

Interviewer	Interview Date	Agency	Location	Comments	Category	Problem/Solution
Bill	2/27/2006	BLM	Kremmling CO Field Office	Because of our inability to easily "pay" for service - can't just exchange work - but actually have to exchange money. This is much harder than it needs to be.	Accounting	Problem
Bill	2/9/2006	BLM	Dolores,CO	Must use 2 accounting systems for maps, permit fees	Accounting	Problem
Bill	2/9/2006	BLM	Dolores,CO	Cross train/dual warrant contracting/procurement officers	Accounting	Solution
Bill	2/10/2006	FS	La Jara, CO	Customers must write 2 checks for product purchases from each agency	Accounting	Problem
Bill	2/15/2006	BLM	Gunnison, CO	Customers need only write 1 check for products;employees keep cash drawers separate	Accounting	Solution
Bill	2/15/2006	BLM	Gunnison, CO	Separate credit card systems required for each agency to accept cards	Accounting	Problem
Bill	2/15/2006	BLM	Gunnison, CO	Sharing/allocating building costs is difficult; depends on which agency is owner, lessor	Accounting	Problem
Bill	2/15/2006	BLM	Gunnison, CO	Difficult to return permit fees proportional to use on each agency's lands	Accounting	Problem
Chuck	1/18/2006	BLM	Dillon Field Office	Need a change in fiscal practices	Accounting	Solution
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Reduce reimbursements to other Agency by cost of admin fees	Accounting	Solution
Chuck	1/26/2006	BLM	NM State Office	Need to develop mechanism for "charge back" w/out undue need for agreements to facilitate	Accounting	Problem
Chuck	2/16/2006	BLM	NM State Office	Biggest problem is ensuring that participating Agencies set aside money to fund Public Lands Information Ctr. (BLM has agreement with PLIC and other agencies help fund)	Accounting	Problem
Chuck	2/2/2006	BLM	Great Falls FO	FS accounting system unable to "charge back" to BLM for use of vehicles	Accounting	Problem
Chuck	2/2/2006	BLM	Great Falls FO	Need to modify FS accting system to accommodate charging BLM for use of equipment, vehicles, etc...	Accounting	Solution
Chuck	2/10/2006	FS	Great Falls FO	One check for map sales; map sales tracked and dollars deposited accordingly	Accounting	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	FS pays 8% of total budget for Air Tanker Base through reimbursable; works well	Accounting	Solution
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Use of "Fire Codes" allows either Agency to fight fire and charge against appropriate code	Accounting	Solution
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Haven't been able to work out a way for BLM and FS to jointly pay to build new remote FFing facility	Accounting	Problem
Greg	2/14/2006	BLM	Las Vegas Field Office	Different financial systems	Accounting	Problem
Greg	2/14/2006	BLM	Las Vegas Field Office	Different subactivities and PE codes. Cost coding is difficult to track across financial systems	Accounting	Problem
Greg	2/14/2006	BLM	Las Vegas Field Office	Create master account for both agencies to charge against for all service first activities. Offices can then track benefiting subactivity through MIS	Accounting	Solution
Greg	2/14/2006	BLM	Las Vegas Field Office	Create a service first account at WO level to pay for all service first employees and facilities. If WO used 1% of money left on table at year end, there would be plenty.	Accounting	Solution
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	customers do have to write multiple checks for various services	Accounting	Problem
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	Permits are classified as accountable property and second parties will no longer sell them because of liabilities and paperwork	Accounting	Problem
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	tracking small amounts with individual accounts is cumbersome/burdensome	Accounting	Problem

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Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	Have a central fund and each agency takes a pro rata share to fund activities	Accounting	Solution
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	Too much emphasis placed in maintaining the integrity of the financial system rather than letting managers accomplish what needs to be done	Accounting	Problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	customers do have to write multiple checks for various services	Accounting	Problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	Too much bean counting - the financial system drives the work, not the other way around	Accounting	Problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	Need to fund by the "big bucket" approach to reduce number of agreements	Accounting	Solution
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	Group many similar items on one agreement - combine funding for personnel with other administrative needs on one agreement	Accounting	Solution
Greg	2/2/2006	BLM	San Luis Valley	Different financial systems	Accounting	Problem
Greg	2/2/2006	BLM	San Luis Valley	Different subactivities and PE codes	Accounting	Problem
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	Too difficult to track costs back through agreements	Accounting	Problem
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	BLM is more stringent in accounting practice than FS. Programs are very similar ex. Range, but they are accounted for differently.	Accounting	Problem
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	Use one financial system or the other. BLM or FS, but not both	Accounting	Solution
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	Need to set up special accounting/fiscal practices for service first	Accounting	Solution
Greg	2/12/2006	BLM	Uncompahgre Field Office Montrose CO	Awards. Can't give joint awards for joint projects without existing agreements in place	Accounting	Problem
Greg	2/12/2006	BLM	Uncompahgre Field Office Montrose CO	Set up one account for both agencies to draw from. Track what the money was spent on, but don't require separate agreements for everything	Accounting	Solution
Greg	1/24/2006	BLM	Canon City Field Office, CO	Customers write two checks for products and a permit	Accounting	Problem
Greg	1/24/2006	BLM	Canon City Field Office, CO	Too much emphasis on bean counting Generates more bureaucracy with no direct benefit	Accounting	Problem

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Greg	1/24/2006	BLM	Canon City Field Office, CO	Different financial systems	Accounting	Problem
Greg	1/23/2006	BLM	Canon City Field Office, CO	Too much emphasis on bean counting Generates more bureaucracy with no direct benefit	Accounting	Problem
Greg	1/23/2006	BLM	Canon City Field Office, CO	Sometimes office absorbs cost rather than deal with paperwork and hurdles of reimbursement	Accounting	Problem
Greg	1/27/2006	BLM/FS	Sagauch Field Office	Customers must sometimes write two checks for services	Accounting	Problem
Greg	2/15/2006	BLM	Burns Dirstrict	Wood permits are considers accountable property. Can no longer jointly sell wood permits	Accounting	Problem
Bill	2/9/2006	BLM	Dolores,CO	Must do annual MOA to transfer funds	Agreements and Fund Transfer	Problem
Bill	2/9/2006	BLM	Dolores,CO	Must do separate agrmts if budget changes	Agreements and Fund Transfer	Problem
Bill	1/19/2006	BLM	Bishop, CA	Complex interagency agrmt process to fund shared employees	Agreements and Fund Transfer	Problem
Bill	1/19/2006	BLM	Bishop, CA	Streamline agrmts-use master agrmt for all joint fund programs	Agreements and Fund Transfer	Solution
Bill	1/19/2006	BLM	Bishop, CA	Overly complex agrmt process to transfer funds	Agreements and Fund Transfer	Problem
Chuck	1/17/2006	BLM	Missoula Field Office	Lease portion of warehouse and parking to FS; works well, no problems	Agreements and Fund Transfer	Solution
Chuck	1/18/2006	BLM	Dillon Field Office	Problems transferring cabin rental monies btwn Agencies	Agreements and Fund Transfer	Problem
Chuck	1/18/2006	BLM	Dillon Field Office	Still haven't finalized agreement for BLM to "pay" FS for office space	Agreements and Fund Transfer	Problem
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Unable to consolidate special recreation permit process btwn. Agencies; i.e., cabin rental, outfitter permits, etc..	Agreements and Fund Transfer	Problem
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Need guidance/template on how to co-manage recreation program	Agreements and Fund Transfer	Solution
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Need guidance and direction on how to disseminate money between programs of each Agency	Agreements and Fund Transfer	Solution
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	No foundation/guidance on how to co-locate - need a co-location team contact	Agreements and Fund Transfer	Problem
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Need policy to allow Agencies to share dollars	Agreements and Fund Transfer	Solution
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Need policy to allow one Agency to collect dollars for the other Agency	Agreements and Fund Transfer	Solution
Chuck	2/3/2006	FS	Ennis Trade Ctr.	Biggest problem is putting together agreement with BLM for funding	Agreements and Fund Transfer	Problem
Chuck	2/3/2006	FS	Ennis Trade Ctr.	Need to get Agreements personnel and Use-permit personnel together on same page	Agreements and Fund Transfer	Solution
Chuck	1/26/2006	BLM	NM State Office	Requested and was granted waiver of 19% surcharge on FS agreement	Agreements and Fund Transfer	Solution
Chuck	1/26/2006	BLM	NM State Office	Established Public Lands Information Ctr. in the co-located office; non-profit org. that sells Agency's products to customers	Agreements and Fund Transfer	Solution

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Chuck	1/26/2006	BLM	NM State Office	Should generate one Federal map w/ both agency's data and share production costs	Agreements and Fund Transfer	Solution
Chuck	2/7/2006	FS	NM State Office	Public Lands Info. Ctr.; works well but takes away opportunity for Service First to be implemented	Agreements and Fund Transfer	Problem
Chuck	2/17/2006	FS	NM State Office	Public Lands Info. Ctr.; works very well for both Agencies	Agreements and Fund Transfer	Solution
Chuck	2/16/2006	BLM	NM State Office	Public Lands Info. Ctr. Established prior to Service First (1991); 501 c(3) org set up as "one stop" customer service concept.	Agreements and Fund Transfer	Solution
Chuck	2/16/2006	BLM	NM State Office	Public Lands Info. Ctr. is well worth the cost to Agencies; efficient and cost effective	Agreements and Fund Transfer	Solution
Chuck	2/2/2006	BLM	Great Falls FO	Working very well for BLM; through agreement help pay for front counter ass't	Agreements and Fund Transfer	Solution
Chuck	2/10/2006	FS	Great Falls FO	currently unable to pay BLM money owed due to FS Budget centralization	Agreements and Fund Transfer	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Issue of 18% admin. fee when doing business with FS	Agreements and Fund Transfer	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Need blanket waiver of admin fee when Federal Agencies are working together; its "gov't" money	Agreements and Fund Transfer	Solution
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Question of who pays for maintenance and upkeep of FS owned building occupied by BLM FF's	Agreements and Fund Transfer	Problem
Greg	2/14/2006	BLM	Las Vegas Field Office	There is too much paper work, and the process is too cumbersome to administer agreements and transfer funds	Agreements and Fund Transfer	Problem
Greg	2/14/2006	BLM	Las Vegas Field Office	Need to simplify process for transferring funds	Agreements and Fund Transfer	Problem
Greg	2/14/2006	BLM	Las Vegas Field Office	All agreements are administered through the state office.	Agreements and Fund Transfer	Problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	Need new agreement for every action. This becomes too hard to manage.	Agreements and Fund Transfer	Problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	Running every agreement through the SO is inefficient	Agreements and Fund Transfer	Problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	Need to have local authority for agreements	Agreements and Fund Transfer	Solution
Greg	2/12/2006	BLM	Uncompahgre Field Office Montrose CO	Too many agreements. Everything must go through an agreement, making too much paper work	Agreements and Fund Transfer	Problem
Greg	1/24/2006	BLM	Canon City Field Office, CO	Need multi-year agreements so needs can be met over the fiscal year end change	Agreements and Fund Transfer	Solution
Greg	1/27/2006	BLM/FS	Sagauch Field Office	Transferring money takes too long, and is sometimes difficult	Agreements and Fund Transfer	Problem
Greg	1/27/2006	BLM/FS	Sagauch Field Office	Running every agreement through the SO is inefficient	Agreements and Fund Transfer	Problem
Greg	1/27/2006	BLM/FS	Sagauch Field Office	Changes to agreements cannot be made quickly	Agreements and Fund Transfer	Problem
Greg	1/27/2006	BLM/FS	Sagauch Field Office	Local authority to administer agreements and transfer funds within the system would help	Agreements and Fund Transfer	Solution

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Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	Agreements process is overly cumbersome	Agreements and Fund Transfer	Problem
Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	Create umbrella agreements for service first offices	Agreements and Fund Transfer	Solution
Greg	2/15/2006	BLM	Burns District Office, OR	Agreements process is overly cumbersome	Agreements and Fund Transfer	Problem
Jen	2/14/2006	BLM	Idaho State Office	Recommend reviewing agreements - if there is money involved, have financial people review agreement to make sure it is accurate.	Agreements and Fund Transfer	Solution
Jill	2/16/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	Deciding who is going to sign off on agreements	Agreements and Fund Transfer	Problem
Jill	2/16/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	Give us an answer as far as collecting money or paying money, it takes until September for the FS to collect the rent Bill obligated at the beginning of the fiscal year.	Agreements and Fund Transfer	Problem
Jill	2/16/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	Pay for building security, the FS won't bill until the end of the year, even though the FS knows at the beginning of the year how much the bill will be	Agreements and Fund Transfer	Problem
Kathy	2/1/2006	BLM	Worland FO, WY	FS Firewood permit process is cumbersome. Sales are recorded in several different places. Each product sale is kept separate. Money order is obtained for each sale % mailed to Buffalo Office. FS has resisted putting money for sales into BLM CBS account for reimbursement.	Agreements and Fund Transfer	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	BLM does not have the authority at a local level to enter into co-location agreements and often has to pull back, causing delays.	Agreements and Fund Transfer	Problem
Bill	2/10/2006	FS	La Jara, CO	Work arounds to barriers cost money and take time!	Band Aid	Problem
Chuck	1/18/2006	BLM	Dillon Field Office	BLM allows FS to use portion of leased storage in Ennis	Band Aid	Solution
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Using FS copier, mail, fax, postage, phone service - currently not being charged pending development of agreement	Band Aid Solutions	Solution
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Agency personnel just doing some things informally; i.e., trailhead management	Band Aid Solutions	Solution
Chuck	2/3/2006	FS	Ennis Trade Ctr.	I don't let fiscal policies get in the way of doing what is right to do - Leadership style is a little unorthodox	Band Aid Solutions	Solution
Jill	2/2/2006	BLM	Medford District	Put all data into BLM system, then pay the FS back	Band Aid Solutions	Solution
Bill	2/9/2006	BLM	Dolores,CO	Blend agency accounting systems/appropriations	Budget	Solution
Bill	2/9/2006	BLM	Dolores,CO	Different agency budget processes	Budget	Problem
Bill	2/9/2006	BLM	Dolores,CO	Agencies get final budgets at different times	Budget	Problem
Bill	2/9/2006	BLM	Dolores,CO	Different agency priorities mean differing funding for programs	Budget	Problem
Bill	2/9/2006	BLM	Dolores,CO	FS funds projects;BLM funds programs	Budget	Problem

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Bill	2/9/2006	BLM	Dolores,CO	Service 1st units should set unit wide priorities	Budget	Solution
Bill	2/9/2006	BLM	Dolores,CO	FS RO & BLM SO should coord. priorities & funding	Budget	Solution
Bill	1/19/2006	BLM	Bishop, CA	Different agency planning,budget,priorities inhibit efficiencies	Budget	Problem
Bill	2/10/2006	FS	La Jara, CO	Agencies need joint target flexibility, esp. for fire and fuels	Budget	Solution
Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	Work must be done, but frequently budgets are late. So work gets charged to regular account and sorted out later once budget is approved	Budget	Problem
Jill	2/3/2006	BLM	Grants Pass RA	Sharing space, figuring out warehouse space and lockers. At first the FS did not want warehouse space or lockers for their employees, and now they do, how do we deal with that.	Building	Problem
Jill	2/3/2006	BLM	Grants Pass RA	About the only thing that is easy to share is the copy machine and the fax machine.	Building	Solution
Jill	2/3/2006	BLM	Oregon State Office	Space, each agency has separate standards, when we are collocated, whose standards do we follow	Building	Problem
Kathy	2/1/2006	BLM	Worland FO, WY	Because no IMOU in place, BLM is not collecting rent from FS for space.	Building	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	BLM does not have construction money, FS does. BLM does not have flexibility.	Building	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	Space guidelines are different. BLM space guidelines more restrictive. Has caused months & years of delays in co-locating facilities.	Building	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	Unified space guidelines from national office that are clear & consistent would be helpful.	Building	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	Understanding between agencies that leased buildings are not the same as owned buildings.	Building	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	In Baker City, FS did not renew lease option, forcing BLM into leased modular unit. This caused a flurry of movement & cost of \$250,000 that will not be recovered. BLM was not brought into negotiations until too late to do anything about.	Building	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	In Fire Program area, space is restrictive. FS does not come up with money to pay their part. Need clear policy from WO from both agencies as how fire space will be funded.	Building	Problem
Kathy	2/16/2006	FS	Lakeview District Office, OR	Clear, consistent directions from management needed to make co-location work.	Building	Solution
Kathy	2/16/2006	FS	Lakeview District Office, OR	Need consistent, clear guidelines from WO on radio systems, space guidelines, private offices, etc.	Building	Solution
Kathy	2/16/2006	BLM	Siskiyou National Forest, OR	Differences in how space needs are calculated. Different ways of calculating full time, part time, seasonal, and volunteer space.	Building	Problem
Kathy	2/16/2006	BLM	Siskiyou National Forest, OR	Both agencies do Capital Lease Analysis differently. WO needs have buy-in to resolve issues.	Building	Problem
Kathy	2/16/2006	BLM	Siskiyou National Forest, OR	GSA administration needs to understand that BLM does have authority to acquire space for other agencies.	Building	Problem
Kathy	2/16/2006	BLM	Siskiyou National Forest, OR	Different space requirements for fire dispatch. The space needs to be multi-use. Paying for 40% of space only used 20% of time. Need unified approach.	Building	Problem
Bill	2/27/2006	BLM	Kremmling CO Field Office	The Cobell issue has had an impact on our ability to merge the IT needs of both agencies.	Communication Systems	Problem

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Bill	2/10/2006	FS	La Jara, CO	Lack of reciprocal agency database access inhibits efficient accounting, joint permitting	Communication Systems	Problem
Bill	2/15/2006	BLM	Gunnison, CO	Each agency maintaining separate website costs \$; share web, consolidate info	Communication Systems	Problem
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	BLMer's can't access FS computer system; firewall issue	Communication Systems	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	FS employee can't complete or submit travel or time reports through BLM computer system	Communication Systems	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Have to use a dial-up connection w/ FS laptop for FS employee to submit time and travel	Communication Systems	Solution
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Difficulty w/ computer access for FS employee and access isn't as global as if sitting in a FS office; can't get all the FS "red card" info	Communication Systems	Problem
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	Would like to be able to issue a single grazing permit, but can't because of IT issues	Communication Systems	problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	IT systems are different and are a big barrier	Communication Systems	Problem
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	IT system differences. BLM has more access to FS than FS to BLM	Communication Systems	Problem
Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	Different IT systems. Access to budget systems is difficult or impossible.	Communication Systems	Problem
Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	Has a BLM and FS computer with user IDs for each system. May not be strictly legal	Communication Systems	Solution
Jill	2/2/2006	BLM	Medford District	Different Computer Systems	Communication Systems	Problem
Jill	2/2/2006	BLM	Medford District	One Network	Communication Systems	Solution
Jill	2/3/2006	BLM	Oregon State Office	Radios are difficult	Communication Systems	Problem
Kathy	2/1/2006	BLM	Worland FO, WY	FS & BLM have different computer systems. If one breaks down, the other agency's IT person cannot look at.	Communication Systems	Problem
Kathy	2/7/2006	BLM	Moab Facility & Warehouse	Radios are tied to one console and presently work well.	Communication Systems	Solution
Kathy	2/7/2006	BLM	Moab Facility & Warehouse	If BLM goes digital for radios, will create communication problems with FS, local fire departments and volunteers..	Communication Systems	Problem
Kathy	2/17/2006	BLM	AZ Strip FO & Dixie, UT RO	Cobell Lawsuit created budget problems. BLM could no longer afford to maintain separate server. Costs of over \$100,000 more than they expected.	Communication Systems	Problem
Bill	2/9/2006	BLM	Dolores, CO	Cross-delegation of line officer streamlines project approvals	Cross Delegation	Solution
Bill	2/10/2006	FS	La Jara, CO	Allow cross-delegation of procurement officers	Cross Delegation	Solution

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Chuck	2/3/2006	FS	Ennis Trade Ctr.	Should look towards sharing authority for managing the Federal land	Cross Delegation	Solution
Chuck	2/3/2006	FS	Ennis Trade Ctr.	Leadership needs to break down "territorialism" between Agencies	Cross Delegation	Solution
Chuck	2/17/2006	FS	NM State Office	Able to get "help" from employees at either Agency when needed; work well and very cohesively together	Cross Delegation	Solution
Greg	2/14/2006	BLM	Las Vegas Field Office	Have cross delegated agreements officers in field office with adequate warrant to address filed office work load	Cross Delegation	Solution
Greg	2/15/2006	BLM	Burns Dirstrict Office, OR	Agencies don't accept designation of collection officers	Cross Delegation	Problem
Kathy	2/1/2006	BLM	Worland FO, WY	FS & BLM could not reach an IMOU. The cannot sell our products. We can't sell theirs. Customers have to write two checks.	Cross Delegation	Problem
Kathy	2/1/2006	BLM	Worland FO, WY	Ideally, FS & BLM personnel could back each other up at reception desk, but can't now.	Cross Delegation	Problem
Kathy	2/16/2006	FS	Lakeview District Office, OR	Not fully co-located. Do have blended Christmas tree sale program. Customers can write one check.	Cross Delegation	Solution
Kathy	2/16/2006	FS	Lakeview District Office, OR	Fire Dispatch is blended. Person from each agency may supervise staff from other agency.	Cross Delegation	Solution
Jen	2/17/2006	BLM	Boise District Dispatch	Using an employee from the other agency involves IGO paperwork and getting two Finance offices involved - case by case	Financial	Problem
Jen	2/17/2006	BLM	Boise District Dispatch	FPA good concept but there are no business practices in place for a smooth transition	Financial	Problem
Jen	2/17/2006	BLM	Boise District Dispatch	One fire number is used for all agencies in fire suppression - why can't a similar 'one no.' be developed to track service 1st costs	Financial	Solution
Jen	2/17/2006	BLM	Boise District Dispatch	Prescribed burn must set up IGO for every burn - if fire goes outside parameters of IGO stuck as document is inflexible	Financial	Problem
Jen	2/17/2006	FS	ISO Visitor Center	BLM holds timber payments to make sure checks clear - delays transfer of money-especially problematic when crosses over 2 FY	Financial	Problem
Jen	2/17/2006	FS	ISO Visitor Center	Wood & Christmas tree permits double entry into CBS & FS systems	Financial	Problem
Jen	2/17/2006	BLM	Idaho State Office	Use the same charge code for all agencies like we are doing in FBMS. Charge to a pot of \$ wouldn't have to do IGO or IPAC. Still need MOU	Financial	Solution
Jen	2/17/2006	BLM	Idaho State Office	We should be able to use each others vehicles and enter charge code in each other systems-similar to BLM to BLM use.	Financial	Solution
Jen	2/17/2006	BLM	Idaho State Office	Hassel to transfer money. BLM can't do master agreements but individual agreements for each transaction. FS needs to get this message. Same rules but OMB filters info down at different speeds	Financial	Problem
Jen	2/17/2006	BLM	Idaho State Office	FS centralization in Albuquerque causes many delays - now have to wait for them to get reimbursable #	Financial	Problem
Jen	2/16/2006	BLM	Salmon Office	Can't mingle funds makes it difficult to track funds for various sales at front desk	Financial	Problem
Jen	2/16/2006	BLM	Salmon Office	FS doesn't take credit card at all in some offices, other FS offices take credit cards for some things, BLM takes credit cards for all purchases	Financial	Problem
Jen	2/16/2006	BLM	Salmon Office	FS should take credit cards for all purchases as we would then know if payment is made on the spot - eliminates bounced checks later	Financial	Solution
Jen	2/16/2006	BLM	Salmon Office	Front desk-FS employee can't enter sales into CBS so does hand receipt that a BLM employee enters later - double work	Financial	Problem
Jen	2/16/2006	BLM	Salmon Office	FS cash register not installed at many offices - each office must decide how to use. Enter all sales in cash register, then re-enter BLM sales in CBS - double work	Financial	Problem
Jen	2/16/2006	BLM	Salmon Office	Front desk- both agencies should have one place to accept and track funds	Financial	Solution

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Jen	2/16/2006	BLM	Salmon Office	Front desk-cashier designations & change making fund amounts easy for BLM, very hard to get with FS.	Financial	Problem
Jen	2/16/2006	BLM	Salmon Office	Grazing shared administration - BLM collect for FS or vice versa-easy for BLM, so hard for FS to transfer money that shared work was stopped	Financial	Problem
Jen	2/16/2006	BLM	Salmon Office	IPAC is the problem so fix it	Financial	Solution
Jen	2/15/2006	FS	Salmon Office	Difficulty to transfer money, lots of paperwork: task order, economy act determination. Sometimes takes more money in time spent to transfer money than the amount of money being transferred (example: timber cruise).	Financial	Problem
Jen	2/15/2006	FS	Salmon Office	With decreases in budgets, we need to streamline process to transfer money - do an overall agreement so there is less paperwork, less cumbersome.	Financial	Solution
Jen	2/15/2006	FS	Salmon Office	Need to make cash boxes easier as some times there are 3: BLM, FS & interpretive center	Financial	Problem
Jen	2/15/2006	FS	Salmon Office	Have one pot of money to charge collocation efforts to - decide on percentage that each agency contributes	Financial	Solution
Jen	2/15/2006	FS	Salmon Office	Front desk agreement - state pay for services (staff front desk) - don't state share bodies (2 employees) - allows more flexibility	Financial	Solution
Jen	2/15/2006	FS	Salmon Office	Need to give us tools to share employees on a short time basis - needs to be quick process & easy to shift funds. Not faulting contract folks who are just following the rules but need to make the rules easier.	Financial	Solution
Jen	2/15/2005	FS	Salmon Office	Complex process to transfer money, encourages folks to do thing under the table.	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	FS doesn't take credit card at all in some offices, other FS offices take credit cards for some things, BLM takes credit cards for all purchases	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	If one agency accepts money (front desk, grazing) for the other agency, it is hard to transfer money via IPAC.	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	In the past FS could get money to BLM by cutting a treasury check but now FS is being told to use IPAC but they don't know how to use it	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	Reduce barrier by ensuring each agency knows how to use IPAC process. Agreement should spell out what information is needed by each agency to transfer money. Agreement should be kept current.	Financial	Solution
Jen	2/14/2006	BLM	Idaho State Office	Remove barriers in front desk by providing training and more consistent process. Differences in processes causes errors so reduce the human element by making it easier.	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	FS cash register seems to be making things more complicated	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	FS control of maps is detailed and labor intense while BLM is more lax.	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	Duplication of efforts to track and account for funds. BLM uses CBS (great) while FS does manual or cash register. Confusing at end of day if customer paid with cash - must run a tape and give \$ to other agency - hard to break out sales & figure out what is missing.	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	Recommend coming up with one deposit system for both agencies. One agency could process all the money in our accountable system and easily transfer to the other agency.	Financial	Solution
Jen	2/14/2006	BLM	Idaho State Office	Grazing shared administration - BLM collect for FS or vice versa-easy for BLM, so hard for FS - lots of confusion on who does what	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	Sometimes work is done without an agreement which allows money to fall through the cracks. One agency says they transferred it but the other agency never got it - need tracking system	Financial	Problem
Jen	2/13/2006	BLM	Pocatello Office	Different depositing systems - BLM CBS & sends money to Salmon, FS send money to LA	Financial	Problem
Jen	2/13/2006	BLM	Pocatello Office	Do same deposit process for both agencies	Financial	Solution
Jen	2/13/2006	BLM	Pocatello Office	FS billing system complicated - create bill one day and can't pull up bill until next day. Money orders and checks must stamp all.	Financial	Problem

Interviewer	Interview Date	Agency	Location	Comments	Category	Problem/Solution
Jen	2/13/2006	BLM	Pocatello Office	Sale of a map is complicated for FS. Steps: copy every check & bill, log bill book, spreadsheet, check system daily to see if bills are paid, then move item from unpaid to paid. BLM's CBS system is much easier	Financial	Problem
Jen	2/13/2006	BLM	Pocatello Office	FS said of wood permits is much more complicated than BLMs	Financial	Problem
Jen	2/13/2006	BLM	Pocatello Office	Recommend one financial system handle both agencies	Financial	Solution
Jen	2/13/2006	BLM	Pocatello Office	To simplify, instead of selling Golden Age Passports for both agencies, now they sale only for FS - easier to track money	Financial	Solution
Jen	2/13/2006	BLM	Malad Office	Both agencies collect money but is turned in differently, systems are different	Financial	Problem
Jen	2/13/2006	BLM	Malad Office	FS cash register, BLM no cash register.	Financial	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Two different systems on collections must keep separate - customer wants to buy FS & BLM maps, must write 2 checks. Interpretive center = 3 checks.	Financial	Problem
Jen	2/17/2006	BLM	Boise District Dispa	Less paperwork & less people involved to use employee from the other agency - blanket agreement	Financial	Solution
Jen	2/17/2006	FS	ISO Visitor Center	One system that covers both agencies for financial transactions at front desk	Financial	Solution
Jen	2/16/2006	BLM	Salmon Office	Since FS went to Albuquerque mass confusion. No one knows how to accept money, don't know what paperwork to do. BLM can transfer but FS won't know what to do with money. Problem with grazing fee (720) as it delays 8100 funds for one full year if not done timely.	Financial	Problem
Jen	2/15/2006	FS	Salmon Office	Make one permit for both agencies: Golden Age Passport, Christmas tree permit, etc.	Financial	Solution
Jen	2/15/2006	FS	Salmon Office	With buying power decreasing we need to come up with ways to share employees - if this was possible, we wouldn't need to duplicate scarce skills between agencies.	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	FS collects permit fees for BLM for Bald Mtn. recreation ski - FS can't figure out how to get money to BLM.	Financial	Problem
Jen	2/14/2006	BLM	Idaho State Office	Depositing processes are different: BLM sends money to Salmon. FS sends money to lock box which is a more manual process	Financial	Problem
Jen	2/13/2006	BLM	Pocatello Office	Two change making boxes makes it more difficult	Financial	Problem
Jen	2/13/2006	BLM	Malad Office	Buy FS & BLM maps, customer must write 2 checks, customer gets upset	Financial	Problem
Jen	2/13/2006	BLM	Malad Office	Get past the politics and give them 1 range permit, 1 billing system, 1 way to account for money collected	Financial	Solution
Jen	2/13/2006	FS	Malad & Pocatello	Wood & Christmas tree permits double entry into CBS & FS systems, 2 separate permits, 2 inventories - combine permits and simplify	Financial	Solution
Jill	2/3/2006	BLM	Prinville FO	Fire organization – fuels reduction no easy mechanism to reimburse the other agency for travel and overtime. The BLM has a generic cost code to charge time to, but the FS does not. Local budgets can not afford to just absorb the costs.	Financial	Problem
Jill	2/3/2006	BLM	Prinville FO	Use an IGO to reimburse one another and this takes a lot of time.	Financial	Problem
Jill	2/3/2006	BLM	Prinville FO	One Pot of money given to one agency or the other, for fire. Then all fire charge to the one pot.	Financial	Solution
Jill	2/3/2006	BLM	Prinville FO	Simplify the IGO process	Financial	Solution
Jill	2/3/2006	BLM	Grants Pass RA	Building. There are 2 FS people in the front office. The BLM needs to reimburse the FS for some cost of the reception help	Financial	Problem
Jill	2/3/2006	BLM	Grants Pass RA	Sharing vehicles is almost impossible because of the agreements.	Financial	Problem
Jill	2/3/2006	BLM	Grants Pass RA	Collections are difficult. Establishment of a MOU to pay a FS employee. Setting up the agreement takes for ever IGO takes months. If one agency wants to use a resource from the other agency.	Financial	Problem
Jill	2/3/2006	BLM	Oregon State Office	It is difficult to move money back and fourth from one agency to another, must go through the reimbursable process	Financial	Problem

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Jill	2/3/2006	BLM	Oregon State Office	It would be better to move money in one fell swoop at the beginning of the year	Financial	Solution
Jill	2/3/2006	BLM	Oregon State Office	We are looking at bunching reimbursable	Financial	Solution
Jill	2/3/2006	BLM	Oregon State Office	19% tax on contributed funds account. There is a waiver, but the implementation is challenging	Financial	Problem
Jill	2/3/2006	BLM	Oregon State Office	If you move money in large chunks, what about the subactivity, how do you track the color of the money	Financial	Problem
Jill	2/3/2006	BLM	Oregon State Office	Study how much changes hands between each agency and maybe it is a draw at the end of the year	Financial	Solution
Jill	2/3/2006	BLM	Oregon State Office	keep track of it on paper and at the end of the year one agency writes the other a check.	Financial	Solution
Jill	2/3/2006	BLM	Oregon State Office	Warrants are not inter changeable, it would be nice, since we are together to be able to use the other agencies personnel, but can't because one agencies warrant does not cover the other agency.	Financial	Problem
Jill	2/3/2006	BLM	Oregon State Office	One pot of money for fire	Financial	Solution
Jill	2/3/2006	BLM	Oregon State Office	Fuels money move back and fourth, can readily ID those funds	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Financial System and admin proceeses	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	New agreements process is now a step back, no more master agreement and no task orders 4 -6 weeks per agreement	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Taking 4 -6 weeks to get an agreement done / used to be able to get an agreement in 48 hours	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	In OR joint powers, could just do task orders.	Financial	Solution
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Interagency Offices a real effort to exchange funds	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Avaiation conference in OR, FS said they would pay the bill for everyone. But the only way they could do this was to enter into a separate agreement for each agency, would have been about 8 agreements	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	No way to reimburse a BLM employee for purchases on here credit card	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	In fire don't exchange money at the end of the year, Each angecy just eats what ever fire they respond to	Financial	Solution
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Can exchange in fire through P codes	Financial	Solution

Interviewer	Interview Date	Agency	Location	Comments	Category	Problem/Solution
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Could not have one purchasing agent in a Service First Office	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Administrative functions drag us down	Financial	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	Streamlined Agreement process	Financial	Solution
Jill	2/10/2006	FS	FS Regional Office Portland, OR	In fire the agencies have been intergrated so long, that they really can't tell the difference between agencies	Financial	Solution
Jill	2/14/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	WO put money aside for Service First Initiatives, in decreased budgets, so we would be ensure partnership funds	Financial	Solution
Kathy	2/16/2006	FS	Lakeview District Office, OR	FS staff works for both agencies, but sells maps & permits separately.	Financial	Problem
Kathy	2/17/2006	BLM	Buffalo FO, WY	Definitely a better service for customers. Could write one check. Had IMOU.	Financial	Solution
Chuck	1/18/2006	BLM	Dillon Field Office	FS effort to centralize HR, IRM, Budget, creates staffing problems for customer services	FS Centralization	Problem
Chuck	2/10/2006	FS	Great Falls FO	Albuquerque (FS) says there is no way to transfer map sale money to BLM	FS Centralization	Problem
Chuck	2/10/2006	FS	Great Falls FO	Albuquerque (FS) attitude - "let BLM sell their own maps"	FS Centralization	Problem
Chuck	2/10/2006	FS	Great Falls FO	Much trouble getting things done w/ FS centralization	FS Centralization	Problem
Greg	2/12/2006	BLM	Uncompahgre Field Office Montrose CO	FS Centralization	FS Centralization	Problem
Greg	1/24/2006	BLM	Canon City Field Office, CO	FS Centralization	FS Centralization	Problem
Greg	2/15/2006	BLM	Burns Dirstrict Office, OR	FS Centralization	FS Centralization	Problem
Jill	2/2/2006	BLM	Medford District	FS has gone to centralized functions	FS Centralization	Problem
Jill	2/3/2006	BLM	Oregon State Office	The FS centralizing functions	FS Centralization	Problem
Jill	2/10/2006	FS	FS Regional Office Portland, OR	FS Centralization	FS Centralization	Problem
Jill	2/16/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	FS Centralization	FS Centralization	Problem
Bill	2/27/2006	BLM	Kremmling CO Field Office	These same barriers create inefficiencies but once our service first agreements are in place we can become much more efficient.	General	Problem
Bill	2/27/2006	BLM	Kremmling CO Field Office	There are training requirements & certifications which tend to be easier for the BLM to help the FS staff with but that agency has a much more difficult time with assisting the BLM staff.	General	Problem
Bill	2/9/2006	BLM	Dolores, CO	Streamline joint projects by using one agency's NEPA regs	General	Solution
Bill	2/9/2006	BLM	Dolores, CO	Lack of emphasis on Service First from top leadership	General	Problem

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Bill	2/9/2006	BLM	Dolores,CO	Mandatory review of new regs/policies for impact to Service 1st	General	Solution
Chuck	1/17/2006	BLM	Missoula Field Office	Not actually co-located with FS; FS office approximately 2 blocks away	General	
Chuck	1/18/2006	BLM	Dillon Field Office	Not co-located with FS; have one employee in different town who sits at FS office	General	
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Essentially just duplicating efforts between each Agency; not working together	General	Problem
Chuck	2/3/2006	FS	Ennis Trade Ctr.	Manager's should be more committed to "service first"	General	Solution
Chuck	1/26/2006	BLM	NM State Office	Co-located offices not at same organizational level; BLM = SO,. FS= District Office; thus the mission of each office is different and hard to coordinate efforts	General	Problem
Chuck	1/26/2006	BLM	NM State Office	Need mgmt. philosophical change; wanted personnel to co-mingle and share resources but it didn't happen.	General	Solution
Chuck	2/7/2006	FS	NM State Office	Co-located offices not at same organizational level; BLM = SO,. FS= District Office; thus the mission of each office is different and hard to coordinate efforts	General	Problem
Chuck	2/7/2006	FS	NM State Office	see #37 above; hard to find opportunities to share when missions are different	General	Problem
Chuck	2/7/2006	FS	NM State Office	Co-locate strategically; i.e., offices on same organizational level	General	Solution
Chuck	2/17/2006	FS	NM State Office	Need to better educate customer service rep's about both Agencies in order to provide good customer service.	General	Solution
Chuck	2/17/2006	FS	NM State Office	Appears FS and BLM to separate and not be co-located in near future	General	Problem
Chuck	2/16/2006	BLM	NM State Office	Things more difficult to get implemented w/ Service First rules	General	Problem
Chuck	2/2/2006	BLM	Great Falls FO	Unique situation where BLM is only an Oil/Gas office and FS doesn't have O&G; therefore, outside front desk, little opportunity to share efforts or resources	General	Problem
Chuck	1/31/2006	BLM	Winnemucca	Not co-located with FS; only provide fire protection for FS lands	General	
Greg	2/14/2006	BLM	Las Vegas Field Office	Combine agencies under one department	General	Solution
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	Most problems are internal, and not visible to the general public	General	
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	Need longer service first authority. Current authority expires in 2008	General	Problem
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	There is not enough national attention to service first - to working out the problems. Would like national direction rather than leaving offices to come up with work arounds. The authority may already exist to accomplish what is necessary, but it is difficult and cumbersome. In general, they have stopped trying to get relief from the "speed bump" issues and just figure a work around.	General	Problem
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	Most problems are internal, and not visible to the general public	General	
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	Biggest problems are invisible to public	General	
Greg	2/12/2006	BLM	Uncompahgre Field Office	Customers see two distinct agencies - FS and BLM. However, this is not a formal Service First	General	Problem
Greg	2/12/2006	BLM	Uncompahgre Field Office Montrose CO	BLM can not sell tree permits Not a true service first office	General	Problem

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Greg	2/12/2006	BLM	Uncompahgre Field Office Montrose CO	Admin process seems to change continually. What could once be done, no longer can be.	General	Problem
Greg	1/27/2006	BLM/FS	Sagauch Field Office	Offered to serve as demonstration project for grazing - one permit, one check, for FS or BLM lands and was told by BLM solicitors it couldn't be done	General	Problem
Greg	1/27/2006	BLM/FS	Sagauch Field Office	No one is really pushing or coordinating effort to make things work better. Never been contacted about problems or solutions regarding service first.	General	Problem
Greg	1/27/2006	BLM/FS	Sagauch Field Office	Many problems can be worked around, but it is cumbersome to do so.	General	Problem
Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	BLM and FS service first offices should be excepted from the rules/regs.	General	Solution
Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	Administrative processes are too complex	General	Problem
Greg	2/15/2006	FS	San Luis Valley Public Lands Center, Monte Vista CO	Implement Service First at the State and Regional Office level. Then issues would be addressed	General	Solution
Greg	2/15/2006	BLM	Burns Dirstrict Office, OR	Agencies used to trade products - maps for maps weighted for price, but no more. Now must go buy FS products to sell.	General	Problem
Greg	2/15/2006	BLM	Burns Dirstrict Office, OR	Two sets of rules for purchase cards, vehicles, accidents	General	Problem
Greg	2/15/2006	BLM	Burns Dirstrict Office, OR	create one set of rules for service first offices	General	Solution
Greg	2/15/2006	BLM	Burns Dirstrict Office, OR	Need to look at impacts of decision on service first offices. Ex. FBMS - what is that going to do to the FS. Decision made for BLM to go to narrow band radios, but FS is still wide band.	General	Solution
Jen	2/16/2006	BLM	Salmon Office	Front desk financial differences makes it hard for employees (primaries and backups) to understand and accept changes - too complex - must think which system to use which causes errors	General	Problem
Jen	2/16/2006	BLM	Salmon Office	No aggressive support for front liners which results in inconsistencies among offices	General	Problem
Jen	2/15/2006	FS	Salmon Office	Targets can only be claimed for FS land even though FS did prescribed burns on BLM land.	General	Problem
Jen	2/17/2006	BLM	ISO Visitor Center	BLM buys FS maps from region 4 to sale but can't get maps from other regions (6). If customer wants a map from N. Idaho, they can't help the customer and have to refer them to another office. Need to be able to get FS maps for the entire State.	General	Problem
Jen	2/13/2006	BLM	Pocatello Office	FS maps accountable, BLMs aren't	General	Problem
Jen	2/13/2006	BLM	Pocatello Office	FS cash registers aren't being used.	General	Problem
Jen	2/13/2006	BLM	Pocatello Office	Map accountability for FS causes problems as AD-107 is suppose to transfer maps to backup person when primary person is gone - pain	General	Problem
Jen	2/13/2006	BLM	Pocatello Office	FS recreation person gone a lot so it would be nice if BLM person could issue FS special use permits	General	Solution
Jen	2/13/2006	BLM	Malad Office	Eager to get them collocated but it took 2 years to get the agreement in place to make everything legal.	General	Problem

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Jen	2/13/2006	BLM	Malad Office	Service 1st is a good concept to save money and on one stop shopping, but WO folks don't know what we do and how different processes are	General	Problem
Jen	2/13/2006	BLM	Malad Office	Front desk personnel are suppose to greet customers as one agency, systems need to act as one agency	General	Solution
Jen	2/13/2006	BLM	Malad Office	Map inventory for FS, no map inventory for BLM	General	Problem
Jen	2/13/2006	BLM	Malad Office	Range permit systems don't mess, different systems. One person should be able to handle for both agencies.	General	Solution
Jen	2/13/2006	BLM	Malad Office	Not enough bodies to make sure doors are open all the time	General	Problem
Jen	2/13/2006	BLM	Malad Office	BLM bills for grazing allotments for FS. Every year they have to fight the system - doesn't understand and send to unidentified area. WHY?	General	Problem
Jen	2/13/2006	BLM	Malad Office	Make Malad a pilot office for true service 1st	General	Solution
Jen	2/13/2006	FS	Malad & Pocatello	Keep separate map inventories	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Very cumbersome to train front desk backups	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Service 1st is a good concept to save money and on one stop shopping, but where is the savings and quality goes down	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Two phones & now only 1 person to cover	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	FS should start using cash register in 1 month - need to program for BLM sales	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	FS maps accountable, BLMs aren't which requires receptionist to maintain 2 systems	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Two computers up front one BLM, one FS - need to get email	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Small office, hard to staff front desk all the time - have been forced to close doors	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	A lot of unknowns when they collocated 3 years ago and they spent a lot of time figuring out what they could and couldn't do (collocations, cashier designations). Recommend consolidate rules and regulations so new offices don't have to re-invent the wheel.	General	Solution
Jen	2/13/2006	FS	Malad & Pocatello	Difference in sign in/out systems - BLM uses scotland yard, FS uses manual system as FS WO says FS can't buy electronic system	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Phone system 2 consoles with different operations - 2 phone numbers for public	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	FS uses national reservation system to reserve campgrounds - BLM should use that system & have joint brochures	General	Solution
Jen	2/13/2006	FS	Malad & Pocatello	Suggest we give folks we interviewed a copy of our final product	General	Solution
Jen	2/17/2006	BLM	Spokane	Not a collocation office as they only have 1 FS employee using their space	General	Problem
Jen	2/17/2006	BLM	Idaho State Office Visitor Center	Road closure information doesn't come in from FS so front desk can help customers better	General	Problem
Jen	2/13/2006	BLM	Pocatello Office	Collocation facilities difference in holidays off	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Holiday release different	General	Problem
Jen	2/13/2006	FS	Malad & Pocatello	Service 1st doesn't make things easier and they aren't seeing the benefits - big learning curve	General	Problem
Jill	2/3/2006	BLM	Prinville FO	Pick one policy and follow it / requires and act of congress	General	Solution
Jill	2/3/2006	BLM	Prinville FO	Build partnerships with other federal agencies, like USFWS and BIA	General	Solution
Jill	2/10/2006	FS	FS Regional Office Portland, OR	People on the ground working together	General	Solution
Jill	2/14/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	People don't know that we are here, because we don't have a sign	General	Problem

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Jill	2/14/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	Do a good job leverage technical skills	General	
Jill	2/14/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	Small store front, The for sale items are through the FS National interpretive Association	General	
Jill	2/14/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	There are also BLM golden passports for sale, BLM sells those	General	
Jill	2/14/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	The more the better, if more agencies were working together, the better and more efficient	General	
Jill	2/16/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	The FS is such a different agency, their buracracy is so large in the FS, can't find someone that can make a decision. There aren't one or two people that can make an answer	General	Problem
Jill	2/16/2006	BLM	Milwaukee Field Office and FS Regional Office, Milwaukee, WI	Don't know who you are supposed to be talking to anymore	General	Problem
Kathy	2/1/2006	BLM	Worland FO, WY	FS presence is more of customer service rep. Sells maps, gives information, etc.	General	Solution
Kathy	2/7/2006	BLM	Moab Facility & Warehouse	Fire Dispatch Center. Does not deal directly with customers. Generally both agencies mesh their policies well.	General	Solution
Kathy	2/16/2006	FS	Lakeview District Office, OR	Forest Supervisor's office being moved to BLM. BLM has resisted. Occasional flare ups over space, who can do what, etc.	General	Problem
Kathy	2/16/2006	FS	Lakeview District Office, OR	Good working relationships at management level, but breaks down at local level. Perception of "who's winning and who's losing".	General	Problem
Kathy	2/16/2006	FS	Lakeview District Office, OR	Both agencies are exploring opportunities to share customer service. In Medford, the FS PAO will service both FS and BLM until BLM fills vacancy. Good lines of communication.	General	Solution
Kathy	2/17/2006	BLM	Buffalo FO, WY	No longer co-located. FS moved across from BLM. Had a good relationship for nine years.	General	Solution
Kathy	2/17/2006	BLM	Buffalo FO, WY	Miss having FS in office. Interaction is not as much since FS moved out.	General	Problem
Kathy	2/17/2006	BLM	AZ Strip FO & Dixie, UT RO	No longer co-located. Were co-located for 3 years and got along well.	General	Solution
Kathy	2/17/2006	BLM	AZ Strip FO & Dixie, UT RO	No longer as close to lands BLM and FS manages. Not as much interaction between agencies anymore.	General	Problem
Kathy	2/17/2006	BLM	AZ Strip FO & Dixie, UT RO	When co-located both agency's Law Enforcement backed each other up. Now both have lost agents and they may not be replaced.	General	Problem
Bill	2/27/2006	BLM	Kremmling CO Field Office	One of the most difficult changes is attitude and training the employees to think "Service First!"	Human Resources	Problem
Bill	1/19/2006	BLM	Bishop, CA	Supervision of interagency employees difficult with 2 supervisors-one from each agency	Human resources	Problem

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Chuck	1/31/2006	BLM	Winnemucca	Aviation training requirements not the same between Agencies	Human Resources	Problem
Chuck	1/31/2006	BLM	Winnemucca	FS "qualified" personnel don't always meet BLM "qual standards" and thus can't participate in some activities	Human Resources	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	FS union negotiated 2 hrs. paid for standby time; BLM employees don't get this benefit	Human Resources	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Qual standards for certain FFing positions are different between Agencies	Human Resources	Problem
Chuck	2/24/2006	BLM	Billings Air Tanker Base	Policies governing co-located employees are different, i.e., FS beer v. BLM beer - one agency allows beer and the other doesn't.	Human Resources	Problem
Greg	2/14/2006	BLM	Las Vegas Field Office	When budgets are cut, admin positions seem to be first to go. This impacts public room personnel	Human Resources	Problem
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	Needs admin position to nothing more than feed widgets to FS side because FS can't access BLM systems	Human Resources	
Jen	2/17/2006	BLM	Boise District Dispatch	AD hiring processes are different - confusing to AD hires	Human Resources	Problem
Jen	2/17/2006	BLM	Boise District Dispatch	AD hiring processes should be the same	Human Resources	Solution
Jen	2/17/2006	BLM	Boise District Dispatch	Supervising employees from other agency - 2 different personnel processes involved and aren't recognized by other agency when there is a performance problem	Human Resources	Problem
Jen	2/17/2006	BLM	ISO Visitor Center	He supervises employee 25% of the time. FS persons does 75%. Hard to deal with internal issues with 2 different directions from 2 supervisors. Confusing for employee to know who to talk to. This problem is seamless to customers.	Human Resources	Problem
Jill	2/2/2006	BLM	Medford District	Unions, both BLM and FS have unions, really difficult to work on quality of life issues	Human Resources	Problem
Jill	2/2/2006	BLM	Medford District	Administrative Leave, if one agency gets it the other should also	Human Resources	Problem
Jill	2/3/2006	BLM	Grants Pass RA	Administrative leave, the Christmas example again.	Human Resources	Problem
Jill	2/3/2006	BLM	Oregon State Office	Christmas Holiday problem	Human Resources	Problem
Kathy	2/16/2006	FS	Lakeview District Office, OR	Each agency has different Union Bargaining Units. BLM does not have a master agreement like FS.	Human Resources	Problem
Kathy	2/16/2006	FS	Lakeview District Office, OR	Difference between Bargaining Units are recognized and being worked on.	Human Resources	Solution
Bill	2/27/2006	BLM	Kremmling CO Field Office	We have several examples of success in this state. I personally feel that our greatest success has been the development of our Service First Fire organizations. These can and do include several agencies. USFS, USFWS, NPS, BLM.	Natural Resources	solution
Bill	2/15/2006	BLM	Gunnison, CO	No true joint permit forms, reflecting each agencies' authorities inhibits joint permitting	Natural Resources	Problem
Chuck	1/17/2006	BLM	Missoula Field Office	FS & BLM share authority for wood and tree permits; customer can go to any Federal land	Natural Resources	Solution
Chuck	1/18/2006	BLM	Dillon Field Office	FS unable to administer BLM cabin rental program (only 1 BLM cabin to add to FS list)	Natural Resources	Problem

Interviewer	Interview Date	Agency	Location	Comments	Category	Problem/Solution
Chuck	1/18/2006	BLM	Dillon Field Office	Development of SW Montana interagency travel map; sold at individual offices	Natural Resources	Solution
Chuck	1/31/2006	BLM	Ennis Trade Ctr.	Currently nothing done together between FS and BLM	Natural Resources	Problem
Chuck	2/3/2006	FS	NM State Office	recreation and use permits still sold independently by each Agency	Natural Resources	Problem
Chuck	2/2/2006	BLM	Great Falls FO	Would look to transfer small, isolated BLM plots to FS in upcoming RMP	Natural Resources	Solution
Chuck	2/10/2006	FS	Great Falls FO	Fire protection agreement is working well between the Agencies	Natural Resources	Solution
Greg	1/23/2006	BLM	Canon City Field Office, CO	Targets need to be combined for better land management. His example involved fuels management. As long as the necessary number of acres were burned, who cares if it was on BLM or FS land	Natural Resources	Solution
Jill	2/3/2006	BLM	Prinville FO	Tried combining range permitting, couldn't because of different policies	Natural Resources	Problem
Jill	2/3/2006	BLM	Prinville FO	Streamline range policies	Natural Resources	Solution
Jill	2/3/2006	BLM	Grants Pass RA	Fuels treatment – FS can treat a larger area than BLM, confusing to the public.	Natural Resources	Problem
Kathy	2/16/2006	FS	Lakeview District Office, OR	Both agencies work on a number of joint field related projects.	Natural Resources	Solution
Kathy	2/17/2006	BLM	AZ Strip FO & Dixie, UT RO	Both agencies do coordinate with grazing permittees.	Natural Resources	Solution
Bill	2/27/2006	BLM	Kremmling CO Field Office	The business (fiscal and administrative) practices of the two agencies are different enough that it is very difficult to make Service First agreements work. They can and do work but it is cumbersome and very slow. Both agencies have requirements/policy that restrict our abilities to quickly make things happen. Both agencies need to work together to resolve the problems and need to share the vision of "Service First".	Other Financial	Problem
Greg	1/27/2006	BLM/FS	San Juan Public Lands Center, Durango	Durango has a partner organization that runs the public room and sells products. It is funded by agreement	Other Financial	solution
Greg	1/27/2006	FS	San Juan Public Lands Center, Durango	BLM has blanket waiver for overhead. FS does not, so need waiver letter for every agreement.	Other Financial	Problem
Greg	2/2/2006	BLM	San Luis Valley Public Lands Center, Monte Vista CO	Service First generally costs more money. Because it takes more time and people to accomplish the accounting finctions	Other Financial	Problem
Greg	1/24/2006	BLM	Canon City Field Office, CO	Office uses non profit organization to manage point of sale items which allows customers to write only one check for products	Other Financial	Solution
Greg	1/24/2006	BLM	Canon City Field Office, CO	Sometimes office absorbs cost rather than deal with paperwork and hurdles of reimbursement	Other Financial	Problem
Greg	1/24/2006	BLM	Canon City Field Office, CO	FS sometimes does not follow through with billing	Other Financial	Problem
Greg	1/24/2006	BLM	Canon City Field Office, CO	No authority for trading services	Other Financial	Problem

Interviewer	Interview Date	Agency	Location	Comments	Category	Problem/Solution
Greg	1/23/2006	BLM	Canon City Field Office, CO	Office uses non profit organization to manage point of sale items which allows customers to write only one check for products because the non profit buys all of the material and then resells it.	Other Financial	Solution
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	Confusion as to where money comes from in each agency & what level of authority each agency has. FS - money goes to forest, BLM - money is at national level.	Other Financial	Problem
Kathy	2/16/2006	BLM	Forest Service Facility, Baker City, OR	Over time there will be an efficiency and savings to being co-located.	Other Financial	Solution
Kathy	2/16/2006	BLM	Siskiyou National Forest, OR	Customers have to pay two checks for products.	Other Financial	Problem
Jill	2/2/2006	BLM	Medford District	Road Maintenance, used to be that each agency had road maintenance and the agencies would share. Now FS does not have a crew, so more burden on BLM	Road Maintenance	Problem
Jill	2/3/2006	BLM	Grants Pass RA	Road management is difficult and confusing. The FS uses a different numbering system than BLM	Road Maintenance	Problem
Jill	2/3/2006	BLM	Oregon State Office	Safety – we should have one set of standards for safety	Safety	Solution
Chuck	2/2/2006	BLM	Great Falls FO	Unable to share FS vehicles; FS has fleet that isn't used and BLM is renting vehicles	Vehicles	Problem
Jill	2/2/2006	BLM	Medford District	Vehicle Maintenance, Still separate	Vehicles	Problem
Jill	2/2/2006	BLM	Medford District	FS owns all of their vehicles, different from BLM	Vehicles	Problem

Comment	Category	Problem/ Solution	Comment Occurrences
Financial Systems are different, use one or the other	Accounting	Problem	5
Tracking cost codes, PE codes is difficult because of differing accounting practices at BLM and FS	Accounting	Problem	3
Permits are classified as accountable property and second parties will no longer sell them because of liabilities and paperwork	Accounting	Problem	1
tracking small amounts with individual accounts is cumbersome/burdensome	Accounting	Problem	1
Awards. Can't give joint awards for joint projects without existing agreements in place	Accounting	Problem	1
BLM and FS have different accounting practices/standards	Accounting	Problem	3
There is too much emphasis on "bean counting." Financial system drives work, not the other way around	Accounting	Problem	4
Sale of a map is complicated for FS. Steps: copy every check & bill, log bill book, spreadsheet, check system daily to see if bills are paid, then move item from unpaid to paid. BLM's CBS system is much easier	Accounting	Problem	8
Fund by broader categories, lumping any similar things together to ease tracking and number of agreements required	Accounting	Solution	2
Create some kind of master account, umbrella, central fund, or service first account for both agencies to charge to	Accounting	Solution	8
Need method to cover "charge back" or admin fee w/out burdensome agreements	Accounting	Problem	2
Biggest problem is ensuring that participating Agencies set aside money to fund Public Lands Information Ctr. (BLM has agreement with PLIC and other agencies help fund)	Accounting	Problem	1
Haven't been able to work out a way for BLM and FS to jointly pay to build new remote FFing facility	Accounting	Problem	1
Need to modify policies to allow service-first initiatives to be easily implemented	Accounting	Solution	3
Use of "Fire Codes" allows either Agency to fight fire and charge against appropriate code	Accounting	Solution	2
FS pays 8% of total budget for Air Tanker Base through reimbursable; works well	Accounting	Solution	1
If you move money in large chunks, what about the subactivity, how do you track the color of the money	Agreements and Fund Transfer	Problem	1
Deciding who is going to sign off on agreements	Agreements and Fund Transfer	Problem	1
Fire organization – fuels reduction no easy mechanism to reimburse the other agency for travel and overtime. The BLM has a generic cost code to charge time to, but the FS does not. Local budgets can not afford to just absorb the costs.	Agreements and Fund Transfer	Problem	2
New agreements process is now a step back, no more master agreement and no task orders 4 -6 weeks per agreement	Agreements and Fund Transfer	Problem	2
Give us an answer as far as collecting money or paying money, it takes until September for the FS to collect the rent Bill obligated at the beginning of the fiscal year.	Agreements and Fund Transfer	Problem	2
Agreement process is too complex, cumbersome, with too many agreements	Agreements and Fund Transfer	Problem	33
FS sales process cumbersome. Reluctant to use BLM's CBS.	Agreements and Fund Transfer	Problem	1

Comment	Category	Problem/ Solution	Comment Occurrences
BLM does not have authority locally to enter into co-location agreements.	Agreements and Fund Transfer	Problem	1
BLM holds timber payments to make sure checks clear - delays transfer of money-especially problematic when crosses over 2 FY	Agreements and Fund Transfer	Problem	1
Eager to get them collocated but it took 2 years to get the agreement in place to make everything legal.	Agreements and Fund Transfer	Problem	1
FS collects permit fees for BLM for Bald Mtn. recreation ski - FS can't figure out how to get money to BLM.	Agreements and Fund Transfer	Problem	1
Sometimes work is done without an agreement which allows money to fall through the cracks. One agency says they transferred it but the other agency never got it - need tracking system	Agreements and Fund Transfer	Problem	1
Question of who pays for maintenance and upkeep of FS owned building occupied by BLM FF's	Agreements and Fund Transfer	Problem	1
BLM has blanket waiver for overhead. FS does not, so need waiver letter for every agreement.	Agreements and Fund Transfer	Problem	2
Sometimes office absorbs cost rather than deal with paperwork and hurdles of reimbursement	Agreements and Fund Transfer	Problem	1
Small store front, The for sale items are through the FS National interpretive Association	Agreements and Fund Transfer	Solution	1
There are also BLM golden passports for sale, BLM sales those	Agreements and Fund Transfer	Solution	1
It would be better to move money in one fell swoop at the beginning of the year	Agreements and Fund Transfer	Solution	1
We are looking at bunching reimbursable	Agreements and Fund Transfer	Solution	1
Study how much changes hands between each agency and maybe it is a draw at the end of the year	Agreements and Fund Transfer	Solution	1
keep track of it on paper and at the end of the year one agency writes the other a check.	Agreements and Fund Transfer	Solution	1
In OR joint powers, could just do task orders.	Agreements and Fund Transfer	Solution	1
Streamlined Agreement process	Agreements and Fund Transfer	Solution	1
Front desk agreement - state pay for services (staff front desk) - don't state share bodies (2 employees) - allows more flexibility	Agreements and Fund Transfer	Solution	1

Comment	Category	Problem/ Solution	Comment Occurrences
One fire number is used for all agencies in fire suppression - why can't a similar 'one no.' be developed to track service 1st costs	Agreements and Fund Transfer	Solution	3
Recommend reviewing agreements - if there is money involved, have financial people review agreement to make sure it is accurate.	Agreements and Fund Transfer	Solution	1
Use the same charge code for all agencies like we are doing in FBMS. Charge to a pot of \$ wouldn't have to do IGO or IPAC. Still need MOU	Agreements and Fund Transfer	Solution	1
Need policy, guidance, and a template to write service-first agreements	Agreements and Fund Transfer	Solution	7
Established non-profit organization in co-located facility to serve customers and sell Agency products; works well	Agreements and Fund Transfer	Solution	6
One check for map sales; map sales tracked and dollars deposited accordingly	Band Aid Solutions	Solution	1
Put all data into BLM system, then pay the FS back	Band Aid Solutions	Solution	1
Office uses non profit or partner organization to manage point of sale items which allows customers to write only one check for products because the non profit buys all of the material and then resells it.	Band Aid Solutions	Solution	2
Different agency budget processes	Budget	Problem	9
Work must be done, but frequently budgets are late. So work gets charged to regular account and sorted out later once budget is approved	Budget	Problem	1
Sharing space, figuring out warehouse space and lockers. At first the FS did not want warehouse space or lockers for their employees, and now they do, how do we deal with that.	Building	Problem	1
Space, each agency has separate standards, when we are collocated, whose standards do we follow	Building	Problem	4
People don't know that we are here, because we don't have a sign	Building	Problem	1
No IMOU, not collecting rent from FS.	Building	Problem	1
BLM has no construction money, FS does.	Building	Problem	1
Agencies need to understand leased buildings not same as owned buildings.	Building	Problem	1
Need early involvement of BLM in leasing or building negotiations.	Building	Problem	1
FS not paying for their part of co-located Fire Program.	Building	Problem	2
BLM resisted move of FS Supervisor to BLM office.	Building	Problem	1
GSA does not understand that BLM has authority to enter into co-location agreements for another agency.	Building	Problem	1
Different IT systems and access restrictions present problems	Communication Systems	Problem	8
Radios are difficult	Communication Systems	Problem	1
Lack of reciprocal agency databases	Communication Systems	Problem	2

Comment	Category	Problem/ Solution	Comment Occurrences
If BLM goes digital, will be problems with radios.	Communication Systems	Problem	1
Difference in sign in/out systems - BLM uses scotland yard, FS uses manual system as FS WO says FS can't buy electronic system	Communication Systems	Problem	1
Phone system 2 consoles with different operations - 2 phone numbers for public	Communication Systems	Problem	1
One Network	Communication Systems	Solution	1
Have to use a dial-up connection w/ FS laptop for FS employee to submit time and travel	Communication Systems	Solution	1
Radios tied to one console. Works well.	Communication Systems	Solution	1
No way to reimburse a BLM employee for purchases on her credit card	Credit Card	Problem	1
The FS is such a different agency, their buracy is so large in the FS, can't find someone that can make a decision. There aren't one or two people that can give an answer	Cross Delegation	Problem	1
Don't know who you are supposed to be talking to anymore	Cross Delegation	Problem	1
Lack of cross delegated procurement personnel is a problem	Cross Delegation	Problem	2
No IMOU, can't sell each other's products.	Cross Delegation	Problem	2
Allow cross-delegation to streamline processes	Cross Delegation	Solution	2
Should look towards sharing authority for managing the Federal land	Cross Delegation	Solution	2
Able to get "help" from employees at either Agency when needed; work well and very cohesively together	Cross Delegation	Solution	1
Fire Dispatch blended. Can be supervised by either agency.	Cross Delegation	Solution	1
FPA good concept but there are no business practices in place for a smooth transition	FPA	Problem	1
FS effort to centralize HR, IRM, Budget, creates staffing problems for customer services	FS Centralization	Problem	13
About the only thing that is easy to share is the copy machine and the fax machine.	General		1
Administrative functions drag us down	General	Problem	1
Lack of emphasis on Service First from top leadership	General	Problem	2
Co-located Agencies are not at same organizational level making it difficult to do a lot together outside front counter	General	Problem	6
Getting things done under "Service First" is more difficult - moving away from co-location	General	Problem	2
Customers see two distinct agencies - FS and BLM. However, this is not a formal Service First Office	General	Problem	1
Need one set of rules and standards for both agencies. Administrative aspects of service first are too complex and changing.	General	Problem	6
Need longer service first authority. Current authority expires in 2008	General	Problem	1
FS presence is customer service only.	General	Problem	1
Good working relationship with management, but not at local level.	General	Problem	1

Comment	Category	Problem/ Solution	Comment Occurrences
Interaction has suffered between both agencies since no longer co-located.	General	Problem	2
When co-located, LE Rangers backed each other up.	General	Problem	1
BLM buys FS maps from region 4 to sale but can't get maps from other regions (6). If customer wants a map from N. Idaho, they can't help the customer and have to refer them to another office. Need to be able to get FS maps for the entire State.	General	Problem	1
Service 1st doesn't make things easier and they aren't seeing the benefits - big learning curve	General	Problem	3
Service First generally costs more money. Because it takes more time and people to accomplish the accounting functions	General	Problem	1
FS and BLM employees just doing what they believe is the right thing to do	General	Solution	4
The more the better, if more agencies were working together, the better and more efficient	General	Solution	2
Pick one policy and follow it / requires an act of congress	General	Solution	1
WO put money aside for Service First Initiatives, in decreased budgets, so we would ensure partnership funds	General	Solution	1
Mandatory review of new regs/policies for impact to Service 1st	General	Solution	1
Co-locate strategically; i.e., Agencies at same organizational level	General	Solution	1
Agency managers and employees need strong commitment to Service First and "front liners" need education in both Agency's mission	General	Solution	2
Combine agencies under one department	General	Solution	1
Fire Dispatch work well. Don't deal with customers.	General	Solution	1
Recommend consolidate rules and regulations so new offices don't have to re-invent the wheel.	General	Solution	1
Front desk personnel are supposed to greet customers as one agency, systems need to act as one agency	General	Solution	1
FS uses national reservation system to reserve campgrounds - BLM should use that system & have joint brochures	General	Solution	1
Make Malad a pilot office for true service 1st	General	Solution	1
Suggest we give folks we interviewed a copy of our final product	General	Solution	1
Not a classic "Service First" office (maybe shouldn't be part of sample, but issues similar)	General		4
Most problems are not visible to the public	General		4
Grazing shared administration - BLM collect for FS or vice versa-easy for BLM, so hard for FS to transfer money that shared work was stopped	Grazing	Problem	1
Would like to be able to issue a single grazing permit, but can't because of IT issues	Grazing	Problem	1
Offered to serve as demonstration project for grazing - one permit, one check, for FS or BLM lands and was told by BLM solicitors it couldn't be done	Grazing	Problem	1
BLM bills for grazing allotments for FS. Every year they have to fight the system - doesn't understand and send to unidentified area. WHY?	Grazing	Problem	1
Grazing shared administration - BLM collect for FS or vice versa-easy for BLM, so hard for FS - lots of confusion on who does what	Grazing	Problem	1

Comment	Category	Problem/ Solution	Comment Occurrences
Front desk financial differences makes it hard for employees (primaries and backups) to understand and accept changes - too complex - must think which system to use which causes errors	Human Resources	Problem	4
Unions, both BLM and FS have unions, really difficult to work on quality of life issues	Human Resources	Problem	3
Supervision of interagency employees difficult with 2 supervisors-one from each agency	Human resources	Problem	3
Inequitable policies between co-located Agencies; perceived as unfair to one or the other	Human Resources	Problem	5
When budgets are cut, admin positions seem to be first to go. This impacts public room personnel	Human Resources	Problem	1
Needs admin position to nothing more than feed widgets to FS side because FS can't access BLM systems	Human Resources	Problem	1
AD hiring processes are different - confusing to AD hires	Human Resources	Problem	2
Holiday release different	Human Resources	Problem	5
Not enough bodies to make sure doors are open all the time	Human Resources	Problem	3
With buying power decreasing we need to come up with ways to share employees - if this was possible, we wouldn't need to duplicate scarce skills between agencies.	Human Resources	Problem	1
FS recreation person gone a lot so it would be nice if BLM person could issue FS special use permits	Human Resources	Solution	1
Collections are difficult. Establishment of a MOU to pay a FS employee. Setting up the agreement takes for ever IGO takes months. If one agency wants to use a resource from the other agency.	IGO	Problem	6
Prescribed burn must set up IGO for every burn - if fire goes outside parameters of IGO stuck as document is inflexible	IGO	Problem	1
Using an employee from the other agency involves IGO paperwork and getting two Finance offices involved - case by case	IGO	Problem	1
Simplify the IGO process	IGO	Solution	1
If one agency accepts money (front desk, grazing) for the other agency, it is hard to transfer money via IPAC.	IPAC	Problem	1
In the past FS could get money to BLM by cutting a treasury check but now FS is being told to use IPAC but they don't know how to use it	IPAC	Problem	1
IPAC is the problem so fix it	IPAC	Solution	1
Reduce barrier by ensuring each agency knows how to use IPAC process. Agreement should spell out what information is needed by each agency to transfer money. Agreement should be kept current.	IPAC	Solution	1
Fuels treatment – FS can treat a larger area than BLM, confusing to the public.	Natural Resources	Problem	1
No true joint permit forms, reflecting each agencies' authorities inhibits joint permitting	Natural Resources	Problem	1
Targets need to be combined for better land management. His example involved fuels management. As long as the necessary number of acres were burned, who cares if it was on BLM or FS land	Natural Resources	Problem	1
Targets can only be claimed for FS land even though FS did prescribed burns on BLM land.	Natural Resources	Problem	1
Streamline joint projects by using one agency's NEPA regs	Natural Resources	Solution	1
Do a good job leverage technical skills	Natural Resources	Solution	2
Streamline range policies	Natural Resources	Solution	1
Development of SW Montana interagency travel map; sold at individual offices	Natural Resources	Solution	1

Comment	Category	Problem/ Solution	Comment Occurrences
Would look to transfer small, isolated BLM plots to FS in upcoming RMP	Natural Resources	Solution	1
Fire protection agreement is working well between the Agencies	Natural Resources	Solution	1
Agencies work on joint projects.	Natural Resources	Solution	2
Unable to have one Agency administer, or do work in, Resources program of other Agency	Natural Resources	Problem	4
Agencies used to trade products - maps for maps weighted for price, but no more. Now must go buy FS products to sell.	Other Financial	Problem	1
Warrants are not interchangeable, it would be nice, since we are together to be able to use the other agencies personnel, but can't because one agency's warrant does not cover the other agency.	Other Financial	Problem	2
FS sometimes does not follow through with billing	Other Financial	Problem	1
No authority for trading services	Other Financial	Problem	1
Confusion as to where each agency's money comes from.	Other Financial	Problem	1
FS staff works for both, but sells products separately.	Other Financial	Problem	1
Cobell lawsuit caused financial difficulties.	Other Financial	Problem	1
Both agencies collect money but is turned in differently, systems are different	Other Financial	Problem	6
Buy FS & BLM maps, customer must write 2 checks, customer gets upset	Other Financial	Problem	6
FS billing system complicated - create bill one day and can't pull up bill until next day. Money orders and checks must	Other Financial	Problem	1
FS cash register not installed at many offices - each office must decide how to use. Enter all sales in cash register, then re-enter BLM sales in CBS - double work	Other Financial	Problem	2
FS cash register, BLM no cash register.	Other Financial	Problem	3
FS cash registers aren't being used.	Other Financial	Problem	1
FS doesn't take credit card at all in some offices, other FS offices take credit cards for some things, BLM takes credit cards for all purchases	Other Financial	Problem	3
Need to make cash boxes easier as some times there are 3: BLM, FS & interpretive center	Other Financial	Problem	2
In fire the agencies have been integrated so long, that they really can't tell the difference between agencies	Other Financial	Solution	1
Over time there will be efficiencies to co-location.	Other Financial	Solution	1
Customer can write 1 check because of IMOU.	Other Financial	Solution	1
Make one permit for both agencies: Golden Age Passport, Christmas tree permit, etc.	Other Financial	Solution	1
Need to give us tools to share employees on a short time basis - needs to be quick process & easy to shift funds. Not faulting contract folks who are just following the rules but need to make the rules easier.	Other Financial	Solution	1
One system that covers both agencies for financial transactions at front desk	Other Financial	Solution	3
Range permit systems don't mess, different systems. One person should be able to handle for both agencies.	Other Financial	Solution	1
To simplify, instead of selling Golden Age Passports for both agencies, now they sale only for FS - easier to track money	Other Financial	Solution	1
Road Maintenance, used to be that each agency had road maintenance and the agencies would share. Now FS does not have a crew, so more burden on BLM	Road Maintenance	Problem	1

Comment	Category	Problem/ Solution	Comment Occurrences
	IPAC		4
	Natural Resources		17
	Other Financial		42
	Road Maintenance		3
	Safety		1
	Vehicles		5
	Wood Permits		6