretations. These processes are often complex, expensive, and time-consuming for all involved (Inland Northwest Regional Team Report, 2002).

Procedural obstacles have impacted projects in numerous ways. For some, direct delays in implementation have resulted, many of which were unanticipated. For example, the Grassy Flats project on the Shasta-Trinity NF did not expect to be enjoined within the Rothstein decision (Grassy Flats- R5).

These delays are exacerbated by the short congressional timeframe established for the stewardship pilots. Congress gave Section 338 and Section 332 projects fewer years to go to contract than was afforded Section 347 pilots (all contracts must be awarded by close of FY2004). Perhaps in response, the Forest Service has been filling its Section 338 and 332 slots with projects that have completed much of the planning and NEPA work. The potential downside of this strategy is that the community and other stakeholders may have little initial "ownership" in such projects and it may be difficult to build interest and support after the fact (Inland Northwest Regional Team Report, 2002). If collaboration is a priority for the stewardship pilots, then the Forest Service should choose projects in the conceptual stage, rather than ones with completed NEPA (Pacific Northwest Regional Team Report, 2002).

The long duration of the NEPA process also appears to have hindered public engagement in project efforts. Furthermore, during long delays product market values and other conditions may change, thereby rendering stewardship project implementation infeasible or requiring project activities to be significantly scaled back (Inland Northwest Regional Team Report, 2002).

6.9 Funding/Budget Constraints

Funding issues and budgetary constraints remain considerable for the stewardship pilots. A combination of personnel and funding shortages has made it difficult for the agency to implement the pilot projects as efficiently and effectively as desired (Inland Northwest Regional Team Report, 2002). Given the level of concern, allocating additional technical and financial resources and providing more staff training to those Forests engaged in pilot efforts would enable a fairer test of the program and the special authorities made available through it.

Estimating true funding and cost parameters also remains critical. At program inception, the agency worked with Program Budget and Analysis staff to set up a special job code (at the Forest level) to monitor the costs of stewardship pilots. Project coordinators were also encouraged to keep "cuff records," which are informal records that help account for costs outside of regular accounting mechanisms. These codes and records were in place for a few years but are not being used currently. For FY2003, the Forest Service reapplied for this special tracking mechanism but was denied. This is a problem, particularly when trying to track and report expenditures and potential cost-savings to the federal government.

7.0 Lessons Learned- FY2002

With more projects reaching implementation in FY2002, many lessons are being distilled from on-going or completed efforts. Within each Local Team report, participants were asked to identify specific lessons learned that might help facilitate future efforts or further promote the concept of stewardship contracting. The following offers a summarized account of these lessons, with direct quotes from individual Local Teams included in Appendix N.

NOTE: These lessons pertain to specific projects and were learned under specific conditions. As a result, the issues raised may not be broadly applicable across the program. Therefore, care should be used in drawing conclusions from these findings.

7.1 General

Several Local Teams provided general guidance on factors that may contribute towards project success. These suggestions range from making initial projects simple in scope (i.e., do not try to address every forest health problem within a single project), to securing and maintaining strong commitment from agency leadership. In general, these projects have found that with properly placed priorities and support,

associated procedures for project design, implementation, monitoring, and community collaboration will be facilitated. The Meadowface Project (Region 1) offered the following specific guidelines to determine when a stewardship projects may be most feasible:

- When the timber market is up.
- When conventional logging systems can be employed on sensitive landscapes.
- When new road construction is not necessary.
- When survey and design work (for NEPA and/or contract design) is already complete for all resources and proposed activities.
- When the goods to be removed have moderate to high value.
- When environmental issues are relatively benign.

7.2 Project Planning and Administration

Lessons learned within the realm of project planning and administration include aspects of cost/effort, staffing, and procedural timelines.

For several projects, higher administrative costs have been experienced within the pilot setting, when compared to traditional projects (see Section 3.8). Because of the experimental nature of pilot efforts and the perceived lack of precedent, a great deal of supervision from contract administration personnel and technical specialists has been required (Clearwater Stewardship - R1 and Burns Creek Swing –R8). This increased level of supervision has also been linked to potential or actual safety violations - in one instance requiring operators to cease activities until the Forest Service employee was "in the clear." It is anticipated that as future projects learn from older examples, a relaxation in this supervision will be realized.

The designation of clear staff responsibilities has also been a challenge for several pilots. Some projects have grown frustrated by unclear roles and shared responsibilities between the prime contractor and the agency, often resulting in duplicate efforts (Clearwater Stewardship - R1). Due to general inexperience in the application of expanded authorities, some projects have found it extremely important to involve mixed teams of specialists in both planning and implementation. Several projects found added benefit by having members of the timber sale administration group (particularly contracting officers) and the regional service contracting group serve on the same project design team. In some instances, it has been helpful to cross-train Forest Service Representatives (e.g., Timber Sale Administrators) with Service Contract Officer Representatives to meet needs of the pilot (Beaver Meadows Restoration - R2). Other projects have found it equally important to have Forest and regional financial specialists involved early in the design process (e.g., to decide how to retain the receipts and set up accounts for payment) (Paint Emery Stewardship - R1).

Limited staff resources continue to negatively impact some projects, affecting levels of participation by both agency and partner personnel. This constraint is further exacerbated by a turnover of key staff during the life of the project (Mt. Evans Collaborative Stewardship - R2).

7.3 NEPA Process

In general, projects have found that NEPA processes, coupled with new and complicated pilot procedures, can be difficult and time consuming. NEPA has been a major limiting factor in project implementation and success, particularly when key partners are unfamiliar with NEPA and its associated requirements. See Section 6.9 for more discussion on NEPA.

7.4 Funding

Recognizing that funding constraints strongly influence the success of pilot efforts, some projects have offered suggestions on where and when to secure necessary resources. One project found it useful to have funding in place for contract preparation and administration prior to contract award (Paint Emery

Stewardship- R1). With regard to innovative funding sources, one project has utilized National Fire Plan State Fire Assistance Grants and has tapped into similar programs to overcome funding obstacles (Mt Evans Collaborative Stewardship - R2).

7.5 Contract or Agreement Development and Award

Lessons learned in designing and awarding contracts range from a recognition of the time and effort required for contract development, as well as complications faced during the bidding and award process.

Many projects have found that the development of multiple objective stewardship contracts take longer to develop than more traditional contractual arrangements. Generally, Timber Sale Contracting Officers and Service Contracting Officers spend a great deal of time examining and defining their respective authorities for implementing combined service/timber sale contracts. These processes become further complicated when developing an agreement or business plan with partner agencies (e.g., state agencies) or organizations.

With regard to contract design, some projects have adopted rather vague specifications within their service contracts in order to provide additional flexibility for contractors and attract a greater number of bids. This has had mixed success, often requiring clear communication of expectations at the start of the contract and additional oversight and field supervision. Whereas some projects valued this simplified approach (Buck Vegetation Management - R6), some have found that vague specifications have resulted in perceived higher risk on the part of the contractor and subsequent higher bids (Baker City Watershed - R6). With regard to contract size, some projects have reported savings as a result of offering smaller contracts rather than combining all activities into a single contract.

> "We paid substantially more for pre-commercial thinning because the prime contractor spread the risk of the unknown portion of the project (e.g., helicopter fuels removal) over the entire project." [Baker City Watershed - R6]

However, other projects have found that numerous small contracts are hard to subcontract, and resulted in numerous contract modifications and the need to renew permits and reschedule activities.

Once contracts are developed, individual contract negotiations have proven to be valuable. These face-to-face meetings offer contractors an opportunity to learn more about the project, and to carefully describe their proposed technical approach (which sometimes is difficult to express on paper). As a result, a clearer understanding of objectives and better prices for the work has been obtained (Dry Wolf Stewardship - R1). "Show-me" trips have also been useful endeavors, however such events need to be scheduled when contractors have time to work on proposals (i.e., not during the active field season).

7.6 Product Merchandizing, Marketing and Utilization

To date, only a few lessons have been distilled with regard to product merchandizing and marketing. In most instances, lessons offer guidelines on the importance of product utilization (specifically that of small-diameter, low-value material) and remaining focused on the ecological objectives behind treatments. Specific lessons related to merchandizing have been learned within the Burns Creek Swing Project (Region 8), which include cautions in over-merchandizing products, benefits of target-marketing log sales to improve revenue, and the value of trading versus direct sale of product. See Appendix N for further detail.

7.7 Project Implementation

Several new lessons have been learned with regard to time requirements for implementation and innovative logging systems and equipment used to meet project objectives. In general, the time required to initiate, design, and implement a given stewardship project is much longer than was anticipated and longer

than conventional project approaches. Many feel that these procedures and processes will become less time consuming as they become more widely accepted and used.

Many projects are successfully implementing a number of innovative approaches to land management. One such approach is that of the delivered log contract. Within the Paint Emery Stewardship Project (Region 1), funds and cash flow mechanisms are working well and appear to provide flexibility in how work is scheduled and paid for. Still, some processes within this approach need to be clarified. These include how the Forest manages the removal of firewood and pulp, as well as restrictive mill specifications (See Appendix N for further detail). Some projects are also finding that quality silvicultural objectives are being achieved through several new mechanized systems, some of which are fairly unconventional within the local areas that are testing them. These include helicopter-logging and cable yarding. Finally, some projects have found that stewardship contracts are allowing small businesses to enter into capital-intensive industry, but often require these smaller contractors to rent the necessary equipment. As a result, plans of operation may suffer until enough work is lined up in the project and a rental can be justified (Seven Mile – R2).

7.8 Public Cooperation/Collaboration

The stewardship pilots are also highlighting a number of different benefits and challenges associated with public participation and collaboration. These lessons center upon the timing of public involvement, the types of participants required, and various methods used to secure participation and communicate results.

Many projects stress the importance of public collaboration throughout the life of the project – including design, implementation, and monitoring efforts. The early identification and engagement of stakeholders (ideally encouraged prior to the commencement of the NEPA process) helps promote a greater acceptance of the project and a broader understanding of related issues. As with any public endeavor, several pilots have experienced a waxing and waning of interest and involvement, oftentimes directly influenced by project delays. In many instances, however, renewed public interest has appeared when implementation commences (Forest Discovery Trail- R9). Several projects have also found that public involvement and interest deepened during the local multiparty monitoring process, as teams came together and began focusing on pertinent forest issues.

As part of the multiparty framework, a wide cross-section of interests should be encouraged to participate in project efforts. Some projects have found that it has been helpful to have a cross-section of agency resource specialists at all group meetings to assist with discussions and questions related to project implementation. Guidelines offered by the North Kennedy/Cottonwood Forest Health Project (Region 4) for securing participants include:

- Seek those with public land interest and who want to work towards collaborative solutions.
- Seek those with local ties/interests.
- Seek those personally affected by decisions.
- Identify all stakeholders and try to identify those that represent specific interests (particularly "big ticket" resource issues that might increase their interest in participating).

Local Teams also urge project representatives to be cognizant of the fact that local citizens are often involved in a variety of community issues (not only forest management), and that these other obligations may make it difficult for them to participate, despite the level of interest (Upper Glade - R6).

Several key communication strategies have been tested by ongoing pilots. The North Kennedy project (Region 4) discovered that it was extremely important for the agency to follow through with the recommendations of its partners.

> "If the Forest Service invites a group of citizens to develop a proposal, they need to really listen to what the group says and follow their recommendations. If the Forest Service

already has an idea of what they want to do, they need to let the citizens know that up-front."[N. Kennedy /Cottonwood Forest Health Project- R4]

As part of these efforts, neutral facilitators (non-Forest Service) have proven beneficial for public meetings and information sharing. Local Teams have also found great value in visiting the project area early and often, sometimes spending time in the project area through a combination of group and small group visits.

7.9 Monitoring

Specific lessons related to monitoring are also beginning to emerge among the pilots. Several projects emphasize the importance of initiating multiparty teams early in the monitoring process (i.e., before contracts are prepared) so that they can participate fully in the life of the project and gain full understanding of objectives, obstacles and issues. Serious public outreach should also take place to ensure that broad public involvement is maintained. Some Local Teams acknowledge that time and money spent on careful and collaborative monitoring procedures will result in increased public trust in agency efforts and improved approaches to public land management.

8.0 Conclusion

At the close of the third year of multiparty monitoring and evaluation, we remain in a stage of discovery. Whereas it may be too soon to fully evaluate projects and their use of expanded authorities, initial trends and experiences have been encouraging. It appears that some projects in the pilot program are helping forests and communities address pressing environmental and socioeconomic challenges in both cost-effective and time-efficient ways. However, with so many projects not having reached the implementation stage, it behooves us to remain prudent in making premature decisions related to evaluating the overall effectiveness of individual authorities and the program, as a whole.

As we continue our evaluations, it is essential that we keep close watch over those issues that are helping or hindering the use of stewardship contracting- issues that will remain, even if permanent authority is granted. Such issues include the continued existence of appropriate infrastructure (equipment, facilities, technologies, and work force), adequate training opportunities, and improved communication (both internal and external to the agency).

The information collected this year provided much greater detail and insight into the pilot program, due in part to project status and improved monitoring efforts. Recognizing this evolution, several of the multiparty teams (local, regional, and national) are encouraging continuance of the existing process until enough projects are accomplished and reported upon to determine the next stage or set of changes/improvements to the process.

The pilots are contributing in innumerable ways to the practice of collaborative forest management within a public setting. Obstacles and lessons learned through these efforts undoubtedly feed into the larger adaptive process of ecosystem management and enhance how communities and the larger public can become engaged in decisions related to the National Forests. Thus, this report provides evaluative information not only on the usefulness of expanded authorities but on how the Forest Service is embracing and attempting to exercise the concept of collaborative stewardship.

APPENDIX A Regional and National Team Members

Inland Northwest Regional Team

Mike Aderhold- MT Dept. Fish, Wild. & Parks
Jim Burchfield, Bolle Center at UMT
Dan Castillo, USDA Forest Service
Anne Dahl, Swan Ecosystem Center
Michael Daugherty, USDA Forest Service
Nancy Farr, Partnership for a Sust. Methow
Wayne Hirst, Yaak Stewardship Committee
David Ledford, Rocky Mountain Elk Foundation
Ed Lindhal, Clearwater Elk Recovery Team
Jack Losensky
Aaron Miles, Nez Perce Tribe
Bill Mulligan- Three Rivers Timber
Keith Olson- Montana Logging Association
Jonathan Oppenheimer- ID Conserv. League
Priscilla Salant- University of Idaho
Craig Savidge- Priest Pend Oreille Com.
Duane Vaagen- Vaagen Brothers Lumber

Facilitator: Carol Daly, Flathead Economic Policy Center

Southwest Regional Team

Brian Cottam, Grand Canyon Forest Partnership
Mae Franklin, Grand Canyon National Park
Jody Gale, Utah State Extension
Dave Hessel, Colorado State FS
Jan Willem Jansens, Common Ground
Craig Jones, Colorado State FS
LuAnn Kraemer
Amy Krommes, USDA Forest Service
Denny Lynch, Colorado State Univ.
Ann Moote, Northern Arizona Univ.
Kathryn Mutz, University of Colorado
Don Okerlund, USDA Forest Service
Al Pfister, US Fish & Wildlife Service
Wayne Shepperd, USDA Forest Service
Rocky Smith, Colorado Wild
Susan Snow, S. Utah Forest Product Assoc.
Tom Troxel, Intermountain Forest Assoc.

Facilitator: Carla Harper, Montezuma County Federal Lands Program

Pacific Northwest/Coastal Regional Team

Rick Brown, Defenders of Wildlife
Nils Christoffersen, Wallowa Resources
Lance Clark, OR Dept. of Forestry
Maia Enzer, Sustainable Northwest
Cate Hartzell, Collaborative Learning Circle
Bob Parker, Oregon Stet University 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 Alliance
Jerry Smith, Forest Resource Enterprises
Bruce Standley, Bruce Standley Construction
Victoria Sturtevant, Univ. of Southern Oregon
Fred Weatherill, USDA Forest Service
Bill Wickman

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
Katherine Groves- Georgia Forest Watch
Frank Hagan- USDA Forest Service
Steve Lindeman- The Nature Conservancy
Rick Meyer- Forest Resources Association
Jim Naylor- USDA Forest Service
Charlie Niebling- Soc. 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 (formerly)
Christina Cromley, American Forests (formerly)
Jay Farrell, Am. Forest & Paper Assoc.
Michael Goergen, Soc. of American Foresters
Ron Hooper, USDA Forest Service
Juliet King, independent contractor
Ajit Krishnaswamy, NNFP
Brent Martin, GA Forest Watch
Mary Mitsos, Nat. Forest Foundation
Cassandra Moseley, University of Oregon
Eric Palola, National Wildlife Federation
John Sebelius, USDA Forest Service
Bill von Segen, USDA Forest Service

Facilitators: Naureen Rana and Andrea Bedell Loucks, Pinchot Institute for Conservation

APPENDIX B: Project Objectives and Size

Indicates no answer furnished

Region	Project Name	Pilot Initiation	Administrative Unit	Project Objectives	Est. Project Completion	Acres Analyzed		Acres Treated	
						Expected	Actual	Expected	Actual
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	Protection of resources, public health, and safety. Provision of recreational facilities and opportunities during Lewis and Clark bicentennial, restore/maintain healthy ecosystems for (1) reduced fire threat; (2) provide wildlife habitat; (3) provide forage; and restore species of concern.		71,770		1,850	
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	Restore ecosystems that burned as a result of large wildfires in 2000. Reduce fuels, improve watershed and aquatic habitat, provide economic opportunities to local/regional communities.		758,814	758,814	46,239	15,000
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	Minimize risks of negative impacts to water quality in the even of wildfire in the Basin Creek Municipal Watershed. Reduce fuels.		12,448		3,977	
1	Clancy-Unionville Project	Sec. 332	Helena NF	Provide for healthy and diverse veg. Communities, reduce wildfire threat, insure habitat diversity, manage road networks, provide wood products, maintain/improve water quality.		36,000		3,963	
1	Clearwater Stewardship	Sec.347	Lolo NF	Improvements in grizzly habitat, reduce mountain pine beetle susceptibility. Maintain forest health and disturbance patterns.	Nov, 2004	640		261	
1	Condon Fuels Project	Sec. 332	Flathead NF	Reduce fuels and decrease risk of wildfire to Condon Administrative Site, use results for a Firewise demonstration site.		120		17	
1	Dry Fork Project	Sec. 332	Lewis & Clark NF	Improve/restore water quality in Dry Fork of Belt Creek, maintain forest health, improve recreation and dispersed camping opportunities, improve trail network, improve historic interpretation.		40,700		300	
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	Recreation improvements (campsites), stream/watershed restoration, habitat improvements.	Sep, 2003	45,800	45,800	170	139
1	Frenchtown Face	Sec. 332	Lolo NF						
1	Game Range	Sec. 338	Lolo NF	Improve ecosystem health and productivity, reduce fuels loading, improve big game winter range, improve old growth conditions, reduce spread of noxious weeds.		9,400	9,400	2,647	
1	Iron Honey	Sec. 338	Idaho Panhandle NF	Improve water quality, aquatic habitat, and riparian corridors; restore veg. Species to historic levels; increase age-class diversity and reduce old growth fragmentation; reduce fire hazard.		21,600	21,600	7,200	
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	Redistribute grazing use and rehabilitate riparian habitat; restore desired forest structure; reduce fire risk to private lands.		4,000		300	
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	Maintain or improve water quality and fish habitat, improve forest health, improve wildlife habitat; create local employment opps.; improve wood product utilization.		30,000	30,000	772	729
1	Main Boulder Project	Sec. 332	Gallatin NF	Reduce fire hazards in WUI; restore/maintain old growth communities; provide cover and forage for big game; encourage markets for small dbh species.		10,000			
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	Reduce sediment sources; improve stream channel connectivity, and temperature; return veg. Into historic range; reduce fire risk and fuel hazards; reduce exotic and noxious species; improve/maintain recreational opps.	2009	27,000	27,000		
1	North Elkhorns	Sec. 332	Helena NF	Restore winter forage range for big game; create sustainable forest with DF/PP old growth; reduce fuels and risk in WUI; improve road safety and reduce erosion; provide trail/recreational opps.		755	755	655	
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	Improve the composition, structure, condition, and health of elk habitat; all fire to resume natural role; control invasion/spread of noxious weeds; restore watershed.		156,000		2-11,000	
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	Restore forest health; improve visual quality; reduce fuels; improve grizzly bear and aquatic habitat; reduce weeds along roads; improve winter range of big game; test "delivered log" approach.	Jul, 2003	80,000	80,000	3,281	269
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	Fuel reduction in wild/urban interface. Forest stand improvements. Reintroduction of fire. Enhanced public education.	2008	7171 (5,139 NFS; 2,032 private land)		1,762.0	1,687.0
1	Red River Watershed Project	Sec. 332	Nez Perce NF	Improve public safety; reduce wildfire risk; improve/maintain wildlife habitat; restore water quality/aquatic habitat; restore overall health and vigor of forest stands.		103,000	103,000		
1	Sheafman Restoration	Sec. 338	Bitterroot NF	Reduce fuel hazard and wildfire risk.		475	475	238	

Region	Project Name	Pilot Initiation	Administrative Unit	Project Objectives	Est. Project Completion	Acres Analyzed		Acres Treated	
						Expected	Actual	Expected	Actual
1	Three Mile Restoration Project	Sec.347	Custer NF	Restore/maintain ponderosa pine/mixed grass prairie ecosystem for wildlife habitat and community stability (grazing and timber production).	Sep, 2007	34,540	34,540	32,856	
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF	Restore and maintain viable aspen population; restore Douglas-fir stands; restore sagebrush/grass veg. Type; provide wood products.		16,340	16,340	6,961	
1	Treasure Interface	Sec. 338	Kootenai NF	Reduce wildfire risk; create habitat diversity; maintain/restore ecosystems; provide forest products and jobs; provide public safety.		300	1,200	300	765
1	Upper Swan - Condon	n/a	Flathead NF	Environmental education, improved forest health (ponderosa pine and western larch).					
1	West Glacier Fuels Project	Sec. 332	Flathead NF	Provide for public and firefighter safety; reduce fuels and wildfire threats; establish defensible space in WUI.		200	200	200	
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	Restore/enhance forest stand conditions; improve visual quality; treat invasive plants; restore wildlife habitat; reduce potential for sediment introduction; improve access and travel mgt.; improve recreational sites/facilities; improve interpretive signage; improve stock management.		15,000		907	
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF	Reduce hazardous fuel levels; improve wildlife habitat; increase local employment opps; restore streams and improve water quality; involve community in project development; restore vegetative diversity.		44,410	44,410.0	256	
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	Restore existing white fir dominated forests to communities better reflecting their historical conditions.		5,800		808	
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	Improve habitat for elk and mule deer; reduce wildfire risk; and perform habitat improvements in conjunction with Colorado Division of Wildlife.		23,600		1,500	
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF	Reduce forest fuels in WUI; maintain and promote disturbance dependent plant communities; and improve forest health and resiliency.		49,120		2,494	
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	Reduce risk of insect/disease outbreaks; reduce fuels; restores aspen and ponderosa pine forests.		4,510	4,510	2,100	
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	Restore ponderosa pine forests; reduce noxious weeds; reduce risk of wildfire; and test use of Colorado FS to manage contracts on FS land.		40		40	
2	Upper Blue Stewardship	Sec.347	White River NF						
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF	Reduce sediment input into streams (watershed and trail restoration); reduce noxious weeds; reduce risk of catastrophic wildfire; improve TE species habitat.		17,400	17,400	2,000	1,100
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF	Develop 5-yr plan to address forest health, habitat, wildfire, insect/disease, urban impacts, and recreation.	2004	2,475	2,475	1,800	
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF	Reestablishment of native cottonwoods and willows; restoration of watersheds; increase grass, shrubs, forbs; reduce wildfire risk; increase waterflow and infiltration into aquifer; and provide increased employment opportunities.					
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF						
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	Fuel hazard reduction; protection of TES species; protect/enhance watershed elements; improve understory productivity; increase age class diversity in forests; road maintenance; restore riparian areas.		80,000	21,500	65,000	2,992
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF						
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF	Reduce wildfire risk; and improve firefighter and public safety.		55,000		225	
3	Picuris/Las Truchas Land Grant	n/a	Carson NF						
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	Reduce wildfire hazards in WUI; improve forest health and vigor.		2,650		1,800	
3	Red Canyon CCC	n/a	Cibola NF						
3	Schoolhouse Thinning	Sec. 338	Prescott NF	Reduce tree densities; reduce wildfire risk; and improve forest health and vigor.					
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF						
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	Reduce tree densities; create openings in dense stands; and reduce fuel hazards.		2,300		700	
4	Duck Creek Village	Sec. 332	Dixie NF						
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF	Restore forest and grassland ecosystems to historical benchmark (improve aspen distribution, reduce fire risk, restore watershed, reduce insect/pathogen threat, improve habitat).		50,000	50,000	4,971	

Region	Project Name	Pilot Initiation	Administrative Unit	Project Objectives	Est. Project Completion	Acres Analyzed		Acres Treated	
						Expected	Actual	Expected	Actual
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF	Return vegetation to historic range; restore water quality in creek drainages; improve wildlife habitat; enhance recreational opportunities; and reduce risk of wildfire.		8,600		3,717	
4	Recap	Sec. 332	Dixie NF						
4	Small Wood Utilization and Sustainable Communities	Sec. 332	Boise NF	Provide small wood material; reduce fuel levels and fire hazard; support rural development and community sustainability; lower insect and disease risk.		5000		n/a	
4	Warm Ridge Glide	Sec. 338	Boise NF	Reduce stand densities; reduce wildfire risk; reduce susceptibility to insect/disease; recover economic value of timber; manage/maintain transportation system.		22,690	22,690.0	5,000	
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF	Forest restoration (thinning out existing juniper from ponderosa pine and range land).	2002	138	55.9	n/a	n/a
5	Granite Watershed *	n/a	Stanislaus NF	Watershed protection, improved wildlife habitat, noxious week control, reforestation and forest heath. Designation of special interest areas.	2005	12,078	4,889.9	n/a	n/a
5	Grassy Flats	Sec.347	Shasta - Trinity NF	Improve forest and watershed health. Decrease fire risk.		11,315	1,315	788	788
5	Maidu Stewardship	Sec. 338	Plumas NF	Build pride of tribal community. Increase cross-cultural understanding. Improve forest health, forest meadows, and riparian areas. Increase plant diversity, and advance knowledge of Native American stewardship. Increase vitality of NTFP products (beargrass, bulbs, corms, tubers). Enhance acorn production.		2,100	2,100.0	650	0
5	Pilot Creek	Sec.347	Six Rivers NF	Reduce wildfire risk, restore degraded oak woodlands, improve well-being of local community.		248	193	29	29
6	Antelope Pilot Project	Sec.347	Winema NF	Protection and management of old-growth forest ecosystems (ponderosa pine). Maintain game forage and cover. Protect and maintain soil productivity. Develop markets for small diameter species.	Dec, 2001	1,664	1,644	1,644	1,644
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF	Fuel reduction, improve forest health. Improve local employment opportunities.	2002	14,000	14,000	1,173	1,071
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	Increase late successional species and old growth structure, reduce stand density, improve species composition, decrease fuel loads, improve road drainage, reduce open road density, provide product for local communities.		8,410	8,410	880	644
6	Foggy Eden	Sec. 332	Siskiyou NF	Increase representation of old growth forests, improve riparian conditions, reduce noxious weeds, enhance recreation opps., reduce wildfire risk, maintain game forage and habitat, provide local economic opportunities.		9,378		6,000	
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	To address the issues of fire risk at the landscape scale. To manipulate vegetation to reduce wildfire risk; to enhance late-successional habitat; provide opportunities for timber and other forest product removal; and to rehabilitate and adjust existing road systems to reduce erosion and reduce maintenance burden.		26,000		10,522	
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF	Improvement of bighorn sheep habitat.	Nov, 2004	358	358.0	358	358
6	McKenzie Stewardship Project	Sec. 332	Willamette NF	Reduce stocking levels, improve tree growth, reduce fuel loads. Provide opportunities for public firewood collection.		30,000		250	n/a
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF	Reduce risk of wildfire, insect and disease. Protect safety of residents, visitors, trail and natural resources. Restore old growth forest conditions. Protect and restore water quality.		17,000	17,000.0	12,000	n/a
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF	Reduce prep. And administrative costs. Minimize soil impacts. Encourage community participation.		20,000	18,960	3,640	20
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	Improve forest health, decrease severity of insect/wildfire episodes, improve stand structure, reintroduce fire, increase large down, woody debris.		41,000	41,000	12,253	0
6	Swakane Canyon Stewardship Project	Sec 338	Okanogan & Wenatchee NF	Forest restoration to reduce wildfire hazard; restore natural range of variability; alter fuel profiles to return fire to ecosystem processes; restore wildlife habitat; and remove viable forest products when consistent with other objectives.				500	
6	Upper Glade	Sec.347	Rogue River NF	Restore sustainable, biologically diverse ecosystem. Provide wood fiber to local economy. Employ harvest methods that promote local employment.		72,000	24,000	5,000	0
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF	Implement treatments on areas that are currently infeasible. Demonstrate alternative logging methods. Fisheries habitat improvements.	Nov, 2001	N/a	N/A	32.0	32.0

Region	Project Name	Pilot Initiation	Administrative Unit	Project Objectives	Est. Project Completion	Acres Analyzed		Acres Treated	
						Expected	Actual	Expected	Actual
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes	Reduce public safety hazards, reduce long-term maintenance costs, and improve overall recreation experience by improving visual quality of Recreation Area.		700	N/A	200.0	N/A
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs	Improve red-cockaded woodpecker foraging habitat, and improve forest health through thinnings to increase resistance to Southern Pine Beetle outbreaks and catastrophic fire.		406	N/A	406.0	N/A
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF	Maintain biodiversity, protect/enhance aquatic habitat, provide habitat requirements for Mgt. Indicator Species, encourage development of markets for low-grade and small-diameter timber, manage the visual resource, and improve existing transportation system.		4,562	4,562.0	1,376.0	N/A
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama	Restore native longleaf pine ecosystem, and improve habitat for red-cockaded woodpecker.		4,222	4,222.0	4,222.0	N/A
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)	Reopen forage habitat for red-cockaded woodpeckers (RCW), manage cluster seedtrees for RCW flightways.		7,458	N/A	7,458.0	N/A
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	Create high-elevation, early successional habitat for neo-tropical birds. Improved recreational opportunities.		250	150.0	N/A	N/A
8	Comp 113 RCW Habitat Improvement	Sec. 332	Oconee NF	Improve red-cockaded wooodpecker habitat, improve habitat for Backmann's sparrow, improve watersheds, improve existing hunting camp facilities, provide protection for archeological site (cemetery), and provide wildlife viewing opportunities.		5,000	N/A	2,237.0	N/A
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)	Wildlife habitat improvements, watershed restoration, noxious weed control, and enhancement of recreation.		N/A	3,000.0	36.0	N/A
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC	Improve forest health through logging activities, improve wildlife habitat (bat).	Jun, 2002	30	N/A	18.2	N/A
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF	Improve research activities on forest, watershed restoration, increase/restore soil productivity, maintain historical/social resource for Tucker County, WV.		N/A	N/A	650.0	N/A
9	Forest Discovery Trail	Sec.347	White Mountain	Construct discovery trail for interpretive/educational purposes.	2002	80.0	80.0	10.0	10.0
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF	Improve Kirtland's warbler habitat with jack pine reforestation.		956.0	956.0	N/A	N/A
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF	Improve forest health, enhance wildlife habitat, protect water quality, enhance ecological functioning of riparian corridor.		260.0	N/A	100.0	N/A
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	Provide for public safety and provide recreational opportunities.		300.0	N/A	3.6	N/A
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	Re-establish riparian vegetation along the Upper White River, and remove exotic plant species.		75.5	N/A	75.5	N/A
10	Victor Creek Project	Sec. 332	Chugach NF						
10	Kosciusko Commercial Thinning	Sec.338	Tongass NF	Forest health improvements.	Sep, 2004	280		212	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 C: Process Overview- NEPA

Indicates not answered in report.

Region	Project Name	Pilot Initiation	Administrative Unit	Process Status						Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	Complete prior to authorization?	Appeals/ Litigation	Appeals/ Litigation Status	
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	•				•	unknown	This project not appealed. Clancy Unionville and Maudlow-Toton Salvage Sale appealed and litigated. Further delays caused by fires in FY2000.
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF		•	Nov-01	•	•	Agreement	Lawsuit filed against project by Friends of the Bitterroot, the Ecology Center, the Center for Biological Diversity, and the Sierra Club. Mediation agreement reached 2/2002 to implement 15,000 ac of original proposal.
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	•						
1	Clancy-Unionville Project	Sec. 332	Helena NF	•						
1	Clearwater Stewardship	Sec.347	Lolo NF		•	Mar-01		•	Decision affirmed.	Project appealed 4/01 by the Ecology Center and others. Affirmed 6/01. Appeal identified issues related to effects on grizzly bear, range of alternatives, lynx, cumulative effects, BMPs, soil productivity,andeconomics. Appeal resulted in project delay.
1	Condon Fuels Project	Sec. 332	Flathead NF		•	Oct-01	•			
1	Dry Fork Project	Sec. 332	Lewis & Clark NF		•	Nov-01	•	•	Decision affirmed.	Project appealed by the Ecology Center and Jeff Juel.
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF		•	Mar-00				
1	Frenchtown Face	Sec. 332	Lolo NF	•						
1	Game Range	Sec. 338	Lolo NF		•	Aug-02				
1	Iron Honey	Sec. 338	Idaho Panhandle NF		•	Feb-02		•	Decision upheld. Litigation pending.	Appealed by the Lands Council, Kootenai Environmental Alliance, the Ecology Center, Alliance for the Wild Rockies, and Idaho Sporting Congress. Upheld by regional forester in 5/2002.
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF		•	Oct-01	•	•	Decision affirmed.	Appeal was dropped following negotiation.
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF		•	Mar-01		•	Decision upheld.	Appealed 6/2001. Involved parties included Alliance for the Wild Rockies, The Ecology Center, and American Wildlands. Appeal alleged inadequate analysis for fish, wildlife, water quality, timber harvest, old growth, soil, economics and roadless areas.
1	Main Boulder Project	Sec. 332	Gallatin NF	•						
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	•						
1	North Elkhorns	Sec. 332	Helena NF		•	Nov-01	•	•	Decision upheld. Court date 8/2003.	Project appealed by the Native Ecosystem Council. Project litigated with court date of 8/2003. Same parties. Lawsuit centered on inconsistency with forest plan, failure to prepare adequate econ. Analysis, assess cumulative impacts.
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	•						
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF		•	May-99	•	•	Decision affirmed.	Appealed in 7/99. Resolved and Decision affirmed 8/99. Involved parties included Friends of the Wild Swan, Swan View Coalition, American Wildlands, Wildlands Center for Preventing Roads.
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF		•	Dec-00		•	Decision upheld.	EA was appealed in 8/99 and the EIS was appealed in 2/01. Implementation was delayed when an EIS was prepared. Involved parties included The Lands Council, the Ecology Center, Alliance for the Wild Rockies, Forest Guardians, and American Wildlands.
1	Red River Watershed Project	Sec. 332	Nez Perce NF	•						
1	Sheafman Restoration	Sec. 338	Bitterroot NF		•	May-01	•	•	Decision upheld.	Project appealed by the Ecology Center and Alliance for the Wild Rockies. Issues included discussion of project effects on wildfire and structure protection, inadequate consideration of impacts, inadequate analysis on wildlife population viability, and failure to disclose how historic range of variability estimated.
1	Three Mile Restoration Project	Sec.347	Custer NF	•				•	On-going.	Project was appealed by the Ecology Center. The Forest is now drafting a supplemental EIS. Still awaiting decision following NEPA.
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF	•				•	Decision was withdrawn, pending reanalysis.	Project was appealed by the Ecology Center and Native Ecosystems Council.
1	Treasure Interface	Sec. 338	Kootenai NF		•	Apr-02		•	Decision upheld and affirmed.	Project was appealed by the Ecology Center, Land Council, Alliance for Wild Rockies, Forest Conservation Council, National Forest Protection Alliance, and MT Sierra Club (filed jointly by all appellants).
1	Upper Swan - Condon	n/a	Flathead NF							
1	West Glacier Fuels Project	Sec. 332	Flathead NF	•			•			

Region	Project Name	Pilot Initiation	Administrative Unit	Process Status						Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	Complete prior to authorization?	Appeals/ Litigation	Appeals/ Litigation Status	
1	Westface	Sec. 338	Beaverhead/Deerlodge NF		•	Feb-99	•	•	Decision upheld.	Appealed by the Native Ecosystem Council. Upheld by ADO FY1999
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF		•	Jun-99	•	•	Decision upheld. Settlement Agreement signed in spring of 2001.	Appealed in 7/99, decision was upheld. Due to appeal, project was delayed 45-60 days. Also important to note that the Alliance for Wild Rockies filed a 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.
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF		•	Jul-97	•			
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	•						
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF		•	Mar-02				
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF		•	Sep-99	•	•	Decision upheld	Project appealed by Forest Guardians. Upheld 1998.
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF		•	Jun-99	•			
2	Upper Blue Stewardship	Sec.347	White River NF							
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF		•	Aug-01 & Jan-02		•	First decision remanded; second affirmed.	First decision for Inventoried Roadless Areas was appealed by Land and Water Fund of the Rockies (representing American Lands, Aspen Wilderness Workshop, Center for Native Ecosystems, Colorado Wild, The Wilderness Society, Wildlands Center for Preventing Roads, and Upper Arkansas and South Platte Project). Revised decision was appealed by same envi. groups and Intermountain Forest Association.
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF		•	Jul-00		•	Resolved.	Appealed by Colorado Wild and local neighbors.
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF		•	Jun-95 and Mar-97	•			
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF							
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF		•	Apr-99	•	•	Remanded. Settled.	Appealed by Forest Conservation Council, National Forest Protection Alliance, Forest Guardians, Flagstaff Activists Network, Southwest Forest Alliance, and Southwest Center for Biological Diversity. Lawsuit filed against project by Forest Conservation Council, National Forest Protection Alliance, Forest Guardians, and Flagstaff Activists Network. Settled with agreement for new Decision Notice.
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF							
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF		•	May-02 and Aug-02				
3	Picuris/Las Truchas Land Grant	n/a	Carson NF							
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF		•	May-02 and Aug-02				
3	Red Canyon CCC	n/a	Cibola NF							
3	Schoolhouse Thinning	Sec. 338	Prescott NF		•	Jul-98	•	•	Decision upheld.	Appealed by Southwest Center for Biodiversity and Forest Guardians.
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF							
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	•						
4	Duck Creek Village	Sec. 332	Dixie NF							
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF		•	Dec-00		•	Decision upheld in March-01. Court hearing pending.	Appealed by Utah Environmental Congress, Forest Conservation Council, and National Forest Protection Alliance. Lawsuit filed against project by Utah Environmental Congress- court hearing pending.
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF	•						
4	Recap	Sec. 332	Dixie NF							
4	Small Wood Utilization and Sustainable Communities	Sec. 332	Boise NF	•						
4	Warm Ridge Glide	Sec. 338	Boise NF		•	Nov-00	•	•	Decision affirmed.	Appealed by Forest Conservation Council, National Forest Protection Alliance, and Alliance for the Wild Rockies.
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF		•	Jul-98		•		

Region	Project Name	Pilot Initiation	Administrative Unit	Process Status						Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	Complete prior to authorization?	Appeals/ Litigation	Appeals/ Litigation Status	
5	Granite Watershed *	n/a	Stanislaus NF		•	May-01		•	Denied	The mechanical thinning and fuel reduction project within this pilot were appealed by the Forest Conservation Council in 6/2001. Decision was upheld.
5	Grassy Flats	Sec.347	Shasta - Trinity NF		•	1995-98	•	•	Enjoined by Rothstein decision.	Action filed, but not specific to project. Planning team has been developing creative alternatives to move forward. Involved parties included National Marine Fisheries, Pacific Coast Fisheries, Judge Rothstein, 9th Circuit Court.
5	Maidu Stewardship	Sec. 338	Plumas NF	•						
5	Pilot Creek	Sec.347	Six Rivers NF		•	1996	•	•	Enjoined by Rothstein decision.	Action filed, but not specific to project. Awaiting conclusion to Rothstein III litigation.
6	Antelope Pilot Project	Sec.347	Winema NF		•	May-99	•			
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF		•	Mar-95	•	•	Resolved.	Appealed by Oregon Natural Resources Council.
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF		•	Sep-00	•	•	Denied.	Appealed by Oregon Natural Resources Council and Hells Canyon Preservation Council (local organization).
6	Foggy Eden	Sec. 332	Siskiyou NF	•						
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	•						
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	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	McKenzie Stewardship Project	Sec. 332	Willamette NF		•	1997	•	•	On-going.	
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF	•						
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF		•	Jan-02	•			
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF		•	Sep-01	•	•	Denied.	Appealed by Oregon Natural Resources Council and Hells Canyon Preservation Council (local organization).
6	Swakane Canyon Stewardship Project	Sec 338			•	May-01	•			
6	Upper Glade	Sec.347	Rogue River NF		•	May-97	•	•	Resolved.	Appealed by Yale Creek Community residents.
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF		•	Oct-97	•	•	Affirmed 2/98	Appealed by Preserve Appalachian Wilderness and the Devils Fork Trail Club.
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes	•						
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs		•	Sep-98 & Sep 00	•			
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF		•	Nov-96	•	•	Dismissed/ Settled	Appealed by Kentucky Heartwood, Inc. and Heartwood, Inc. Action filed by same parties but not specific to this project.
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama		•	Aug-99	•	•	Resolved	Action filed by the Sierra Club, but not specific to project.
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)	•						
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	•						
8	RCW Habitat Improvement	Sec. 332	Oconee NF	•						
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)		•	Jan-02	•	•	Upheld	Project appealed by Wildlaw, anti-management firm in Asheville.
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC		•	May-02		•	Upheld	Appealed by Southern Environmental Law Center, representing the WNC Alliance.
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF		•	Dec-02		•	Affirmed	Appealed by Trout Unlimited (WV chapter).
9	Forest Discovery Trail	Sec.347	White Mountain		•	1995	•			
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF		•	Five NEPA: 1997-2001	•			
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF	•						
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	•						
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	•						
10	Victor Creek Project	Sec. 332	Chugach NF							
10	Haceta Commercial Thinning	Sec. 338	Tongass NF	•						

APPENDIX D: Process Overview- Contracting

Indicates reports not received.

Region	Project Name	Pilot Initiation	Administrative Unit	Contract Status				Type of Contract/Agreement						
				No Activity	Contract Offered	Contract Awarded	Project Completion	Timber Sale	Service Contract	Timber Sale w/ Services Included	Service Contract w/Product Removal Included	Agreement	Other	Additional Notes
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	•										
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF		•	Apr-02; Jun-02; Aug-02				•	•			Multiple contracts associated with project. Some contracts needed to be reoffered due to no successful bids.
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	•										
1	Clancy-Unionville Project	Sec. 332	Helena NF	•										
1	Clearwater Stewardship	Sec.347	Lolo NF		•	Sep-01				•				
1	Condon Fuels Project	Sec. 332	Flathead NF		•	•						•		Participating agreement prepared and signed in 2/2002.
1	Dry Fork Project	Sec. 332	Lewis & Clark NF	•										
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF		•	Mar-01					•			Construction contract w/ embedded timber sale.
1	Frenchtown Face	Sec. 332	Lolo NF	•										
1	Game Range	Sec. 338	Lolo NF	•										
1	Iron Honey	Sec. 338	Idaho Panhandle NF	•										
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	•										
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF		•	Jun-02				•				
1	Main Boulder Project	Sec. 332	Gallatin NF	•										
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	•						•				
1	North Elkhorns	Sec. 332	Helena NF	•										
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	•										
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF		•	Jul-01		•	•				•	Delivered log contract.
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF		•	Feb-02					•			
1	Red River Watershed Project	Sec. 332	Nez Perce NF		•	Jun-02	Jul-02						•	2400-3S (small sale) involving minimal product.
1	Sheafman Restoration	Sec. 338	Bitterroot NF		•	Aug-02		•	•				•	Delivered log contract.
1	Three Mile Restoration Project	Sec.347	Custer NF	•						•				
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF	•										
1	Treasure Interface	Sec. 338	Kootenai NF		•					•				
1	Upper Swan - Condon	n/a	Flathead NF											
1	West Glacier Fuels Project	Sec. 332	Flathead NF	•										
1	Westface	Sec. 338	Beaverhead/Deerlodge NF		•	Sep-02				•				
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF		•					•				
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	•										
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	•										
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF		•		Fall 2005							
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF		•	Sep-01	Sep-06				•			
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF		•	May-01						•		Colorado State FS Contract Instrument.
2	Upper Blue Stewardship	Sec.347	White River NF											
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF		•	Jun-02			•					
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF		•	May-01, Sep-01, and Sep-02	Sep-04		•			•		Cooperative agreement with Colorado State FS.
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF		•	May-01	Feb-03				•			
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF											
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF		•	Sep-01	Dec-04				•			
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF											

Region	Project Name	Pilot Initiation	Administrative Unit	Contract Status				Type of Contract/Agreement						
				No Activity	Contract Offered	Contract Awarded	Project Completion	Timber Sale	Service Contract	Timber Sale w/ Services Included	Service Contract w/Product Removal Included	Agreement	Other	Additional Notes
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF	•										
3	Picuris/Las Truchas Land Grant	n/a	Carson NF											
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	•										
3	Red Canyon CCC	n/a	Cibola NF											
3	Schoolhouse Thinning	Sec. 338	Prescott NF	•										
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF											
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	•										
4	Duck Creek Village	Sec. 332	Dixie NF											
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF		•						•			
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF	•										
4	Recap	Sec. 332	Dixie NF											
4	Small Wood Utilization and Sustainable Communities	Sec. 332	Boise NF	•										
4	Warm Ridge Glide	Sec. 338	Boise NF		•	Jul-02	Dec-05	•					•	Service contract with retained receipts.
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF		•	Sep-99	n/a		•					
5	Granite Watershed *	n/a	Stanislaus NF	•							•			
5	Grassy Flats	Sec.347	Shasta - Trinity NF	•										
5	Maidu Stewardship	Sec. 338	Plumas NF		•									
5	Pilot Creek	Sec.347	Six Rivers NF	•							•			
6	Antelope Pilot Project	Sec.347	Winema NF		•	Sep-99	Sep-02			•				
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF		•	Dec-99	Jun-05				•			
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF		•	Sep-01	Mar-04		•					
6	Foggy Eden	Sec. 332	Siskiyou NF	•										
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	•										
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF		•	Sep-00					•			
6	McKenzie Stewardship Project	Sec. 332	Willamette NF	•										
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF	•										
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF		•	Jun-02	Jun-05		•	•				
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	•										
6	Swakane Canyon Stewardship Project	Sec 338		•										
6	Upper Glade	Sec.347	Rogue River NF		•				•	•				
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF		•	Jul-01	Mar-02				•			
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes	•										
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs	•										
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF	•										
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama		•	Oct-01 and Sep-01	Sep-02 and Feb-02	•						Standard timber sales are preferred as long as markets are stable.
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)	•										
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	•										
8	RCW Habitat Improvement	Sec. 332	Oconee NF	•										
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)	•					•					Service contract chosen to better select a contractor based on skills/training and not price.
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC		•	2-Sep			•					Service contract chosen to allow the FS to assume risk in product merchandizing and assist in self-directing harvesting activities.

Region	Project Name	Pilot Initiation	Administrative Unit	Contract Status				Type of Contract/Agreement						
				No Activity	Contract Offered	Contract Awarded	Project Completion	Timber Sale	Service Contract	Timber Sale w/ Services Included	Service Contract w/Product Removal Included	Agreement	Other	Additional Notes
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF	•				•						Timber sale chosen due to legal requirements and guidance from the WO.
9	Forest Discovery Trail	Sec.347	White Mountain		•	Aug-00	Nov-01						•	Construction contract w/ timber sale.
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF	•										Contracts for harvesting were awarded prior to pilot designation. Contracts for reforestation have not been offered yet.
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF	•				•						Timber sale chosen because of contractor familiarity and cost savings.
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	•				•						Timber sale chosen because contractor will have required equipment, thereby reducing cost. Work provided can be an appraisal allowance in the timber sale contract, eliminating need for separate contract.
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	•										
10	Victor Creek Project	Sec. 332	Chugach NF											
10	Kosciusko Commercial Thinning	Sec. 338	Tongass NF	•										

APPENDIX E : Process Overview - Contractor Selection

Indicates no answer furnished.

Region	Project Name	Pilot Initiation	Administrative Unit	Process Overview								
				Ranked Criteria for Selection								
				No.of bids submitted	Pre-solicitation meeting?	Community members on review panel?	Past performance	Technical Proposal	Price	Local economic benefit/ local labor	Use of by-products	Other
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF									
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	0; 0; 3; 1	●		2	2	1	2		
1	Butte South	Sec.332	Beaverhead/Deerlodge NF									
1	Clancy-Unionville Project	Sec. 332	Helena NF									
1	Clearwater Stewardship	Sec.347	Lolo NF	3	●		2	1	3	4		
1	Condon Fuels Project	Sec. 332	Flathead NF	3	●		●	●		●		●
1	Dry Fork Project	Sec. 332	Lewis & Clark NF									
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	1	●		1	1	1			
1	Frenchtown Face	Sec. 332	Lolo NF									
1	Game Range	Sec. 338	Lolo NF									
1	Iron Honey	Sec. 338	Idaho Panhandle NF		●		●	●		●		
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF									
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	1	●		2	1	5	3	4	
1	Main Boulder Project	Sec. 332	Gallatin NF									
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF									
1	North Elkhorns	Sec. 332	Helena NF									
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF									
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	1; 1; 3	●	●	1	2	2			
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	2	●		2	2	1	2		
1	Red River Watershed Project	Sec. 332	Nez Perce NF	1					1			1
1	Sheafman Restoration	Sec. 338	Bitterroot NF	1; 2	●		2		1; 1			3; 2
1	Three Mile Restoration Project	Sec.347	Custer NF									
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF									
1	Treasure Interface	Sec. 338	Kootenai NF				●	●	●	●	●	
1	Upper Swan - Condon	n/a	Flathead NF									
1	West Glacier Fuels Project	Sec. 332	Flathead NF									
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	3	●		2	2	1	3		
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF				4	1		2		3
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF		●							
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF									
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF									

APPENDIX E : Process Overview - Contractor Selection

Indicates no answer furnished.

Region	Project Name	Pilot Initiation	Administrative Unit	Process Overview								
							Ranked Criteria for Selection					
				No.of bids submitted	Pre-solicitation meeting?	Community members on review panel?	Past performance	Technical Proposal	Price	Local economic benefit/ local labor	Use of by-products	Other
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	3	•		3	3	1	3	2	
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	1			1			1		
2	Upper Blue Stewardship	Sec.347	White River NF									
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF	6			1	1	1			
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF	3	•		1	1	1	2	2	
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF									
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF									
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	4	•		1	1	1		1	
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF									
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF									
3	Picuris/Las Truchas Land Grant	n/a	Carson NF									
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF									
3	Red Canyon CCC	n/a	Cibola NF									
3	Schoolhouse Thinning	Sec. 338	Prescott NF									
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF									
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF									
4	Duck Creek Village	Sec. 332	Dixie NF									
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF									
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF									
4	Recap	Sec. 332	Dixie NF									
4	Small Wood Utilization and Sustainable Communities	Sec. 332	Boise NF									
4	Warm Ridge Glide	Sec. 338	Boise NF	1								
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF									
5	Granite Watershed *	n/a	Stanislaus NF	2	•		•	•	•	•		
5	Grassy Flats	Sec.347	Shasta - Trinity NF									
5	Maidu Stewardship	Sec. 338	Plumas NF									
5	Pilot Creek	Sec.347	Six Rivers NF	0	•							

APPENDIX E : Process Overview - Contractor Selection

Indicates no answer furnished.

Region	Project Name	Pilot Initiation	Administrative Unit	Process Overview								
							Ranked Criteria for Selection					
				No.of bids submitted	Pre-solicitation meeting?	Community members on review panel?	Past performance	Technical Proposal	Price	Local economic benefit/ local labor	Use of by-products	Other
6	Antelope Pilot Project	Sec.347	Winema NF	5	●		3	2	1			4
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF	3	●							
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	3	●	●	2	1		3		3
6	Foggy Eden	Sec. 332	Siskiyou NF									
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF									
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF	2			2	1	3			
6	McKenzie Stewardship Project	Sec. 332	Willamette NF									
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF									
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF	n/a	●							
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF									
6	Swakane Canyon Stewardship Project	Sec 338	Okanogan & Wenatchee NF									
6	Upper Glade	Sec.347	Rogue River NF	1	●		1	1	1	1		
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF	1	●		1	1	2			
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes									
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs									
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF									
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama	2-1 (two contracts)	●				1			
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)									
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF									
8	RCW Habitat Improvement	Sec. 332	Oconee NF									
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)									
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC	1	●			1	1			
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF									
9	Forest Discovery Trail	Sec.347	White Mountain	3	●				1			
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF									
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF									
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF									

APPENDIX E : Process Overview - Contractor Selection

Indicates no answer furnished.

Region	Project Name	Pilot Initiation	Administrative Unit	Process Overview								
				Ranked Criteria for Selection								
				No.of bids submitted	Pre-solicitation meeting?	Community members on review panel?	*Past performance*	*Technical Proposal*	*Price*	*Local economic benefit/ local labor*	*Use of by-products*	*Other*
9	White River Riparian Buffer	Sec. 338	Green Mountain NF									
10	Victor Creek Project	Sec. 332	Chugach NF									
10	Kosciusko Commercial Thinning	Sec. 338	Tongass NF									

APPENDIX F: Funding Overview

Indicates no answer furnished.

Region	Project Name	Pilot Initiation	Administrative Unit	Total Funding since Project Start						Additional Notes
				Total Estimated Budget	Forest Service Approps.	Product Exchanged for Service	Receipts Retained	Cooperator Contribution	Other	
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	$150,000	$385,000					
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	$425,690	$316,090		$34,576			
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	$250,000	$87,000					
1	Clancy-Unionville Project	Sec. 332	Helena NF							
1	Clearwater Stewardship	Sec.347	Lolo NF	$350,000		$365,423	$176,600	$87,300		Cooperator in-cash contribution ($87,300).
1	Condon Fuels Project	Sec. 332	Flathead NF		$815	$2,277	$1,272	$3,880		Cooperator in-kind ($800), in-cash ($3,080).
1	Dry Fork Project	Sec. 332	Lewis & Clark NF	$150,000	$40,000					
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	$65,000	$49,500	$78,000	$24,000	$2,900	$4,000	Grant from Central MT Foundation ($4,000). Donated services ($2,900).
1	Frenchtown Face	Sec. 332	Lolo NF							
1	Game Range	Sec. 338	Lolo NF							
1	Iron Honey	Sec. 338	Idaho Panhandle NF							
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	$300,000	$2,000					
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	$3,000,000	$25,000		$65,000			
1	Main Boulder Project	Sec. 332	Gallatin NF							
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	$1,332,000	$1,332,000			$63,000		Nez Perce Tribe in-cash ($15,000). Donated services of Stewards meetings ($48,000)
1	North Elkhorns	Sec. 332	Helena NF							
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	$3.5-7.1 mil	$750,000					
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	$400,000	$322,000		$248,705	$12,000		Donated services ($12,000).
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	$483,000	$460,000	$70,794	$105,151	$50,000		Donated services ($50,000).
1	Red River Watershed Project	Sec. 332	Nez Perce NF			$7,926	$8,106	$1,500		Donated services ($1,500)
1	Sheafman Restoration	Sec. 338	Bitterroot NF	$233,000	$155,500					
1	Three Mile Restoration Project	Sec.347	Custer NF	$995,500	$194,490					
1	Tobacco Roads	Sec. 338	Beaverhead/Deerlodge NF	$250,000	$117,000					
1	Treasure Interface	Sec. 338	Kootenai NF	$60,000	$49,000					
1	Upper Swan - Condon	n/a	Flathead NF							
1	West Glacier Fuels Project	Sec. 332	Flathead NF		$55,000					
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	$362,500	$211,000	$204,736				
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF	$330,445	$103,320					
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	$380,000	$138,200	$23,678				
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	n/a	$110,705			$375,839	$150,400	Cooperator contributions include $89,584 in-cash and $286,255 in donated services. Other funds include National Fire Plan and State Fire Assistance.
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF	$720,900	$160,000					
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	$480,000	$242,000	$35,220				
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	$137,800	$105,000	$1,690		$22,800		Donated services ($22,800).
2	Upper Blue Stewardship	Sec.347	White River NF							
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF	$8,000,000	$1,900,000			$40,000		Donated services ($40,000).
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF	n/a	$1,373,208			$253,500	$45,000	In-cash contributions ($253,500). Funds from four other agency lands ($45,000).

Region	Project Name	Pilot Initiation	Administrative Unit	Total Funding since Project Start						Additional Notes
				Total Estimated Budget	Forest Service Approps.	Product Exchanged for Service	Receipts Retained	Cooperator Contribution	Other	
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF	$31,910	$52,000	$4,938				
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF							
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	n/a	$2,036,850	$1,080,947	$8,000	$546,000	$723	
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF							
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF	$110,000	6000					
3	Picuris/Las Truchas Land Grant	n/a	Carson NF							
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	$400,000	$15,000					
3	Red Canyon CCC	n/a	Cibola NF							
3	Schoolhouse Thinning	Sec. 338	Prescott NF							
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF							
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	n/a	$110,000					
4	Duck Creek Village	Sec. 332	Dixie NF							
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF							
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF							
4	Recap	Sec. 332	Dixie NF							
4	Small Wood Utilization and Sustainable Communities	Sec. 332	Boise NF	$750,000						
4	Warm Ridge Glide	Sec. 338	Boise NF	n/a	$75,000				$10,000	BLM agreement.
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF	$15,000	$15,000					
5	Granite Watershed *	n/a	Stanislaus NF	$5,000,000						
5	Grassy Flats	Sec.347	Shasta - Trinity NF							
5	Maidu Stewardship	Sec. 338	Plumas NF	$600,000	$340,000			$105,000		
5	Pilot Creek	Sec.347	Six Rivers NF		$34,000					
6	Antelope Pilot Project	Sec.347	Winema NF							
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF	$1,818,256	$1,813,056	$585,000		$5,000	$28,800	PNW lab monitoring costs.
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	$322,502	$140,701	$181,792	$157,000			
6	Foggy Eden	Sec. 332	Siskiyou NF	$80,000	$120,000					
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	$4,500,000						
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF	$142,540	$139,539	$161,882				
6	McKenzie Stewardship Project	Sec. 332	Willamette NF							
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF		$340,000					
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF	$157,000	$100,000	$163,945	$20,000			
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	$500,000	$373,087		$69,561			
6	Swakane Canyon Stewardshp Project	Sec 338		$350,000						
6	Upper Glade	Sec.347	Rogue River NF		$839,350			$130,000		Donated services.
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF	$165,100	$160,000	$22,740	$69,000	$5,070		
8	Elk & Bison Prarie Habitat Stewardship	Sec. 338	Land Between the Lakes	$10,000						
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs	n/a						
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF	$40,000						
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama	$1,252,535	$91,240		$35,538			
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)	n/a						
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	n/a	$63,000			$7,500		

Region	Project Name	Pilot Initiation	Administrative Unit	Total Funding since Project Start						Additional Notes
				Total Estimated Budget	Forest Service Approps.	Product Exchanged for Service	Receipts Retained	Cooperator Contribution	Other	
8	RCW Habitat Improvement	Sec. 332	Oconee NF	$345,000						
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)	$125,000			$126,000	$10,000		Receipts from Burns Creek and Wayah pilots.
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC	$87,300	$22,300					
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF	n/a						
9	Forest Discovery Trail	Sec.347	White Mountain	$151,585	$63,000	$570		$55,000		
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF	$25,800						
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF	$26,700	$4,400					
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	$5,000						
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	$21,000						
10	Victor Creek Project	Sec. 332	Chugach NF							
10	Kosciusko Commercial Thinning	n/a	Tongass NF	$216,000	$91,490					

APPENDIX G: Costs Overview

Indicates no answer furnished.

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	Additional Notes
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	$150,000	$385,000				$5,000			
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	$425,690	$72,668	$24,900	$49,800	$24,900		$10,000		
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	$250,000	$87,000							
1	Clancy-Unionville Project	Sec. 332	Helena NF		$60,000							
1	Clearwater Stewardship	Sec.347	Lolo NF	$350,000	$225,000	$100,000	$61,400	$22,000		$1,920		
1	Condon Fuels Project	Sec. 332	Flathead NF		$8,000	$2,000	$1,000		$3,000	$600	$815	Cruise of marked timber, value of goods in financial plan, and cost of burning piles (USFS contribution)
1	Dry Fork Project	Sec. 332	Lewis & Clark NF	$150,000		$25,000			$4,000	$100		
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	$65,000	$3,000	$36,500	$6,000		$1,100	$1,100		
1	Frenchtown Face	Sec. 332	Lolo NF									
1	Flathead Forestry Project	n/a	Flathead NF	$168,755	$8,000	$5,000	$4,757	$97,200	$35,442	$18,356		
1	Game Range	Sec. 338	Lolo NF		$300,000							
1	Iron Honey	Sec. 338	Idaho Panhandle NF		$787,000	$147,200						
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	$300,000	$1,000	$9,000				$100		
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	$3,000,000	$693,000	$50,000	$3,000	$2,500	$500	$500		
1	Main Boulder Project	Sec. 332	Gallatin NF		$1,200							
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	$1,332,000	$1,010,500	$277,500			$62,000	$2,000		
1	North Elkhorns	Sec. 332	Helena NF		$40,000							
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	$3.5-7.1 mil	$750,000							
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	$400,000	$100,000	$206,000	$28,000	$253,278	$35,000	$25,000		
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	$483,000	$180,000	$135,000	$65,000	$25,000	$60,000	$18,000		
1	Red River Watershed Project	Sec. 332	Nez Perce NF									
1	Sheafman Restoration	Sec. 338	Bitterroot NF	$233,000	$135,000	$16,000			$4,000	$500		
1	Three Mile Restoration Project	Sec.347	Custer NF	$995,500	$306,490	$19,000			$5,000			
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF	$250,000	$50,800	$65,000				$1,200		
1	Treasure Interface	Sec. 338	Kootenai NF	$60,000	$108,000	$7,000			$3,500			
1	Upper Swan - Condon	n/a	Flathead NF									
1	West Glacier Fuels Project	Sec. 332	Flathead NF		$55,000							
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	$362,500	$101,000	$100,000			$1,500	$500		
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF	$330,445	$120,285	$6,840						
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	$380,000		$87,766			$500	$1,000		
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	n/a	$76,409				$1,500	$1,204	$162,931	$162,931
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF	$720,900	$95,000	$65,000						
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	$480,000	$100,000	$80,000	$11,835	$39,464				
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	$137,800	$28,000	$5,115						
2	Upper Blue Stewardship	Sec.347	White River NF									
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF	$137,800	$28,000	$5,115						
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF	n/a	$0	$82,000	$12,000	$194,840	$10,000	$3,000	$158,970	
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF	$31,910		$2,070	$500	$26,000	$0	$220		

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	Additional Notes
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF									
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	n/a	$1,162,000	$618,740	$134,204	$763,747	$50,000	$10,000	$782,000	
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF									
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF	$110,000	$3,000	$2,800				$400		
3	Picuris/Las Truchas Land Grant	n/a	Carson NF									
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	$400,000	$11,000	$6,000				$1,000		
3	Red Canyon CCC	n/a	Cibola NF									
3	Schoolhouse Thinning	Sec. 338	Prescott NF									
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF									
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	n/a	$50,000							
4	Duck Creek Village	Sec. 332	Dixie NF									
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF									
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF	n/a	$368,651	$11,000	$0		$35,000		$125,331	
4	Recap	Sec. 332	Dixie NF									
4	Small Wood Utilization and Sustainable Communities	Sec. 332	Boise NF	$750,000								
4	Warm Ridge Glide	Sec. 338	Boise NF	n/a	$300,000	$75,000				$3,000		
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF	$15,000	$4,500	$1,500		$9,000				
5	Granite Watershed *	n/a	Stanislaus NF	$5,000,000	$574,705	$470,159						
5	Grassy Flats	Sec.347	Shasta - Trinity NF									
5	Maidu Stewardship	Sec. 338	Plumas NF	$600,000	$265,000				$1,000	$4,000		
5	Pilot Creek	Sec.347	Six Rivers NF									
6	Antelope Pilot Project	Sec.347	Winema NF		$57,540							
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF	$1,846,256	$125,000	$30,000	$15,000	$1,547,774	$5,000	$28,800		
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	$322,502	$254,852	$33,250	$8,750	$12,000	$900	$1,250		
6	Foggy Eden	Sec. 332	Siskiyou NF	$80,000	$120,000							
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	$4,500,000								
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF	$142,540	$70,948	$53,749	$16,929	$5,837	$1,400	$2,800		
6	McKenzie Stewardship Project	Sec. 332	Willamette NF									
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF		$200,000						$140,000	
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF	$157,000	$100,000	$70,000	$30,000	$1,000	$500	$500		
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	$500,000	$125,000	$317,648			$2,000	$2,000		
6	Swakane Canyon Stewardship Project	Sec 338	Okanogan & Wenatchee NFs	$350,000								
6	Upper Glade	Sec.347	Rogue River NF		$287,000				$130,000		$422,000	
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF	$165,100	$7,000	$11,000	$44,600	$80,800		$21,700		
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes	$10,000								
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs	n/a								
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF	$40,000	$5,000							
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama	$1,252,535		$59,100	$28,160	$13,200	$5,000	$3,975		
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)	n/a								
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	n/a	$63,000			$1,000				
8	RCW Habitat Improvement	Sec. 332	Oconee NF	$345,000	$4,650	$1,150						
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)	$125,000	$33,000	$10,000						

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	Additional Notes
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC	$87,300	$17,500	$3,800		$65,000				
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF	n/a								
9	Forest Discovery Trail	Sec.347	White Mountain	$151,585	$20,000	$15,000	$5,000	$107,085	$2,500	$1,500		
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF	$25,800						$3,700		
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF	$26,700	$4,400							
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	$5,000								
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	$21,000								
10	Victor Creek Project	Sec. 332	Chugach NF									
10	Kosciusko Commercial Thinning	Sec. 338	Tongass NF	$216,000	$51,827	$39,633						

APPENDIX H : Planned Activities and Accomplishments

Indicates not answered in report. • Indicates planned activity

Region	Project Name	Pilot Initiation	Administrative Unit	Activities																									
				Roads						Aquatic Habitat				Terrestrial Habitat						Fire and Fuels				Other					
				Roads closed/ decommissioned (mi)	Roads obliterated (mi)	Roads improved/ maintained (mi)	Temp roads built (mi)	Temp roads obliterated (mi)	Perm roads built (mi)	Streams restored (mi)	Riparian areas restored (ac)	Culverts replaced	Culverts removed	Forage seeding (ac)	Thinning (ac)	Pruning (ac)	Noxious weed treatment (ac)	Invasive species treated (ac)	Insect or disease treatment	Prescribed fire-restoration (ac)	Prescribed fire-regeneration (ac)	Prescribed fire- fuels reduction (ac)	Fuels reduced (tons)						
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	•			•	•			•	•	•				•			•		•						Land acquisition, recreational improvements.
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	•	•							1											17288						Hand removed fuel reduction (90 ac)
1	Butte South	Sec.332	Beaverhead/Deerlodge NF																										
1	Clancy-Unionville Project	Sec. 332	Helena NF																										
1	Clearwater Stewardship	Sec.347	Lolo NF	0.7	0.28	4.35	1.47	1.23	0.28	0.09	3	12	12		241		81	13		13	•		•						trails closed, recreational improvements
1	Condon Fuels Project	Sec. 332	Flathead NF												•							•	•						
1	Dry Fork Project	Sec. 332	Lewis & Clark NF																										
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	•		0.5			0.5	•	•	2	•		25				10										recreational improvements
1	Frenchtown Face	Sec. 332	Lolo NF																										
1	Game Range	Sec. 338	Lolo NF												•		•			•									
1	Iron Honey	Sec. 338	Idaho Panhandle NF	•	•	•	•	•	•	•	•	•	•		•	•	•	•			•	•	•						
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	•											•						•								Misc. range improvements, convert roads to trail.
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	•	•	13	•	•	•			•	•		•		•	•	•		•	•	•						
1	Main Boulder Project	Sec. 332	Gallatin NF												•					•		•							
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	20		•	•		•	0.075	•	•	•		•		•	•			•	•							Recreational improvements, soil restoration, rare plant inventories
1	North Elkhorns	Sec. 332	Helena NF																										
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF																										
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	•		33	•	•				•			62			13					6200						Timber removal, tree planting, erosion site inventory.
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF		•	3.9	1.5	•		•	•	7			•	•	105			•									Reforestation, trail obliteration, snag creation, fireline construction, handpile, machine pile, recreational improvements
1	Red River Watershed Project	Sec. 332	Nez Perce NF																										Public safety campgrounds.
1	Sheafman Restoration	Sec. 338	Bitterroot NF																										
1	Three Mile Restoration Project	Sec.347	Custer NF																										
1	Tobacco Roads	Sec. 338	Beaverhead/Deerlodge NF																										
1	Treasure Interface	Sec. 338	Kootenai NF	•	•					•	•	•	•		•		•			•		•	•						
1	Upper Swan - Condon	n/a	Flathead NF																										
1	West Glacier Fuels Project	Sec. 332	Flathead NF			•	•	•							•	•						•							
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	•		•				•	•	•			•		•												Recreational improvements, trailhead improvements, fencing, signage.
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF		•	•							•		•		•												Piling/burning, tree planting, stand exams.
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	•		•																•	•						Fireline/fuelbreak; erosion control
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF												162		600		10			899							
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF																										
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	0.2	•	1		•	•						536				536										
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF																										
2	Upper Blue Stewardship	Sec.347	White River NF																										
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF					25			•				1100		500			•									
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF		0.2		0.3					1			592				592				•						Shrub thickets for turkey

Region	Project Name	Pilot Initiation	Administrative Unit	Activities																								
				Roads						Aquatic Habitat				Terrestrial Habitat							Fire and Fuels					Other		
				Roads closed/ decommissioned (mi)	Roads obliterated (mi)	Roads improved/ maintained (mi)	Temp roads built (mi)	Temp roads obliterated (mi)	Perm roads built (mi)	Streams restored (mi)	Riparian areas restored (ac)	Culverts replaced	Culverts removed	Forage seeding (ac)	Thinning (ac)	Pruning (ac)	Noxious weed treatment (ac)	Invasive species treated (ac)	Insect or disease treatment		Prescribed fire- restoration (ac)	Prescribed fire- regeneration (ac)	Prescribed fire - fuels reduction (ac)	Fuels reduced (tons)			
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF			3	0.7				239				239													
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF																									
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	0.3	3.7	7	2	2			1				2993									562			Research.	
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF																									
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF																									
3	Picuris/Las Truchas Land Grant	n/a	Carson NF																									
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF																									
3	Red Canyon CCC	n/a	Cibola NF																									
3	Schoolhouse Thinning	Sec. 338	Prescott NF																									
3	Zuni- Four Corners Sustainable Forestry Initiati	Sec. 338	Cibola NF																									
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF																									
4	Duck Creek Village	Sec. 332	Dixie NF																									
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF																									
4	North Kennedy/Cottonwood Forest Health Proj	Sec.347	Boise NF	•	•	•	•	•	•			•			•												Tree planting; shaded fuel break construction.	
4	Recap	Sec. 332	Dixie NF																									
4	Small Wood Utilization and Sustainable Comm	Sec. 332	Boise NF												•				•									
4	Warm Ridge Glide	Sec. 338	Boise NF			•	•		•						•							•	•				New culvert	
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF																									
5	Granite Watershed *	n/a	Stanislaus NF	•		•			•	•					•		•						•				Fence main., recreational improvements, black oak restoration.	
5	Grassy Flats	Sec.347	Shasta - Trinity NF	•		•									•													
5	Maidu Stewardship	Sec. 338	Plumas NF	•						•	•				•	•							•				Hillslope restoration, meadow restoration, will habitat mgt.	
5	Pilot Creek	Sec.347	Six Rivers NF																									
6	Antelope Pilot Project	Sec.347	Winema NF				2	2							1644						481	1000		2886				
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF		1.6				4.6						628								657	23060				
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	•		6.8									644									5345			Soil condition monitoring.	
6	Foggy Eden	Sec. 332	Siskiyou NF	•		•				•	•		•		•		•		•		•						Trail main., heli-spot main., trail construction, signage, roads to trails.	
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	•		•			•						•		•				•		•				Educational outreach.	
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF											•	331		•		•									
6	McKenzie Stewardship Project	Sec. 332	Willamette NF																									
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF																									
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF	•		•					•	•		•	•		•	•	•								Non-commercial thinning, cattle guards, cattle fence, meadow restoration, snag creation, creation of coarse woody debris, sidecast pullback/fill removal.	
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF		•	•	•	•	•						•				•				•				Downed woody debris (habitat), fuels reduction in old growth.	
6	Swakane Canyon Stewardship Project	Sec 338			•	•									•												Meadow restoration.	
6	Upper Glade	Sec.347	Rogue River NF												•												Mistletoe reduction.	

Region	Project Name	Pilot Initiation	Administrative Unit	Activities																								
				Roads						Aquatic Habitat				Terrestrial Habitat							Fire and Fuels				Other
				Roads closed/ decommissioned (mi)	Roads obliterated (mi)	Roads improved/ maintained (mi)	Temp roads built (mi)	Temp roads obliterated (mi)	Perm roads built (mi)	Streams restored (mi)	Riparian areas restored (ac)	Culverts replaced	Culverts removed	Forage seeding (ac)	Thinning (ac)	Pruning (ac)	Noxious weed treatment (ac)	Invasive species treated (ac)	Insect or disease treatment		Prescribed fire-restoration (ac)	Prescribed fire-regeneration (ac)	Prescribed fire- fuels reduction (ac)	Fuels reduced (tons)	
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF				0.1	0.1		2.5															32 acres wildlife shelterwood.
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes												•										
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs												•										
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF			•			•					•	•										Vernal pool establishment, woodland pond establishment, shelterwood, interpretive signs.
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama			1									338						133	88			Restoration cut (253 ac)
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)												•										
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	•		•			•					•		•					•				Clearing existing trees.
8	RCW Habitat Improvement	Sec. 332	Oconee NF			•	•					•			•		•				•		•		Gully restoration, reforestation, hunting camp rehab, wildlife openings, wildlife viewing area creation, cavity inserts for RCW.
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)			•											•	•							Reforestation, shelterwood, parking lot construction, construction of wildlife fields.
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC												•										Shelterwood, bat pond construction.
9	Fernow Experimental Forest Stewardship Proje	Sec. 338	Monongahela NF			•	•	•				•			•							•			Placement of silt fences, tree removal
9	Forest Discovery Trail	Sec.347	White Mountain			1.5			0.1					1											Other logging activities (10ac)
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF																						Reforestation
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF							•	•				•										
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF			•			•																Recreational trail establishment.
9	White River Riparian Buffer	Sec. 338	Green Mountain NF								•							•							
10	Victor Creek Project	Sec. 332	Chugach NF																						
10	Kosciusko Commercial Thinning	n/a	Tongass NF												•										

APPENDIX : Material Removed

Indicates not answered in report.

Region	Project Name	Pilot Initiation	Administrative Unit	Sawlogs						Product other than Log						Other					
				Appraised volume (ccf)	Removed in FY2002 (ccf)	Removed to date (ccf)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)	Appraised volume (tons/cords)	Removed in FY2002 (tons/cords)	Removed to date (tons/cords)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)	Appraised volume (tons/cords)	Removed in FY2002 (tons/cords)	Removed to date (tons/cords)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	16																	
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	62,582 tons	17,288 tons	17,288 tons	$92,428	$34,576	$34,576												
1	Butte South	Sec.332	Beaverhead/Deerlodge NF																		
1	Clancy-Unionville Project	Sec. 332	Helena NF																		
1	Clearwater Stewardship	Sec.347	Lolo NF	28,526						1168	14260	14260	$926,275	$452,760	$452,760						
1	Condon Fuels Project	Sec. 332	Flathead NF	51						12						5 cords					
1	Dry Fork Project	Sec. 332	Lewis & Clark NF																		
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	1497	298	298	$73,353	$14,600	$14,600	271	4 ccf	4	$4,650	$40	$40						
1	Frenchtown Face	Sec. 332	Lolo NF																		
1	Game Range	Sec. 338	Lolo NF	9,300			$197,000														
1	Iron Honey	Sec. 338	Idaho Panhandle NF	22,800																	
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	1,600			$36,000														
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	27577 tons						3753 tons											
1	Main Boulder Project	Sec. 332	Gallatin NF																		
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	1,548			$125,059														
1	North Elkhorns	Sec. 332	Helena NF																		
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	41,500			$2,855,000														
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	12756 tons	4578 tons	4578 tons	$694,970	$248,154	$248,154	200 tons	220 tons	220 tons	$500	$551	$551	1425 tons	1424 tons	1424 tons	$0	$0	$0
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	39278 tons	3282 tons	3282 tons	$969,381	$81,000	$81,000	4478 tons	3835 tons	3835 tons	$110,517	$94,648	$94,648	4819 tons	1188 tons	1188 tons	$1,205	$297	$297
1	Red River Watershed Project	Sec. 332	Nez Perce NF	101	506.65 tons	506.65 tons	$7,926	$8,104	$8,104												
1	Sheafman Restoration	Sec. 338	Bitterroot NF	431 tons			$73,184			1689 tons			$3,767								
1	Three Mile Restoration Project	Sec.347	Custer NF																		
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF																		
1	Treasure Interface	Sec. 338	Kootenai NF	9275 tons			$230,670														
1	Upper Swan - Condon	n/a	Flathead NF																		
1	West Glacier Fuels Project	Sec. 332	Flathead NF	2,000						200											
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	11748 tons			$160,360			3521 tons			$44,376								
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF	8773 tons			$149,576														
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	3,047						771											
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	50						$100											
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF																		
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF		160	160					750 cd; 3061 posts; 492 poles										
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF																		
2	Upper Blue Stewardship	Sec.347	White River NF																		
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF																		
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF								116 ccf	116		$8,322	$8,322						
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF																		
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF																		
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	9,497	2,193	12633 ccf				$7,385	936 ccf	4151						300 cords			
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF																		
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF	395			$12,735			224			$160								
3	Picuris/Las Truchas Land Grant	n/a	Carson NF																		
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	853			$26,000			721			$526								
3	Red Canyon CCC	n/a	Cibola NF																		
3	Schoolhouse Thinning	Sec. 338	Prescott NF																		

Indicates not answered in report.

Region	Project Name	Pilot Initiation	Administrative Unit	Sawlogs						Product other than Log						Other					
				Appraised volume (ccf)	Removed in FY2002 (ccf)	Removed to date (ccf)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)	Appraised volume (tons/cords)	Removed in FY2002 (tons/cords)	Removed to date (tons/cords)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)	Appraised volume (tons/cords)	Removed in FY2002 (tons/cords)	Removed to date (tons/cords)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF																		
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF																		
4	Duck Creek Village	Sec. 332	Dixie NF																		
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF																		
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF																		
4	Recap	Sec. 332	Dixie NF																		
4	Small Wood Utilization and Sustainable Communit	Sec. 332	Boise NF																		
4	Warm Ridge Glide	Sec. 338	Boise NF	12,493			$300,830														
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF																		
5	Granite Watershed *	n/a	Stanislaus NF																		
5	Grassy Flats	Sec.347	Shasta - Trinity NF																		
5	Maidu Stewardship	Sec. 338	Plumas NF																		
5	Pilot Creek	Sec.347	Six Rivers NF	800			$98,307														
6	Antelope Pilot Project	Sec.347	Winema NF	3,000		3,000				209 tons		209 tons									
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF			2,400			$585,000			2000			0			150 cords			1500
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	7,418	5,438	5,438	$21	$114,198	$114,198												
6	Foggy Eden	Sec. 332	Siskiyou NF																		
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF																		
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF	831		829	$108,191		$161,881			5 cords									
6	McKenzie Stewardship Project	Sec. 332	Willamette NF																		
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF																		
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF	16,954	300	300	$1,372,765	$20,000	$20,000												
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	9,267						1,176											
6	Swakane Canyon Stewardship Project	Sec 338	Okanogan & Wenatchee NFs																		
6	Upper Glade	Sec.347	Rogue River NF																		
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF	388	388	388	$69,000			406 cords	406 cords	406 cords	22,740								
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes																		
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs																		
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF																		
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama	988.00	988	988	$96,502	96,502	96,502	3,707	3707 ccf	3707	45,651	45,651	45,651						
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)																		
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF																		
8	RCW Habitat Improvement	Sec. 332	Oconee NF	2,034			$275,000			1,609			13,000								
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)																		
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC	151			$55,000			595 tons			12,000								
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF	2,000	800	800															
9	Forest Discovery Trail	Sec.347	White Mountain	80		80	$425		425.00	145		145	145		145						
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF																		
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF																		
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF																		
9	White River Riparian Buffer	Sec. 338	Green Mountain NF																		

Indicates not answered in report.

Region	Project Name	Pilot Initiation	Administrative Unit	Sawlogs						Product other than Log						Other					
				Appraised volume (ccf)	Removed in FY2002 (ccf)	Removed to date (ccf)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)	Appraised volume (tons/cords)	Removed in FY2002 (tons/cords)	Removed to date (tons/cords)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)	Appraised volume (tons/cords)	Removed in FY2002 (tons/cords)	Removed to date (tons/cords)	Appraised Value	Removed in FY2002 (value)	Removed todate (value)
10	Victor Creek Project	Sec. 332	Chugach NF																		
10	Kosciusko Commercial Thinning	n/a	Tongass NF																		

APPENDIX J: COOPERATOR INVOLVEMENT

Indicates not answered in report.

Region	Project Name	Pilot Initiation	Administrative Unit	Monitoring Team	Cooperators												Example Cooperators
				Date Formed	Other Federal Agencies	State Agencies	Municipal Agencies	Tribal Governments	Universities/ Schools	Conservation Groups	Community-based Groups	Commodity Interests/Groups	Sport/Recreation Groups	Wildlife Groups	Community Member	Other	
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF		•	•				•	•						USFWS, Montana FWP, American Wildlands, Alliance for Wild Rockies, Lincoln Community Council, Ponderosa Snow Warriors
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	Jul-02						•	•	•	•		•	•	Rocky Mountain Log Homes, United Forest Users, Lost Trail Ski Area, Alliance for the Wild Rockies, Friends of the Bitterroot, consulting forester.
1	Butte South	Sec.332	Beaverhead/Deerlodge NF														
1	Clancy-Unionville Project	Sec. 332	Helena NF														
1	Clearwater Stewardship	Sec.347	Lolo NF	Jun-01			•		•	•	•		•		•	•	National Wildlife Federation, National Forest Foundation, Trout Unlimited, Univ. MT Forestry School, Boy Scouts
1	Condon Fuels Project	Sec. 332	Flathead NF													•	Swan Ecosystem Center
1	Dry Fork Project	Sec. 332	Lewis & Clark NF														
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	Aug-01		•					•	•	•		•	•	Great Falls Trailbike Riders, Judith River Sawmills, Contractors, Community members, Montana Dept. Fish, Wildlife & Parks
1	Frenchtown Face	Sec. 332	Lolo NF														
1	Game Range	Sec. 338	Lolo NF			•											Montana FWP
1	Iron Honey	Sec. 338	Idaho Panhandle NF	Jul-02	•		•			•		•	•				County representatives, Soil Conservation Districts, RC&D, Intermountain Forest Association, recreation industry, Nature Conservancy.
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF				•					•			•		
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF		•	•	•		•	•	•	•			•	•	County Board of Commissioners, Natural Resource Conservation Service, Montana FWP, Mineral County Watershed Council
1	Main Boulder Project	Sec. 332	Gallatin NF								•				•		Boulder River Watershed Association
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF		•	•		•									
1	North Elkhorns	Sec. 332	Helena NF														
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	1999	•	•						•	•	•			Idaho Dept. Fish & Game, Clearwater Elk Recovery Team, area residents, US Army Corps of Engineers.
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	Aug-01						•	•	•	•		•	•	Community members, Plum Creek, FEPC, FFP, Montana Logging Association, Flathead Common Ground
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	Oct-01		•	•		•	•	•	•	•	•	•	•	Community members, Forest Community Connection, Chambers of Commerce, Priest River Development Corporation, timber industry, environmental interests.
1	Red River Watershed Project	Sec. 332	Nez Perce NF														
1	Sheafman Restoration	Sec. 338	Bitterroot NF	Jul-02						•	•	•	•	•	•	•	Community members, Rocky Mountain Log Homes, United Forest Users, Lost Trail Ski Area, Alliance for the Wild Rockies, Friends of the Bitterroot, consulting forester.
1	Three Mile Restoration Project	Sec.347	Custer NF														
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF				•			•	•	•		•	•		
1	Treasure Interface	Sec. 338	Kootenai NF		•	•	•					•	•		•		Community members, timber operators, Libby area development corporation, RC&D.
1	Upper Swan - Condon	n/a	Flathead NF														
1	West Glacier Fuels Project	Sec. 332	Flathead NF				•				•	•			•	•	Flathead Forestry Project, rural fire districts, community members, Montana Logging Association, state elected officials.
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	Mar-02			•		•	•	•	•			•		Summit Log Products, county commissioners, watershed committees, Wilke Brothers Logging, county economic development committees, local business owners, high school principal, Rowe Excavation, wood product manufacturer.
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF							•	•					•	Community members (Yaak Stewardship Steering Committee), Yaak Valley Forest Council.
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	May-99		•	•			•	•				•		Community members, San Juan Citizen Alliance, Colorado State Forest Service, Montezuma County
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	Jul-98	•	•	•								•	•	Colorado State Forest Service, Colorado Division of Wildlife, Evans Ranch HOA, and Indian Creek Ranch HOA, 8 Fire Protection Districts
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF														
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	Aug-01	•	•							•		•		Colorado State FS, Colorado State University, community members, Rocky Mountain Research Station (USFS)
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	1999		•	•		•	•		•			•		Cortez Journal, Ragland & Sons Logging, Ott Sawmill, San Juan Citizens Alliance, community members, Colorado State Forest Service, Montezuma County
2	Upper Blue Stewardship	Sec.347	White River NF														
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF	Apr-00	•	•					•		•		•		Colorado State Forest Service, Denver Water, USFWS, Upper South Platte Watershed Protection Association, USEPA, NRCS, USGS, Trout Unlimited.

Region	Project Name	Pilot Initiation	Administrative Unit	Monitoring Team	Cooperators												Example Cooperators
				Date Formed	Other Federal Agencies	State Agencies	Municipal Agencies	Tribal Governments	Universities/ Schools	Conservation Groups	Community-based Groups	Commodity Interests/Groups	Sport/Recreation Groups	Wildlife Groups	Community Member	Other	
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF	Mar-01		•			•	•	•				•		Colorado State Forest Service, Forest Watch Campaign, PUMA Neighborhood Group, Wilderness Society, University of Colorado, USFS.
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF			•				•						•	AZ Game & Fish, White Mountain Conservation League, community members (contractors)
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF														
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	Oct-00	•	•	•		•	•		•			•		Arizona Public Services, Arizona G&F, Arizona State Land Dept., City of Flagstaff, Coconino County, Coconino NRCD, N. Arizona Conservation Corps, Cocopai RC&D, Ecological Restoration Institute, Flagstaff Chamber of Commerce, Flagstaff Native Plant and Seed, Grand Canyon Trust, Highlands Fire Department, Indigenous Community Enterprises, N. Arizona University, Perkins Timber Harvesting, Practical Mycology, SAF, TNC, USFWS.
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF														
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF														
3	Picuris/Las Truchas Land Grant	n/a	Carson NF														
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF			•								•			Rocky Mountain Elk Foundation, AZ Fish & Game.
3	Red Canyon CCC	n/a	Cibola NF														
3	Schoolhouse Thinning	Sec. 338	Prescott NF														
3	Zuni- Four Corners Sustainable Forestry Initiativ	Sec. 338	Cibola NF														
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	Aug-02						•					•		Idaho Conservation League, community members.
4	Duck Creek Village	Sec. 332	Dixie NF														
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF		•	•	•			•	•	•		•			Stolze Aspen Mills, Six County Association of Governments, County Commissions, Panoramaland RC&D, Confluence, Southern Utah Forest Products Association, Utah DWR, Utah DoF, Sevier County Wildlife Federation, Farm Bureau Federation, Rocky Mountain Elk Foundation, Mule Deer Foundation, Utah State University.
4	North Kennedy/Cottonwood Forest Health Proje	Sec.347	Boise NF	Sep-01		•	•		•	•	•	•	•	•	•	•	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
4	Recap	Sec. 332	Dixie NF														
4	Small Wood Utilization and Sustainable Commu	Sec. 332	Boise NF			•	•		•	•							Pinchot Institute, Boise State University, Gem County Economic Development Agency, City of Cascade, Valley County EDA, Idaho Department of Commerce.
4	Warm Ridge Glide	Sec. 338	Boise NF	Aug-02	•					•					•		Community members, Idaho Conservation League, BLM.
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF														
5	Granite Watershed *	n/a	Stanislaus NF	Feb-02			•	•	•	•		•			•		Me-Wuk representative, University of California (FPL), Environ. Resource Center, Sierra Pacific Industries, Tuolumne County Supervisor, community members.
5	Grassy Flats	Sec.347	Shasta - Trinity NF	1998	•		•		•	•	•	•			•		WRTC, Trinity County RC&D, Humboldt State U., Trinity County Board of Supervisors, Trinity River Lumber, Hayfork Rotary, Trinity Bioregion Group.
5	Maidu Stewardship	Sec. 338	Plumas NF	2001	•			•			•						Maidu Cultural and Development Group, NRCS, UC Berkeley Ext., North AZ University.
5	Pilot Creek	Sec.347	Six Rivers NF							•	•	•	•				Humboldt Recreation Alliance, community member, local businesses
6	Antelope Pilot Project	Sec.347	Winema NF	Mar-98						•	•					•	Concerned Friends of the Winema, local contractor
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF	1990	•		•				•					•	City of Baker City, Baker City Watershed Committee, PNW Seattle
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	Nov-01		•	•			•	•	•			•		County Natural Resources, OR Department of Forestry, Hells Canyon Preservation Council, community members, Wallowa Resources.
6	Foggy Eden	Sec. 332	Siskiyou NF														
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	Jun-01	•	•		•		•	•	•	•		•		EPA, USFWS, Yakama Nation, Methow Forest Watch, Weyerhaeuser, Longview Fibre, Recreation/grazing interests, Partnership for Sustainable Methow, Okanogan Comm. Dev. Council, NW Ecosystem Alliance.
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF							•		•					Kettle Range Conservation Group, local logging contractor.
6	McKenzie Stewardship Project	Sec. 332	Willamette NF	Sep-02													
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF		•	•				•	•	•			•		Northwest Forest Plan PAC, Clean Air Committee.

Region	Project Name	Pilot Initiation	Administrative Unit	Monitoring Team	Cooperators												Example Cooperators
				Date Formed	Other Federal Agencies	State Agencies	Municipal Agencies	Tribal Governments	Universities/ Schools	Conservation Groups	Community-based Groups	Commodity Interests/Groups	Sport/Recreation Groups	Wildlife Groups	Community Member	Other	
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF		•	•				•	•		•	•	•		Siuslaw Watershed Council, Cascade Pacific Resource Conservation and Development Area, Inc, Pacific Coast Watershed Partnership.
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	Mar-02	•	•	•	•		•	•	•					OR Department of Forestry, Confederated Tribes of the Umatilla, Hells Canyon Preservation Council, Boise Forest Products, community members, OR DRW, NMFS, Union County Commissioner.
6	Swakane Canyon Stewardship Project	Sec 338															
6	Upper Glade	Sec.347	Rogue River NF	May-02							•	•			•		Community members, Applegate River Watershed Council, Local Woods contractor.
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF	Jan-01		•			•	•							Virginia Department of Forestry, Virginia Tech, The Nature Conservancy
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes														
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs														
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF														
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama	Feb-02	•	•				•							USFWS, Alabama Dept.of Wildlife and Fisheries, Wildlaw, Longleaf Alliance, Gulf Coastal Plain Ecosystem Partnership.
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)														
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF			•							•	•			Ruffed Grouse Society, National Wild Turkey Federation, Tennessee Wildlife Resources Agency, Backcountry Horseman, Buckmasters
8	RCW Habitat Improvement	Sec. 332	Oconee NF	Sep-02	•	•				•							Georgia Forest Watch, Nature Conservancy, USFWS, Georgia Dept. of NR
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)								•			•		•	Ruffed Grouse Society, SAMUC, and SFS (research).
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC	Apr-02		•					•			•		•	Southern Forest Station (research), Ruffed Grouse Society, Souther Appalachian MultipleUse Council, NC Dept.of Forestry
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF	Apr-01			•				•						Mead-Westvaco, Wood Products and Global Hardwoods, Tucker County Commission, various USFS offices
9	Forest Discovery Trail	Sec.347	White Mountain	Jan-02	•	•			•	•		•	•			•	American Forest Foundation, Northland Forest Products, various foundations, Hull Forest Products, Conway Scenic Railroad, American Forest & Paper Association, Monadnock Paper Mill, HHP Inc., Tubbs Snowshoe Company, Bear Paw Lumber, Holt & Bugbee Co., Northeastern Lumber, Hancock Timber Resources, Fisher Scientific, North Country RC&D, University of NH
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF	Aug-02													
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF	Aug-02								•					Keeweenaw Land Association Ltd, various USFS offices
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	Aug-02		•					•						Michigan DNR, Gogebic Area Chamber of Commerce
9	White River Riparian Buffer	Sec. 338	Green Mountain NF		•					•							National Wildlife Federation, White River Partnership, NRCS, USFWS
10	Victor Creek Project	Sec. 332	Chugach NF														
10	Kosciusko Commercial Thinning	Sec. 338	Tongass NF			•						•				•	Alaska DNR, Alaska Dept. of Fish and Game, Gateway Forest Products, Alaska Wood Utilization Research Development Center

APPENDIX K: COOPERATOR CONTRIBUTIONS AND OUTREACH ACTIVITIES

Indicates not answered in report. ❍ Limited Involvement ● Active/Strong Involvement

Region	Project Name	Pilot Initiation	Administrative Unit	Cooperator Contributions										Outreach					
				Problem identification and/or definition	Project design / revision	NEPA Analysis	Financial Contribution	Project Implementation (volunteer)	Development of Monitoring Plan	Conduct Monitoring	Public Education	Other	*Additional Notes*	*Field Tours Conducted*	*Meetings*	*Mailings*	*Videos*	*Other*	*Additional Notes*
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	❍	●	❍								●	●	●			
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	❍					●	❍		●	Conducting FS research.						
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	●															
1	Clancy-Unionville Project	Sec. 332	Helena NF																
1	Clearwater Stewardship	Sec.347	Lolo NF	●		❍	❍	●	●	●	●			●	●				
1	Condon Fuels Project	Sec. 332	Flathead NF																
1	Dry Fork Project	Sec. 332	Lewis & Clark NF											●	●	●			
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	❍	●		❍		❍	❍	●			●	●	●		●	Regional news article.
1	Frenchtown Face	Sec. 332	Lolo NF																
1	Game Range	Sec. 338	Lolo NF	●	●	●								●					
1	Iron Honey	Sec. 338	Idaho Panhandle NF																
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF																
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	❍	●		❍	❍			❍			●	●	●		●	News articles.
1	Main Boulder Project	Sec. 332	Gallatin NF																
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF			●									●	●			
1	North Elkhorns	Sec. 332	Helena NF																
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	●	●	●	❍				●			●	●	●		●	Website construction, open house.
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF	●	●	❍	❍	●	●	❍	❍			●	●	●		●	Newspaper articles.
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	❍	●	❍		●	●	●	●	●	Submittal of pilot proposal.	●	●	●	●	●	Media tours, presentation, brochures, fair booths.
1	Red River Watershed Project	Sec. 332	Nez Perce NF																
1	Sheafman Restoration	Sec. 338	Bitterroot NF	●					●	●		●	Forest Service research.						
1	Three Mile Restoration Project	Sec.347	Custer NF																
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF			●													
1	Treasure Interface	Sec. 338	Kootenai NF	❍	●	❍		❍											
1	Upper Swan - Condon	n/a	Flathead NF																
1	West Glacier Fuels Project	Sec. 332	Flathead NF	●	●	❍			●		●			●	●	●		●	Brochure on fuels reduction around homes.
1	Westface	Sec. 338	Beaverhead/Deerlodge NF												●	●		●	Phone calls.
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF	●	❍									●	●	●			
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	❍				❍	❍	❍	❍			●	●	●			
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	●	●	●	●	●	❍		●			●	●	●			
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF											●	●	●			

Region	Project Name	Pilot Initiation	Administrative Unit	Cooperator Contributions										Outreach					
				Problem identification and/or definition	Project design / revision	NEPA Analysis	Financial Contribution	Project Implementation (volunteer)	Development of Monitoring Plan	Conduct Monitoring	Public Education	Other	*Additional Notes*	*Field Tours Conducted*	*Meetings*	*Mailings*	*Videos*	*Other*	*Additional Notes*
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF		❍			●	●	●	●								
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	●	❍			❍	●	●	●			●	●	●			
2	Upper Blue Stewardship	Sec.347	White River NF																
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF	●	●	❍	❍	❍	●	●	●			●	●	●			
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF						●	●	●			●	●	●		●	Informational kiosk.
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF																
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF																
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	●	●	●	●	❍	❍	❍	●			●	●			●	Grand Canyon Forests Festival and media contacts.
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF																
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF																
3	Picuris/Las Truchas Land Grant	n/a	Carson NF																
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	●			●												
3	Red Canyon CCC	n/a	Cibola NF																
3	Schoolhouse Thinning	Sec. 338	Prescott NF																
3	Zuni- Four Corners Sustainable Forestry Initiativ	Sec. 338	Cibola NF																
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF											●	●				
4	Duck Creek Village	Sec. 332	Dixie NF																
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF	●	●	●			❍	❍				●	●	●	●		
4	North Kennedy/Cottonwood Forest Health Proje	Sec.347	Boise NF	●	●			●	●	●									
4	Recap	Sec. 332	Dixie NF																
4	Small Wood Utilization and Sustainable Commu	Sec. 332	Boise NF	●	❍		❍	❍	●	●	●				●				
4	Warm Ridge Glide	Sec. 338	Boise NF			❍	❍							●				●	Newspaper articles.
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF																
5	Granite Watershed *	n/a	Stanislaus NF																
5	Grassy Flats	Sec.347	Shasta - Trinity NF	●					●	●	●			●					Congressional Field tours.
5	Maidu Stewardship	Sec. 338	Plumas NF	●	●		●	●	●	●	●			●	●	●	●	●	Field tours, newspaper articles, featured speaker in outside events, classroom classes,.
5	Pilot Creek	Sec.347	Six Rivers NF	●				●	●	●	❍			●					

Region	Project Name	Pilot Initiation	Administrative Unit	Cooperator Contributions										Outreach					
				Problem identification and/or definition	Project design / revision	NEPA Analysis	Financial Contribution	Project Implementation (volunteer)	Development of Monitoring Plan	Conduct Monitoring	Public Education	Other	*Additional Notes*	*Field Tours Conducted*	*Meetings*	*Mailings*	*Videos*	*Other*	*Additional Notes*
6	Antelope Pilot Project	Sec.347	Winema NF					❍	❍	❍	❍			●	●			●	Congressional testimony, kiosk in area with interpretive trails, Earth Day presentation.
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF						●	●				●	●			●	Intranet work.
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF		❍				●	●	●			●	●				
6	Foggy Eden	Sec. 332	Siskiyou NF	●	❍	❍	●	●	●	❍	●								
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	●	●	●			●										
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF											●	●				
6	McKenzie Stewardship Project	Sec. 332	Willamette NF																
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF	●	●	●					●			●	●	●		●	Internet website,"demonstration" site, monthly meeting with PAC working groups.
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF					❍	❍	●	❍	●	Evaluations and recommendations for monitoring.						
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF						●	●	❍			●	●	●			Field tours for community-groups, newspaper articles.
6	Swakane Canyon Stewardship Project	Sec 338	Okanogan & Wenatchee NFs																
6	Upper Glade	Sec.347	Rogue River NF																
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF						●	●				●	●			●	Phone/site interviews.
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes																
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs																
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF																
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama	●	❍	❍			●	●				●	●	●			
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)																
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	●	❍						❍				●	●			
8	RCW Habitat Improvement	Sec. 332	Oconee NF	❍	❍		❍	●	●	●	●								
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)		❍		●		❍	●	●								
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC		●					●									
9	Fernow Experimental Forest Stewardship Projec	Sec. 338	Monongahela NF		❍	❍			●		❍				●	●			
9	Forest Discovery Trail	Sec.347	White Mountain	❍	❍	❍	●	❍	●	❍	●			●	●				
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF																
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF		❍			●											
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	●	●	●													
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	●	●		●		●	❍	●								

Region	Project Name	Pilot Initiation	Administrative Unit	Cooperator Contributions									Outreach					
				Problem identification and/or definition	Project design / revision	NEPA Analysis	Financial Contribution	Project Implementation (volunteer)	Development of Monitoring Plan	Conduct Monitoring	Public Education	Other	*Additional Notes*	*Field Tours Conducted*	*Meetings*	*Mailings*	*Videos*	*Other*	*Additional Notes*
10	Victor Creek Project	Sec. 332	Chugach NF																
10	Kosciusko Commercial Thinning	n/a	Tongass NF											•	•				Scoping meetings, meeting with commodity groups.

APPENDIX L: Local Employment Enhancement

Indicates not answered on report. n/a Not applicable due to project stage.

Region	Project Name	Pilot Initiation	Administrative Unit	Bidder Information								Local Employment Enhancement				Additional Notes
				Were local contractors given preference?	*Used Local Contractor*	*Define local.*	*Business size*			*Business Type*	*Were subcontracts utlized?*	*Number of people on project*	*Number of people from local area*	*Avg. worker days*	*Avg. hourly wage*	
							< 25	25-500	>500							
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	●	●	Bitterroot Valley/Missoula area.	●			Logging,	●	75	60	8-25,000	$30.00	
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Clancy-Unionville Project	Sec. 332	Helena NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Clearwater Stewardship	Sec.347	Lolo NF	●	●	State of Montana		●		Logging and manufacturing.	●	50	50	1100	$13.50	
1	Condon Fuels Project	Sec. 332	Flathead NF	●	●	Within Swan Valley.	●			Low-impact logging.						
1	Dry Fork Project	Sec. 332	Lewis & Clark NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	●	●	Judith Basin County.	●			Logging, post-pole manufacturing.		2	2	150	$14.00	
1	Frenchtown Face	Sec. 332	Lolo NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Game Range	Sec. 338	Lolo NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Iron Honey	Sec. 338	Idaho Panhandle NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	●	●	Within Mineral or Sanders Counties.		●		Wood product manufacturing.	●	6	6	1000	$19.00	
1	Main Boulder Project	Sec. 332	Gallatin NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	North Elkhorns	Sec. 332	Helena NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF		●	Flathead Valley.	●	●	●	Road construction; wood product manufacturing	●	16	13	450	$15.00	Informaiton for Service contract and delivered log contract.
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	●	●	Neighboring counties.	●			Non-profit, economic diversification	●	30	2	12500	$18.00	28 subcontractors are working on project at different times.
1	Red River Watershed Project	Sec. 332	Nez Perce NF		●		●			Logging.		4	4	120	$12.00	
1	Sheafman Restoration	Sec. 338	Bitterroot NF	●	●	Within Missoula and Bitterroot V	●	●		Logging; wood product manufacturing.	●	4	4	160	$14.00	Two contracts, one service another delivered log.
1	Three Mile Restoration Project	Sec.347	Custer NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Tobacco Roads	Sec. 338	Beaverhead/Deerlodge NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Treasure Interface	Sec. 338	Kootenai NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Upper Swan - Condon	n/a	Flathead NF													
1	West Glacier Fuels Project	Sec. 332	Flathead NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	●	●	100 miles from project.			●	Wood product manufacturing.	●					
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	●	●	Within county.	●			Logging.	●	4	4	300	$12.00	
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	●	●		●			Thinning, logging.		2	2			
2	Upper Blue Stewardship	Sec.347	White River NF													
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF				●			Prescribed burning, thinning.		3	0	500	$20.00	
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF	●	●	Within 100mi. of project.	●			Wood product manufacturing.		3	3	150	$18.00	
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF	●	●	Within 100mi. of project.	●			Logging.		3	3			
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF													
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF		●	Within 30 mi of project.	●			Logging.	●	6	6		$20.00	
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF													
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
3	Picuris/Las Truchas Land Grant	n/a	Carson NF													

Region	Project Name	Pilot Initiation	Administrative Unit	Bidder Information								Local Employment Enhancement				Additional Notes
				Were local contractors given preference?	*Used Local Contractor*	*Define local.*	*Business size*			*Business Type*	*Were subcontracts utilized?*	*Number of people on project*	*Number of people from local area*	*Avg. worker days*	*Avg. hourly wage*	
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
3	Red Canyon CCC	n/a	Cibola NF													
3	Schoolhouse Thinning	Sec. 338	Prescott NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF													
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
4	Duck Creek Village	Sec. 332	Dixie NF													
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
4	Recap	Sec. 332	Dixie NF													
4	Small Wood Utilization and Sustainable Commun	Sec. 332	Boise NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
4	Warm Ridge Glide	Sec. 338	Boise NF		•	Residents of SW Idaho.			•	Wood product manufacturing.		2	1			
5	Fourmile Thinning/Juniper Utilizatio	n/a	Modoc NF		•	Within 100 mi of project	•			Thinning/Milling						
5	Granite Watershed *	n/a	Stanislaus NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
5	Grassy Flats	Sec.347	Shasta - Trinity NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
5	Maidu Stewardship	Sec. 338	Plumas NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
5	Pilot Creek	Sec.347	Six Rivers NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
6	Antelope Pilot Project	Sec.347	Winema NF		•	Within 100mi of project.	•			Forestry consultants		2	0			
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF	•	•	From Baker City.	•			Logging.	•	18	18	720	$22.00	
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	•	•	Resident of Wallowa County.	•			Logging, thinning, road bldg.	•	19	19	1140	$12.00	
6	Foggy Eden	Sec. 332	Siskiyou NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF		•	Within existing HUB zone.	•			Reforestation, thinning, and nox	•	36	5	463	$14.82	
6	McKenzie Stewardship Project	Sec. 332	Willamette NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF		•	Local community.			•	Logging.	•	17	15-20	15600	$18.00	
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
6	Swakane Canyon Stewardshp Project	Sec 338	Okanogan & Wenatchee NFs	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
6	Upper Glade	Sec.347	Rogue River NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF		•	<100 mi	•	•		Logging/Sawmilling	•	11	11	285	$15	Three contractors involved: logging and logsales.
8	Elk & Bison Prarie Habitat Stewardship	Sec. 338	Land Between the Lakes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama		•	30 miles	•			Logging	•	6	5 to 7	780	$10	
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	RCW Habitat Improvement	Sec. 332	Oconee NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC		•	Within county	•			Logging	•	4	4	152	$10	
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
9	Forest Discovery Trail	Sec.347	White Mountain		•	Within state		•		Construction	•	12	12	20	$12	
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF		Yes/No		•		•	Logging	No/Yes	8	5 and 3	800 and 600	$12-20	Three contracts, two with small local businesses, third with Weyerhauser Co.
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	

Region	Project Name	Pilot Initiation	Administrative Unit	Bidder Information								Local Employment Enhancement				Additional Notes
				Were local contractors given preference?	*Used Local Contractor*	*Define local.*	*Business size*			*Business Type*	*Were subcontracts utilized?*	*Number of people on project*	*Number of people from local area*	*Avg. worker days*	*Avg. hourly wage*	
10	Victor Creek Project	Sec. 332	Chugach NF													
10	Kosciusko Commercial Thinning	n/a	Tongass NF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	

APPENDIX M: Authorities Being Tested

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

Region	Project Name	Pilot Initiation	Administrative Unit	Authorities Being Tested						
				Exchange of Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multi-year Contracting	Less than free and open competition	Non-USDA admin.of timber sales
1	Alice Cr/Nev- Dalton	Sec. 338	Helena NF	●		●	●	●		
1	Bitterroot Burned Area Restoration	Sec. 338	Bitterroot NF	●	●	●	●			
1	Butte South	Sec.332	Beaverhead/Deerlodge NF	●		●	●		●	
1	Clancy-Unionville Project	Sec. 332	Helena NF	●		●	●	●		
1	Clearwater Stewardship	Sec.347	Lolo NF	●	●	●	●	●	●	
1	Condon Fuels Project	Sec. 332	Flathead NF		●		●			●
1	Dry Fork Project	Sec. 332	Lewis & Clark NF	●		●	●	●	●	
1	Dry Wolf Stewardship Project	Sec.347	Lewis & Clark NF	●		●	●		●	
1	Frenchtown Face	Sec. 332	Lolo NF	tbd	tbd	tbd	tbd	tbd	tbd	tbd
1	Game Range	Sec. 338	Lolo NF	●			●			
1	Iron Honey	Sec. 338	Idaho Panhandle NF	●			●	●		
1	Judith Vegetation & Range Restoration	Sec. 338	Lewis & Clark NF	●		●	●	●		
1	Knox-Brooks Stewardship Project	Sec.347	Lolo NF	●		●	●	●	●	
1	Main Boulder Project	Sec. 332	Gallatin NF	●		●	●	●		
1	Meadow Face Stewardship Project	Sec.347	Nez Perce NF	●	●	●	●	●	●	
1	North Elkhorns	Sec. 332	Helena NF	●			●			
1	North Fork Big Game Habitat Restoration	Sec.347	Clearwater NF	●			●	●	●	
1	Paint Emery Stewardship Demonstration	Sec.347	Flathead NF		●	●	●	●		
1	Priest Pend Oreille Land Stewardship	Sec.347	Idaho Panhandle NF	●	●	●	●	●		
1	Red River Watershed Project	Sec. 332	Nez Perce NF	●	●	●	●	●	●	●
1	Sheafman Restoration	Sec. 338	Bitterroot NF		●		●			
1	Three Mile Restoration Project	Sec.347	Custer NF	●		●	●	●		
1	Tobacco Roots	Sec. 338	Beaverhead/Deerlodge NF	●		●	●	●	●	
1	Treasure Interface	Sec. 338	Kootenai NF	●	●	●	●	●		
1	Upper Swan - Condon	n/a	Flathead NF							
1	West Glacier Fuels Project	Sec. 332	Flathead NF	●	●	●	●		●	
1	Westface	Sec. 338	Beaverhead/Deerlodge NF	●		●	●	●	●	
1	Yaak Community Stewardship Contracting	Sec.347	Kootenai NF	●	●	●	●	●	●	
2	Beaver Meadows Restoration	Sec.347	San Juan/Rio Grande NF	●		●	●	●	●	
2	Mt. Evans Collaborative Stewardship	Sec.347	Arapaho-Roosevelt NF	●	●	●	●			
2	Ryan Park/Ten Mile	Sec. 338	Medicine Bow-Routt NF	●						
2	Seven Mile	Sec. 338	Arapaho-Roosevelt NF	●		●	●			
2	Southwest Ecosystem Stewardship	Sec.347	San Juan/Rio Grande NF	●	●		●		●	
2	Upper Blue Stewardship	Sec.347	White River NF							
2	Upper South Platte Watershed Project	Sec. 338	Pike-San Isabel NF	●	●	●	●	●		●
2	Winiger Ridge	Sec.347	Arapaho-Roosevelt NF	●		●	●	●		●
3	Cottonwood/Sundown Watershed Project	Sec.347	Apache - Sitgreaves NF	●		●	●			
3	East Rim Vegetation Mgt. Project	Sec. 338	Kaibab NF							
3	Grand Canyon Stewardship Project	Sec.347	Coconino NF	●		●				
3	Mogollon Rim Biomass Utilization Project	Sec. 332	Apache - Sitgreaves NF							

Region	Project Name	Pilot Initiation	Administrative Unit	Authorities Being Tested						
				Exchange of Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multi-year Contracting	Less than free and open competition	Non-USDA admin.of timber sales
3	Montlure/Benne Thinning and Fuels Reduction	Sec. 338	Apache - Sitgreaves NF	●	●					
3	Picuris/Las Truchas Land Grant	n/a	Carson NF							
3	Ranch Iris	Sec. 338	Apache - Sitgreaves NF	●	●					
3	Red Canyon CCC	n/a	Cibola NF							
3	Schoolhouse Thinning	Sec. 338	Prescott NF	●			●	●		
3	Zuni- Four Corners Sustainable Forestry Initiative	Sec. 338	Cibola NF							
4	Atlanta South Fuel Reduction Project	Sec. 332	Boise NF	●	●		●			
4	Duck Creek Village	Sec. 332	Dixie NF							
4	Monroe Mountain Ecosystem Restoration	Sec.347	Fishlake NF	●	●	●	●	●		
4	North Kennedy/Cottonwood Forest Health Project	Sec.347	Boise NF	●	●	●	●	●		
4	Recap	Sec. 332	Dixie NF							
4	Small Wood Utilization and Sustainable Communitie	Sec. 332	Boise NF	●		●	●	●	●	
4	Warm Ridge Glide	Sec. 338	Boise NF	●	●					
5	Fourmile Thinning/Juniper Utilization	n/a	Modoc NF	n/a	n/a	n/a	n/a	n/a		
5	Granite Watershed *	n/a	Stanislaus NF	●		●		●		
5	Grassy Flats	Sec.347	Shasta - Trinity NF	●			●	●		
5	Maidu Stewardship	Sec. 338	Plumas NF	●	●	●	●	●	●	
5	Pilot Creek	Sec.347	Six Rivers NF	●			●			
6	Antelope Pilot Project	Sec.347	Winema NF	●			●	●		
6	Baker City Watershed	Sec.347	Wallowa - Whitman NF	●		●	●			
6	Buck Vegetation Management Project	Sec. 338	Wallowa - Whitman NF	●	●	●	●			
6	Foggy Eden	Sec. 332	Siskiyou NF	●	●	●	●	●		
6	Hungry Hunter Ecosystem Restoration Project	Sec. 338	Okanogan NF	●	●	●	●	●	●	
6	Littlehorn Wild Sheep Habitat Restoration	Sec.347	Colville NF	●		●		●		
6	McKenzie Stewardship Project	Sec. 332	Willamette NF	●		●		●		●
6	Metolius Basin Fuels Mgt. Project	Sec. 332	Deschutes NF	●	●	●	●	●	●	
6	Siuslaw Basin Rehabilitation Project	Sec. 332	Siuslaw NF	●	●	●	●	●		
6	Sprinkle Restoration Project	Sec. 338	Wallowa - Whitman NF	●	●	●	●	●	●	
6	Swakane Canyon Stewardship Project	Sec 338	Okanogan & Wenatchee NF	tbd	tbd	tbd	tbd	tbd	tbd	tbd
6	Upper Glade	Sec.347	Rogue River NF	●			●	●		
8	Burns Creek Swing Contract Logging	Sec.347	GW - Jefferson NF	●	●					
8	Elk & Bison Prairie Habitat Stewardship	Sec. 338	Land Between the Lakes	●						
8	First Thinning Loblolly Pine Project	Sec. 332	Francis Marion NFs	●	●	●				
8	Fugate Branch Multiple Resource Improvement	Sec. 332	Daniel Boone NF	●			●			
8	Longleaf Ecosystem Restoration Project	Sec. 338	NFs in Alabama		●		●	●		
8	Midstory Removal in RCW Habitat	Sec. 332	NFS in MS (Bienville)	●						
8	Nolichucky-Unaka Stewardship	Sec.347	Cherokee NF	●						
8	RCW Habitat Improvement	Sec. 332	Oconee NF	●						
8	Sand Mountain Contract Logging Services	Sec. 332	NFs in NC (Pisgah)		●		●		●	
8	Wayah Contract Logging Stewardship Project	Sec.347	NFS in NC		●	●	●		●	

Region	Project Name	Pilot Initiation	Administrative Unit	Authorities Being Tested						
				Exchange of Goods for Services	Receipt Retention	Designation by Description or Prescription	Best Value Contracting	Multi-year Contracting	Less than free and open competition	Non-USDA admin.of timber sales
9	Fernow Experimental Forest Stewardship Project	Sec. 338	Monongahela NF		●			●		
9	Forest Discovery Trail	Sec.347	White Mountain	●						
9	Kirtland's Warbler Recovery	Sec. 332	Huron-Manistee NF		●					
9	North Montowibo Veg. Mgt. Project	Sec. 332	Ottawa NF						●	
9	Snowmobile Trail 13 Reroute	Sec. 332	Ottawa NF	●						
9	White River Riparian Buffer	Sec. 338	Green Mountain NF	●				●	●	
10	Victor Creek Project	Sec. 332	Chugach NF							
10	Kosciusko Commercial Thinning	Sec. 338	Tongass NF							

APPENDIX N

Annotated Lessons Learned

The following lists provide direct lessons learned by specific projects. For each of these lessons, the specific project responsible for submission is included in brackets. Those interested in learning more should contact these projects directly.

General

- A large, stewardship project will most likely be feasible when: (1) the timber market is up; (2) conventional logging systems can be employed on sensitive landscapes; (3) no new road construction is necessary; (4) survey and design work (for NEPA and/or contract design) is already complete for all resources and proposed activities; (5) the goods (timber) to be removed have moderate to high value, and (6) environmental issues are somewhat benign. [Meadowface Stewardship- R1]
- Make stewardship contracting a priority and it can get completed within one year (Planning, design and NEPA). [Treasure Interface- R1]
- Keep the project simple- do not try to solve the entire forest health problem with one project [Treasure Interface- R1]
- Greater commitment is needed from District employees. One individual cannot carry the entire load with positive results [Pilot Creek - R5]
- Do not underestimate the benefits of frequent and persuasive internal "marketing" (e.g., explanation of objectives, desirability of predicted outcomes, and anticipated agency benefits). [Siuslaw Basin Rehabilitation- R6]
- The more concepts being tested in a single project, the greater the chance that the project will fail, thus forcing us to change the process by which stewardship authorities will be tested. [Upper Glade- R6]

Project Planning and Administration

- High administrative costs have been experienced with this pilot. When removed product is merchandized and sold based upon a volume scale, it forces scalars to be employed and present during active logging operations. Why? Because a decision has to be made when merchandizing on the landing and the volume for each product has to be determined. This cannot take place after products are placed on the decked pile because of the physical limitations of not being able to measure the stem and safety around the decked pile. [Burns Creek Swing Contract Logging – R8]
- Begin the contract and financial processes early [Wayah Contract Logging- R8]
- Many results and lessons learned are being fed from other pilots directly into new efforts. [Wayah, Burns Creek into Sand Mountain- R8]
- Due to the unusual nature of the authorities, it is extremely important to involve members of the timber sale administration group (particularly contracting officers) with members of the regional Service Contracting group. Communication between these groups and project planners/implementers is paramount. [Beaver Meadows Restoration- R2]
- Document costs and rationales, as it makes completion of the criteria package easier. [Warm Ridge Glide- R4]
- For combined service contracts and timber sales, the Forest has no one certified as both a Forest Service Representative (FSR) /Timber Sale Administrator and a Service Contracting Officer's Representative. We opted to cross train our FSR as a Contracting Officer's Representative. [Beaver Meadows Restoration- R2]
- Minimal staff time has been a major limiting factor in this project. Colorado State Forest Service (CSFS) staff have had other duties and responsibilities, which reduce the amount of time they can dedicate to this project. Turnover of CSFS staff in the middle of the project resulted in additional delays. The USDA Forest Service has not had any staff member whose time was funded by and

committed to this project. The 2000 fire season had considerable impacts on the project, by pulling involved staff from both agencies off the project. [Mt. Evans Collaborative Stewardship- R2]

- Field supervision was increased significantly due to the experimental nature of this project and a lack of precedent. It is expected that future projects will see a relaxation in supervision [Clearwater Stewardship- R1]
- Resolution of certain aspects of designation by description required field time by contract administration personnel and technical specialists. [Clearwater Stewardship- R1]
- Certain portions of designated work resulted in dual effort by both the prime contractor and the USFS. Engineering layout and basal area descriptions were two of the areas. [Clearwater Stewardship- R1]
- Agency supervision was continual and at times was noted as a safety violation. Several of these violations resulted in operators shutting their machines down until the Forest Service employee was "in the clear." [Clearwater Stewardship- R1]
- When using new authorities, especially new appraisal methods and new financial requirements, the Forest and regional financial specialists need to be part of the process early. We involved everyone, except TSA and financial specialists. Then we asked budget and finance managers to figure out how to retain the receipts and set up accounts for payment in a short time-frame, after contract award. They figured it out but we could have allowed more time for understanding [Paint Emery Stewardship- R1]

NEPA Process

- NEPA has been a major limiting factor in project implementation and success. The Colorado State Forest Service is unfamiliar with the NEPA process. Other pilots have had the advantage of NEPA being done prior to authorization. Having NEPA complete ahead of time should be considered for future projects on federal lands. [Mt. Evans Collaborative Stewardship- R2]
- The layering of the NEPA process on top of the pilot process is difficult and can undermine the stewardship process because the alternatives developed under NEPA may actually better suit one of the interests at the table. [N. Kennedy/ Cottonwood Forest Health Project- R4]

Funding

- National Fire Plan State Fire Assistance Grants and other similar programs may be possible means to overcome the funding obstacle to implementation. [Mt Evans Collaborative Stewardship- R2]
- Funding for contract preparation and administration for pilots needs to be in place before starting and sustained throughout the life of the project to avoid substantial delays in implementation and community involvement. [Paint Emery Stewardship- R1]

Contract or Agreement Development and Award

- Approximately 1.5 years was spent trying to develop an agreement and business plan that both the state forest service and agency would agree to. This was a lengthy process due to both agencies becoming involved in a new, untested project.[Mt. Evans Collaborative Stewardship- R2]
- Much time was spent between the Timber Sale Contracting Officer and the Service Contracting Officer examining and defining their respective authorities to sign and implement a combined service/timber sale contract. Implications of these differing authorities and requirements did not become apparent until contract specifications were developed. [Beaver Meadows Restoration- R2]
- Design and preparation of a stewardship contract requires additional time and commitment [Warm Ridge Glide- R4]
- Some of the work items in the contract were too small to subcontract. This has resulted in contract modifications and the need to renew permits and reschedule activities. [Dry Wolf Stewardship- R1]
- Complexity increased rapidly with a large number of dissimilar activities in one contract. The proposal was difficult to complete and somewhat confusing to contractors. Time required to

prepare the proposal increased when service work required many different skills or subcontractors or equipment sources. [Dry Wolf Stewardship- R1]

- We did not allow enough time/training for contractors to learn what was expected of them prior to asking for project proposals. This resulted in delays and misunderstanding. [Dry Wolf Stewardship- R1]
- Negotiations were an essential part of the award process. Some of the service work was difficult to describe, but through negotiations a common understanding was reached and a better price obtained from the work. [Dry Wolf Stewardship- R1]
- Bonding rules need to be clearly understood by all parties if small contractors are to be encouraged to participate. [Dry Wolf Stewardship- R1]
- Show-me trips and solicitations need to be scheduled at a time when contractors have time to work on the proposal. [Dry Wolf Stewardship- R1]
- Contractors, the Forest Service, and local citizens perceive greater risk in pilots because of the uncertainties of trying new methods. This is reflected in the amount of time we spent discussing the pros and cons of every detail. It is also reflected in the number of offers we received (few) compared to the number of potential bidders that received the solicitation. [Paint Emery Stewardship- R1]
- We specifically left some things vague in the service contract and expected the contractors to provide detailed operation plans to accomplish objectives. Thus far, we have administered the contract fairly literally. Things we assumed would be accomplished weren't. Contractor flexibility was limited. If specifications are written as end-results or are vague, the expectations need to be clear at the beginning of the contract- the contractor and the FS need the flexibility to add or change work or methods, and the FS needs to be willing to make adjustments continuously. [Paint Emery Stewardship- R1]
- Contract flexibility should be institutionalized. [Antelope Pilot- R6]
- Need to identify ways to streamline contract preparation and award process when multiple levels of agency involvement and review are required. This contract took nearly a full year from preparation to award due largely to the review and approval process. [Baker City Watershed - R6]
- Additional money might have been saved if we had been able to offer several smaller contracts, as opposed to lumping all activities into one contract. For example, we paid substantially more for pre-commercial thinning because the prime contractor spread the risk of the unknown portion of the project (e.g., helicopter fuels removal) over the entire project. [Baker City Watershed- R6]
- There are substantial differences in liability, costs and project management between the use of a service contract and a timber sale contract, even though the job of cutting and yarding trees is the same. [Baker City Watershed- R6]
- The more vague your specifications are for a given task, the more risk you are asking the contractor to assume and the higher your bid prices will be. [Baker City Watershed- R6]
- Don't over-specify the solicitation and contract. Specify the desired end result. Let the contractors' experience, knowledge, and specialized equipment get you there. [Buck Vegetation Management- R6]

Product Merchandizing, Marketing and Utilization

- If we had the project to do-over, more product would have been traded, with less merchandizing- keeping only the highest value product for targeted sales. This would reduce the cost of the contract and reduce the amount of administration time required on the landing. One should consider the benefits of reduced contract payment and administration costs, as well. [Burns Creek Swing Contract Logging- R8]
- The concept of merchandizing and target-marketing log sales are valid option to improve revenues from forest products. By allowing the purchaser to buy only those products they need, it eliminates costs associated with the handling and reselling of product. Careful evaluation of the target market purchasing methods is required. Be careful about over-merchandizing products and consider the target market's procurements methods. If a project is limited to sealed bids, it is questionable if separately merchandized high-end logs are worthwhile. [Burns Creek Swing Contract Logging – R8]

- The utilization of small-diameter, low value material is key to restoration success. Value must be added to this material; otherwise the taxpayer will be continually paying a steep price to thin the forest. A consistent supply of small diameter wood is necessary to stimulate sustainable industries. [Grand Canyon Stewardship- R3]
- Products resulting from stewardship activities should be based in ecologically sound treatments- or the project should not be considered a stewardship pilot [Grand Canyon Stewardship- R3]

Local or Small Business Utilization

- Small businesses need financial assistance to get started (in Northern AZ). If enough financial capital were available to support small product manufacturing capability, then the Forest could offer enough small diameter material to keep the capacity in supply [Grand Canyon Stewardship- R3]

Project Implementation

- By making cost allowances for more in/move out in contract services, specialized logging systems that aren't conventional to the local area can be implemented independent of traditional measures of programmed volume and value. [Burns Creek Swing Contract Logging –R8]
- Due to learning curves of all involved, the time frame to initiate, design, and implement pilots is much longer than what folks are used to. This affects not only completion of these projects, but other projects under "normal" work programs. [Beaver Meadows Restoration- R2]
- While this project allows small businesses to enter into capital intensive industry with smaller down payment, contractors may need to rent equipment. Often the plan of operations may suffer until enough work is lined up in the project and the rental can be justified [Seven Mile – R2]
- Quality silviculture was achieved even though several of the machine systems used were found to exceed the Forest Service set specifications in length or width [Clearwater Stewardship- R1]
- The delivered log approach is working. Funds and cash flow mechanisms are working well and appear to provide flexibility in how the work is scheduled and paid for. Some processes need to be clarified: (1) the Forest Service had not sold firewood and pulp. Loggers had to remove it or pile and burn; (2) Loggers are used to marketing the logs from their sale. They were concerned that the mill specifications through delivered log contracts were too restrictive- resulting in more material they had to remove as firewood and less revenue to the Forest Service. [Paint Emery Stewardship- R1]
- Delays in implementation cause problems, local frustrations, and desires to make additional changes. [Yaak Community Stewardship- R1]

Public Cooperation/Collaboration

- Early public involvement in the NEPA process has continued to be fruitful throughout the life of the project. Involvement and interest continues to develop as local team collaborates on current issues being faced by the forest. [Longleaf Pine Restoration- R8]
- Early identification and engagement of stakeholders will improve acceptance of the project. [Longleaf Pine Restoration- R8]
- This project was in the conceptual stage for many years. The slow movement from the conceptual stage to on-the-ground accomplishment was a source of frustration for many cooperators. Since project implementation has begun, there is renewed interest in the project. [Forest Discovery Trail- R9]
- If one is to have cooperators involved in similar projects in the future, it will be important to bring projects to completion in a reasonable time frame. [Forest Discovery Trail- R9]
- Stakeholders and partners are not synonymous. [Upper S. Platte Watershed- R2]
- Environmental organizations fundamentally opposed to restoration thinning and/or commercial thinning will not engage in collaborative community partnerships. [Grand Canyon Stewardship- R3]

- Follow through with recommendations. If the Forest Service invites a group of citizens to develop a proposal, they need to really listen to what the group says and follow their recommendations. If the Forest Service already has an idea of what they want to do, they need to let the citizens know that upfront [N. Kennedy /Cottonwood Forest Health Project- R4]
- Consensus is key. The willingness to collaborate is essential to the process. By not accepting anything less than consensus, the group forces themselves to listen to each other and work with each other's interest. [N. Kennedy- R4]
- Represent each other's interest. The group made a commitment early on to consciously represent each other's interests. [N. Kennedy/Cottonwood Forest Health Project - R4]
- Visit the project area early and often. Spend time within the project area through a combination of group and small group visits. [N. Kennedy/Cottonwood Forest Health Project - R4]
- A neutral facilitator is essential for public meetings. It proves valuable to have a neutral (non-Forest Service) facilitator to keep the group on track and provide meeting documentation. [N. Kennedy/Cottonwood Forest Health Project - R4]
- The group appreciated that agency representatives stuck to their role in advising the group and didn't try to participate in or inappropriately influence decisions. [N. Kennedy/Cottonwood Forest Health Project - R4]
- It is helpful to have a cross-section of FS resource specialists at group meetings or to be available upon request. There were usually two or more representatives of timber/forest management at every stewardship group meeting [N. Kennedy/Cottonwood Forest Health Project - R4]
- It is desirable to have a group that represents a wide cross-section of interest and is balanced in the interests it represents. This is difficult when the group has an "open" meeting [N. Kennedy/Cottonwood Forest Health Project - R4]
- Things to keep in mind when you're recruiting members: (1) seek those with public land interest and who want to work towards collaborative solutions; (2) seek those with local ties/interests; (3) seek those personally affected by decisions; (4) identify stakeholders and try to identify those that represent those interests; (5) some interest groups have "big ticket" resource issues at stake that would increase their interest in participating. [N. Kennedy/Cottonwood Forest Health Project - R4]
- Field tours for Congressional staff and other interested parties were more frequent than the normal timber sale but were anticipated. The USFS gave ample notice of such visits and visits were not disruptive of work. [Clearwater Stewardship – R1]
- Entertain alternatives from the team members- then utilize the alternative or modify or reject it based on the OBJECTIVE of the project. [Treasure Interface- R1]
- Strive to achieve collaboration throughout the life of the project. Include input and collaborative ideas from the project's beginning to its completion (concept to design to implementation to monitoring). [Antelope Pilot- R6]
- Outside groups facilitate "cultural change" in the Forest Service. By working with various groups, the agency's culture can change in positive ways by encouraging new ideas, taking risks, and developing long-term relationships with the community. The Forest Service adapts, as do the local communities and collaborators. [Antelope Pilot- R6]
- Planning should involve all community stakeholders up front in the process, during issue identification, and project design. [Buck Vegetation Management- R6]
- Development of the monitoring process helps to clarify project objectives. It can be useful to help local communities understand the value and type of restoration needed within the local area. [Sprinkle Restoration- R6]
- Local citizens are so involved in a variety of community issues (not only forest management) that it makes it difficult to get participation for multiparty monitoring, especially in the design phase. [Upper Glade - R6]

Monitoring

- Emphasizing monitoring earlier in the process would allow project managers to more easily incorporate these concepts into business plans. [Mt Evans Stewardship- R2]

- Monitoring teams should be initiated early in the process, before the contracts are prepared so that they can participate in the entire process. [Paint Emery Stewardship- R1]
- Monitoring and Evaluation Team: include early in the process, conduct SERIOUS public outreach, use a facilitator who is responsible for the process, make sure the agency realizes that time and money spent today will result in public trust and the reward is faith and trust for the Forest Service, breadth of participation must be large (a varied group should participate in the collaborative process). [Antelope Stewardship- R6]