

Service First  
A Report  
August 27, 2013



*...efficient and effective...*

**Contents**

Purpose of Report ..... 2

Governance ..... 2

Examples of Successful Use ..... 3

Recommendations to Improve Effectiveness ..... 6

Performance Metrics ..... 9

Contact Information ..... 9

Appendix A: Use of Service First (as of July 29, 2011) ..... 10

    Co-located Service First Locations and Joint Visitor Centers ..... 10

    Other Service First Programs and Teams ..... 13

## Purpose of Report

Service First is a partnership authority that enables four land management agencies, the Bureau of Land Management (BLM), the National Park Service (NPS), the U.S. Fish and Wildlife Service (FWS), and the Forest Service, to work through administrative barriers to improve operational efficiencies, customer service, and management of natural and cultural resources. Building on interagency field initiatives of the late-1990s, the Forest Service and BLM received Service First legislative authority in fiscal year (FY) 2000. The FWS and NPS were added to the authority in 2006. In FY 2012, the partnership authority became permanent with the enactment of the FY 2012 Appropriations bill (Public Law 112-74, Section 422).

In the FY 2012 House Report (No. 112-151), the Committee requested a joint report from the Department of the Interior (DOI) and the Forest Service on the Service First initiative, including recommendations to improve its effectiveness, estimated performance metrics, cost savings to date, and examples of successful use:

The Committee believes that the Service First authority, first provided in fiscal year 2000, has resulted in creative ways for Federal agencies to work collaboratively, achieve more effective and efficient operations, and improve customer service. The Committee has reviewed testimony from Federal agencies and others about the potential for Service First to be expanded to generate even greater benefits. The Committee requests a joint report from the Department and the Forest Service on the Service First initiative, including recommendations to improve its effectiveness, estimated performance metrics and cost savings to date, and examples of successful use within 180 days of enactment of this Act.

This report responds to this request and provides information on the following:

- Governance
- Examples of Successful Use
- Recommendations to Improve Effectiveness
- Performance Metrics

## Governance

Service First is overseen by the Service First Leadership Team. The Service First Leadership Team is composed of the following individuals:

- BLM Deputy Director for Operations;
- FWS Deputy Director for Policy;
- NPS Deputy Director for Operations; and
- Forest Service Deputy Chief for the National Forest System.

The Assistant Director of the BLM for Business and Fiscal Resources and the Director of the National Partnerships Office of the Forest Service also participate in the Service First Leadership Team.

The Service First Leadership Team meets on a quarterly basis. The Service First Leadership Team's objectives and goals are codified in a charter signed by all members. Key responsibilities of each member include the following:

- serving as an advocate within their respective bureaus for interagency approaches to resource, operational, and customer service issues;
- ensuring that potential effects on existing interagency projects and offices are considered in the context of bureau-level or Department-wide decisions;
- identifying staff for working groups to develop streamlined interagency processes so field units can maximize benefits and reach the authority's full potential for working across bureau lines;
- facilitating resolution of significant conflicts and issues among interagency initiatives, processes, and programs; and
- meeting regularly to consult on new opportunities and provide direction regarding Service First.

The Service First Leadership Team is supported by a National Coordinator, Chris Moyer, who is responsible for coordination of issues and opportunities needing attention at the national level as well as ensuring follow-up with Service First working groups.

## **Examples of Successful Use**

There are three broad goals for Service First: 1) improve customer service; 2) increase operational efficiency; and 3) enhance land stewardship, resource protection, and conservation. Service First enables the agencies to transfer and reimburse funds; share positions, office and warehouse space, fleet, and visitor facilities; conduct activities on behalf of each other, including permitting and leasing; and promulgate special rules, and make reciprocal delegations of their respective authorities, duties, and responsibilities. The authority is a tool, not a mandate, and has built-in flexibility to allow its application to be tailored to individual situations and varying field circumstances.

The Service First authority has been applied in a wide array of settings resulting in tangible benefits and cost avoidance. The picture below, Figure 1, depicts where Service First is currently being utilized. Highlights of how Service First has been utilized on the ground follow. Appendix A provides an inventory of co-located offices and locations of other Service First partnerships.

Figure 1: Service First Utilization



Based on an inventory conducted in July 2011, there are 38 co-located, combined, and/or co-mingled Service First offices in the states of Alaska, Arizona, California, Colorado, Idaho, Michigan, Missouri, Montana, Nevada, North Dakota, Ohio, Oregon, Utah, Washington, Wisconsin, and Wyoming. In addition, there are eight joint visitor centers. Square footage of these offices varies widely as do the number of employees housed, common spaces shared, and means of cost distribution. With any co-locations, there is greater coordination and cooperation across organizational lines, not just a smaller space footprint. Of the 45 combined co-locations and Joint Visitor Centers, 20 share staff in some capacity; 43 share resources, office space, or other materials; 25 transfer funds between agencies; and 10 share fire or dispatch functions.

In addition to the 45 co-locations and joint visitor centers, there are 21 locations with cross-agency groups or teams. Of these groups, 10 share staff in some capacity; 17 share resources, office space, or other materials; 2 transfer funds between agencies; and 10 share fire or dispatch functions. These groups represent a broad spectrum of activity. Several of these groups function as Interagency Law Enforcement or Fire and Aviation Programs. Some serve as oversight groups such as the Interagency Continental Divide National Scenic Trail Leadership Council Core Team or the Interagency Wild and Scenic Rivers Council. Other groups are focused on resource stewardship such as the Service First Phosphate Management Group, the Central Oregon Heritage Group, or the Aquatic and Riparian Effectiveness Monitoring Program. Finally, some groups are focused on business operations such as the Lands Academy (joint training) or the Alaska Combined Human Resources Service Center (cross-agency Human Resources support).

### ***Co-location***

While most Service First locations are field locations, the BLM Oregon State Office and the Forest Service Pacific Northwest Regional Office are co-located in Portland, Oregon. Printing capabilities, tourism and outreach expertise, and a Service First liaison position are shared. Executives of the four agencies sponsor an annual meeting with line managers to recognize accomplishments and discuss opportunities and challenges in the coming year. The co-location at the state/regional level provides a concrete, visible display of executive-level support for Service First. As a result, many of the field offices in Oregon for both agencies have Service First relationships and arrangements.

### ***Sharing FTEs and Resources***

The Bishop, California, Field Office of the BLM and the Inyo National Forest have been operating under a Service First agreement since 2003 when the two agencies moved into a co-located office in Bishop. The agencies have integrated their fire, fuels, and vegetation management programs across jurisdictions of both units, encompassing over three million acres. Some administrative functions are shared; specialties such as law enforcement, geology, botany, archaeology, and other disciplines collaborate together on a regular basis, sharing and leveraging resources and expertise. The BLM and NPS partner with the Inyo National Forest in operating the visitor centers in Lone Pine and Bishop. Furthermore, NPS partners with the Inyo National Forest at the Mono Basin Scenic Area Visitor Center in Lee Vining, California (see <http://www.blm.gov/ca/st/en/fo/bishop.html> ).

### ***Improving Administrative Operations***

Service First can be used to optimize administrative processes. For example, BLM and FWS have established the Alaska Combined Human Resources Service Center. Created in 2008 to reduce costs and share limited expertise, the combined center provides all aspects of human resources services for approximately 1,500 BLM and FWS employees. The Service Center consists of two units organized by human resource function. The staffing function is located in the BLM Alaska State Office in downtown Anchorage. The classification and employee relations function is located at the Fish and Wildlife Regional Office in midtown Anchorage. Both units are cross-delegated and comprised of blended staff. Creation of the center has allowed BLM and FWS to more effectively meet the needs of both organizations. Additionally, this concept has led to opportunities to share training in areas including Safety, Equal Employment Opportunity and Information Technology. Opportunities for efficiencies in other functional areas are also being considered.

### ***Completing Interagency Projects***

The Service First authority facilitates the ability to carry out interagency projects. The Southern Nevada Agency Partnership (SNAP; <http://www.snap.gov/>), chartered in 1997, continues to operate under a local Service First Agreement between the BLM, NPS, FWS, and the Forest Service. Through the partnership, these Federal agencies also jointly work with a variety of external partners, including universities, nonprofit organizations, state and local governments, and local businesses. The SNAP organization consists of a four-member Board of Directors, 10 interagency teams, and a small support staff. In FY 2011, the partnership focused efforts on

implementation of 31 interagency work projects in the areas of law enforcement, environmental education, cultural resource protection, habitat improvement, litter prevention and trash clean-up, recreation management, wilderness stewardship, volunteer engagement, research, planning, and data sharing, totaling more than \$100 million. Service First principles and authorities provide the foundation for partnership. Three of the four agencies share an office location. Personnel hired by one agency carry out work for all four Federal agencies: some are stationed with other agencies, and some are jointly funded by multiple agencies. Agencies enter into contracts and agreements that benefit all partners. These means of working together continue to yield operational efficiencies, increase capacity to address management needs, and improve service to the public.

### ***Improving Customer Service and Outreach***

Use of Service First enables the four land management agencies to integrate customer service and outreach efforts. For example, a mid-Columbia Service First team within the Pacific Northwest provided a variety of conservation education and outreach events in southeastern Washington State at locations including the Umatilla National Forest, the Mid-Columbia National Wildlife Refuge Complex, the NPS Whitman Mission Historic Site, and the U.S. Army Corps of Engineers (participating through a separate agreement). Over 10,000 young people participated in the Team's programs in FY 2011, including a Salmon Summit, Natural Resources Career Day, Natural Resources Career Camp for Young Women, job fairs, conservation education programs, and classroom presentations. These activities build support for wildlife and habitat conservation, as well as historic and cultural preservation; improve understanding of and support for these efforts; and expand opportunities for youth. Forty percent of the participants are minorities.

### ***Enhancing Fire Coordination***

The Service First authority provides an additional tool to improve fire coordination and is used extensively in this context across the four agencies. One of the many examples (others are listed in Appendix A), the Eastern Idaho Interagency Fire Center (<http://www.idahofireinfo.blm.gov/east/>), coordinates the BLM, Bureau of Indian Affairs, Caribou-Targhee National Forest, FWS, and others fire response throughout eastern Idaho. The dispatch center is operated by the Forest Service and BLM and has shared positions with a BLM Center Manager and a cross-agency table of organization. The operational agreement ensures that both agencies contribute funds so that there is no need to transfer funds between agencies.

## **Recommendations to Improve Effectiveness**

While Service First has been successful, there are many additional opportunities for expansion. In order to maximize Service First's value, there are several actions the four land management agencies are pursuing. In addition, the four land management agencies are working with DOI's Office of Policy, Management and Budget to leverage these efforts with other Department-wide initiatives.

### ***Recommendation #1: Institutionalize Service First***

The enactment of permanent Service First authority in FY 2012 was a critical first step in institutionalizing Service First. The next step, which was completed in FY 2012, was the development of a National Master Agreement that allows the interagency transfer of funds. The agreement was developed by an interagency team and approved by all four Service First agencies. The document serves as the Terms and Conditions for all future Service First agreements. This will streamline the Service First agreements process by simplifying the work required to complete an agreement. The National Master Agreement takes advantage of the new U.S. Department of Treasury form 7600B which, when finalized, will be the form for all interagency transfers of funds government-wide.

An important next step is finalizing the Memorandum of Agreement (MOA). The existing MOA between the four agencies was extended to September 31, 2013. Simultaneously, an interagency team drafted a new MOA that more explicitly addresses the goals of Service First and the different ways in which the authority can be used. The MOA serves as the governance for Service First and is broader in scope than the National Master Agreement. This draft is currently in the review process with a final timeline for completion by the end of calendar year 2013.

### ***Recommendation #2: Provide Additional Training and Outreach to Supervisors and Employees about Service First***

The level of information that field-based employees possess about the Service First authority and how it can be used varies. Additional training and outreach are needed to inform supervisors and employees about the authority and how to put it into practice. As a first step, an interagency team was assembled in early June 2012 to update and expand the scope of the Service First Supervisors Handbook. While the exact date and origin of this document are unknown, it is thought to have been developed in 2002 to serve as a regional resource for the Forest Service and the BLM in the Pacific Northwest. The handbook will be updated to include information on topics such as telework and interagency credentialing as well as information from the NPS and FWS.

Efforts are underway to conduct virtual practitioner education. On May 15, 2012, the National Service First Coordinator conducted the first of a series of webinars designed to share information and educate field staffs about Service First. The first webinar, titled Service First 101, was designed as an introduction. This webinar addressed the Service First authority, the goals of Service First, current uses of the authority, and the structure of Service First instances that do and do not involve the exchange of funds between the four agencies. Further webinars for each of the four agencies are in the planning process to address the use of the new National Master Agreement and subsequent forms (see above).

The Service First website (<http://www.fs.fed.us/servicefirst/>) is currently undergoing updating and reorganization. This is a source point for documents, templates, guidance, and success stories. The reorganization will make key pieces of information more accessible and take advantage of the latest web technologies.



***Recommendation #3: Leverage Geospatial Capabilities to Identify Additional Service First Opportunities***

To date, implementation of Service First has been a local, “bottom up” driven effort. Leveraging geospatial capabilities provides a means of helping drive the identification of Service First opportunities. To this end, the National Service First Coordinator initiated a two phase Geographic Information System analysis. The goal of the first phase is to determine where on the landscape the agencies share common management unit boundaries and thus the potential for interaction or joint projects. The goal of the second phase is to look at the type and proximity of facilities for the four agencies and thus the potential opportunities for co-location or joint facility use.

The first phase involved plotting the “ownership” boundaries of all four agencies across the Nation to look for common boundaries. This exercise was completed in April 2012 with the development of a set of regional maps clearly delineating the agencies’ ownership boundaries. This makes it easy to identify where on the landscape the potential exists for Service First activities such as joint land management plans. The second phase involves overlaying the four agencies’ facilities on the previous set of maps and looking at proximities and facility combinations, (e.g., warehouses within 10 miles of each other). The second phase of analysis is will continue through FY 2013.

***Recommendation #4: Continue DOI’s Information Technology Transformation Initiative***

Information Technology (IT) connectivity is a major barrier to the successful implementation of Service First. In short, the four agencies’ computer and video teleconference (VTC) systems do not consistently interact in all Service First locations across the Nation. As a result, Service First personnel must often use multiple computers and devices to perform their work. Furthermore, Access Authentication is not consistent across the agencies, which creates barriers to sharing of resources and efficient completion of work. To maximize the value of Service First, these technology challenges must be addressed. It is expected that DOI’s IT Transformation initiative will address many of these issues over the coming years.

For example, efforts are underway to support increased workforce mobility and allow employees the ability to work from anywhere, at any time, utilizing any device with the appropriate level of security. As these capabilities are deployed, Service First personnel could consolidate into one desktop and access applications virtually from any computer.

***Recommendation #5: Expand Service First Across the Department of the Interior***

DOI’s geographically dispersed and programmatically diverse mission is carried out by approximately 70,000 employees located in over 3,000 duty stations in the United States, Puerto Rico, U.S. Territories, and Freely Associated States. The Forest Service has 29,500 FTEs in approximately 750 locations. While the Service First partnership authority is a powerful tool for the land management agencies, additional opportunities exist to co-locate and share resources amongst other DOI bureaus and offices. For example, an FWS office may be located in the same town as a U.S. Geological Survey water or science center. Because the Service First authority does not extend to USGS, there are lost opportunities to co-locate or share resources.

Beginning in FY 2012, the Forest Service started its efforts to expand Service First across the Agency. Similarly, Service First will be an ongoing management initiative through which DOI will rationalize regional boundaries, optimize location and alignment of programs and services, facilitate sharing of programmatic and administrative resources among bureaus and offices, and ensure sustainable and green operations. Department-wide Service First expansion efforts will complement but not replace the efforts underway in the four land management agencies.

## **Performance Metrics**

With the permanent enactment of Service First authority, plans are underway to refine performance metrics and quantify the value of Service First. Efforts to inventory Service First usage across the bureaus in July of 2011 serve as the foundation for the performance measurement effort. This effort yielded data on the following:

- number of co-location or joint visitor offices;
- number of Service First locations where dual delegation is employed;
- number of Service First locations where positions/FTEs are shared; and
- number of Service First locations where other resources are shared.

This initial inventory effort did not quantify actual cost savings or cost avoidance. A more comprehensive performance measurement effort will be started in FY 2013. This effort will result in an updated baseline of Service First usage. Additional data will be captured to quantify the cost savings and cost avoidance of resource sharing. For example, if a Service First location shares positions, the nature of the positions (e.g., administrative, range specialist, or fire management officer) will be captured as well as the associated General Service levels.

## **Contact Information**

Chris Moyer  
National Service First Coordinator  
202.503.8973  
[cmoyer@blm.gov](mailto:cmoyer@blm.gov)  
Service First Website: <http://www.fs.fed.us/servicefirst/>

## Appendix A: Use of Service First (as of July 29, 2011)

### Co-located Service First Locations and Joint Visitor Centers

City, State, Site name,	Co-location/ Joint Visitor Center	Service First Agencies/ Jurisdictions	Are Staff Dual-Delegated?	Are positions shared?	Are resources/ office space/ other materials shared?	Are funds transferred between organizations?	Are Fire and Dispatch Services Shared?
<b>Juneau AK,</b> Combined HR Services Center	Co-location	(BLM)-AK State Office and (FWS)-AK Regional Office	Yes	No	Yes	No	No
<b>Milepost 175, AK,</b> Arctic Interagency Visitor Center	Joint Visitor Center	Utility Corridor (BLM), Yukon Flats, Kanuti and Arctic NWRs (FWS), and Gates of the Arctic NP (NPS)	No	No	Yes	No	No
<b>Fairbanks, AK,</b> Fairbanks AK Public Info Center	Joint Visitor Center		No	No	Yes	No	No
<b>Safford, AZ,</b> Safford FO	Co-location	Gila District (BLM)/Safford RD, Coronado NF(FS)	No	Yes	Yes	Yes	No
<b>Bishop, CA,</b> Bishop Interagency FO	Co-location	Bishop Field Office (BLM) and Northern California District and Inyo NF (FS)	No	Yes	Yes	Yes	Yes
<b>Palm Springs, CA,</b> Santa Rosa and San Jacinto Mountains NM	Co-location	Santa Rosa Wilderness (BLM) and San Jacinto Wilderness (FS)	No	No	Yes	Yes	No
<b>San Bernardino, CA</b> Federal Interagency Communications Center	Co-location	Desert District (BLM), Santa Rosa and San Jacinto NM (BLM/FS), San Bernardino NF (FS), Joshua Tree and Death Valley NPs, and Mojave NP (NPS).	No	No	No	No	Yes
<b>San Diego, CA,</b> Cleveland NF Office	Co-location	Desert District (BLM) and Cleveland NF (FS)	No	No	Yes	No	No
<b>San Diego, CA,</b> San Diego Project Office	Co-location	California Desert District (BLM) and San Diego FWS (FWS)	No	No	Yes	No	No
<b>Canon City, CO—</b> Canon City FO	Co-location	Royal Gorge Field Office (BLM) and San Carlos Ranger District	No	No	Yes	Yes	Yes
<b>Norwood, CO—</b> Norwood FO	Co-location	Uncompahgre and Gunnison FOs (BLM) and Royal Gorge FO (FS)	No	No	Yes	No	Yes
<b>Durango, CO-</b> San Juan Public Lands Center	Co-location	San Juan BLM and San Juan National Forest	Yes	Yes	Yes	Yes	Yes

<b>City, State, Site name,</b>	<b>Co-location/ Joint Visitor Center</b>	<b>Service First Agencies/ Jurisdictions</b>	<b>Are Staff Dual-Delegated?</b>	<b>Are positions shared?</b>	<b>Are resources/ office space/ other materials shared?</b>	<b>Are funds transferred between organizations?</b>	<b>Are Fire and Dispatch Services Shared?</b>
<b>Bayfield, CO-</b> Columbine FO	Co-location	Part of San Juan Public Lands	Yes	Yes	Yes	Yes	No
<b>Dolores, CO-</b> Anasazi Heritage Center/Canyon of the Ancients	Co-location/ Joint Visitor Center	Part of San Juan Public Lands	Yes	Yes	Yes	Yes	No
<b>Dolores, CO-</b> Dolores Field Office	Co-location	Part of San Juan Public Lands	Yes	Yes	Yes	Yes	No
<b>Pagosa Springs, CO-</b> Pagosa Springs FO	Co-location	Part of San Juan Public Lands	Yes	Yes	Yes	Yes	No
<b>Monte Vista, CO-</b> San Luis Valley Public Lands Center	Co-location	San Luis Valley BLM and Rio Grande NF (FS)	Yes	Yes	Yes	Yes	Yes
<b>Del Norte, CO-</b> Del Norte FO	Co-location	Part of the San Luis Valley Public Lands	Yes	Yes	Yes	Yes	No
<b>La Jara, CO-</b> La Jara FO	Co-location	Part of the San Luis Valley Public Lands	Yes	Yes	Yes	Yes	No
<b>Saguache, CO-</b> Saguache FO	Co-location	Part of the San Luis Valley Public Lands	Yes	Yes	Yes	Yes	No
<b>Boise, ID-</b> Boise Field/District Office	Co-location	Boise District (BLM) and Boise NF (FS)	No	No	Yes	Yes	No
<b>Coeur d'Alene, ID-</b> CDA Field/District Office	Co-location	Coeur d'Alene District (BLM) and Idaho Panhandle NFs (FS)	No	Yes	Yes	Yes	No
<b>Idaho Falls, ID-</b> Idaho Falls Field/District Office	Co-location	Idaho Falls District (BLM) and Caribou-Targhee NFs (FS)	No	No	Yes	No	No
<b>Malad City, ID-</b> Malad FO	Co-location	Idaho Falls District (BLM) and Caribou-Targhee NFs	No	No	Yes	No	No
<b>Pocatello, ID-</b> Pocatello FO	Co-location	Idaho Falls District (BLM) and Caribou-Targhee NFs (FS)	No	No	Yes	No	No
<b>Salmon, ID-</b> Salmon FO	Co-location	Idaho Falls District (BLM) and Salmon-Challis NFs (FS)	No	No	Yes	No	No
<b>Michigan-</b> Pictured Rocks Nat'l Lakeshore (NPS) /Hiawatha NF (FS) Interagency Visitor Center	Joint Visitor Center	Pictured Rocks Nat'l Lakeshore (NPS) /Hiawatha NF (FS)	No	No	Yes	No	No
<b>Rolla, MO-</b> Mark Twain NF Office	Co-location	Northeastern States BLM and Mark Twain NF	No	No	X	No	No
<b>Great Falls, MT-</b> Great Falls FO	Co-location	Central Montana District BLM and Lewis and Clark NF	No	Yes	Yes	Yes	No
<b>Missoula, MT-</b> Missoula FO	Co-location	Western Montana District (BLM) and Lolo NF	No	No	Yes	No	Yes

City, State, Site name,	Co-location/ Joint Visitor Center	Service First Agencies/ Jurisdictions	Are Staff Dual-Delegated?	Are positions shared?	Are resources/ office space/ other materials shared?	Are funds transferred between organizations?	Are Fire and Dispatch Services Shared?
Las Vegas , NV-SNAP	Co-location	Las Vegas District, Humbolt-Toiyabe NF, Desert NWR Complex, and Lake Mead NRA	Yes	Yes	Yes	Yes	No
Dickinson, ND-Dickinson FO	Co-location	Eastern Montana/Dakotas District and Dakota Prairie Grasslands	No	No	Yes	No	No
Marietta, OH-Marietta Inspection Office	Co-location	Northeastern States BLM and Wayne National Forest	No	No	Yes	Yes	No
Lakeview , OR-Lakeview Interagency Office	Co-location	Lakeview District Office (BLM)/Fremont-Winema National Forests(FS) /Sheldon-Hart Mountain (FWS)	Yes	Yes	Yes	Yes	No
Medford , OR-Medford Interagency Office	Co-location	Medford District (BLM) and Rogue-Siskiyou NF (FS)	No	Yes	Yes	Yes	No
Grants Pass , OR-Grants Pass Interagency Office	Co-location	Medford District (BLM) and Rogue-Siskiyou NF (FS)	No	No	Yes	No	No
Portland, OR-Lakeview Interagency Office	Co-location	BLM Oregon/Washington State Office and FS Region 6 Office	No	Yes	Yes	Yes	No
Springfield , OR-Eugene District Office	Co-location	Eugene District (BLM) and Willamette NF (FS)	No	Yes	Yes	Yes	No
Richfield, UT-Central Utah Interagency Fire Center/ Richfield Field Office	Co-location	<a href="#">Richfield</a> (Color Country District) and <a href="#">Fillmore</a> (West Desert) Field Offices (BLM) and the Fish NF (FS)	No	Yes	Yes	Yes	Yes
Spokane, WA-Spokane FO	Co-location	Spokane District (BLM), Colville NF (FS), and Lake Roosevelt National Recreation Area (NPS)	No	No	Yes	Yes	No
Sedro-Wooley, WA-Park and Forest Information Center	Joint Visitor Center	Mt Baker/Snoqualmie NF(FS) and North Cascades National Park (NPS)	No	No	Yes	No	No
Glacier, WA-Glacier Public Service Center	Joint Visitor Center	Mt Baker/Snoqualmie NF (FS) and North Cascades National Park (NPS)	No	No	Yes	No	No

City, State, Site name,	Co-location/ Joint Visitor Center	Service First Agencies/ Jurisdictions	Are Staff Dual-Delegated?	Are positions shared?	Are resources/ office space/ other materials shared?	Are funds transferred between organizations?	Are Fire and Dispatch Services Shared?
Seattle, WA- Outdoor Information Recreation Center	Joint Visitor Center	Mt Baker/Snoqualmie NF (FS) and Goldrush/Klondike NP (NPS)	No	No	Yes	No	No
Milwaukee, WI- Northeastern States FO	Co-location	Northeastern States (BLM) and Region 9 (FS)	No	Yes	Yes	Yes	No
Jackson, WY- Northeastern States FO	Joint Visitor Center	Bridger-Teton National Forest (FS) and Grand Teton National Park (NPS), National Elk Refuge (FWS)	No	No	Yes	No	No

### Other Service First Programs and Teams

City, State, Organization name	Service First Agencies/ Jurisdictions	Service First Team?	Are Staff Dual-Delegated?	Are positions shared?	Are resources/ office space/ other materials shared?	Are funds transferred between organizations?	Are Fire and Dispatch Services Shared?
San Bernardino/ Needles , CA- California Desert Interagency Law Enforcement Program	Desert District (BLM) and Mojave NP (NPS).	No	No	No	Yes	No	No
Moreno Valley, CA- California Desert Interagency Fire and Aviation Program	California Desert District (BLM) and Joshua Tree National Park/Death Valley National Park, Mojave National Preserve (NPS)	No	Yes	No	Yes	No	Yes
CA-Consolidated Agency Survey Team		Yes	No	No	No	No	No
Canon City, CO- San Carlos/Royal Gorge Fire and Aviation Management unit	Royal Gorge Field Office (BLM) and San Carlos Ranger District (FS)	No	Yes	Yes	Yes	No	Yes

<b>City, State, Organization name</b>	<b>Service First Agencies/ Jurisdictions</b>	<b>Service First Team?</b>	<b>Are Staff Dual-Delegated?</b>	<b>Are positions shared?</b>	<b>Are resources/ office space/ other materials shared?</b>	<b>Are funds transferred between organizations?</b>	<b>Are Fire and Dispatch Services Shared?</b>
<b>Monte Vista, CO-</b> San Luis Valley Fire and Aviation Management unit	San Luis Valley Public Lands Center (BLM) and Rio Grande NF (FS). Great Sand Dunes NP and Preserve (NPS) and San Luis Valley National Wildlife Refuge Complex (FWS)	No	Yes	Yes	Yes	Yes	Yes
<b>Durango, CO-</b> San Juan Fire and Aviation Management unit	San Juan BLM and San Juan National Forest (FS)	No	Yes	Yes	Yes	No	Yes
<b>Montrose, CO-</b> Montrose Fire and Aviation Management unit	Southwest District: Uncompahgre and Gunnison Field Offices BLM; Grand Mesa and Uncompahgre NF (FS); Intermountain Region: Black Canyon of the Gunnison NP (NPS) and Curecanti NRA (FWS)	No	Yes	Yes	Yes	No	Yes
<b>Grand Junction, CO-</b> Upper Colorado River Fire and Aviation Management unit	Grand Junction and Colorado River Valley Field Offices (BLM); White River NF, and the Grand Valley District of the Grand Mesa and Uncompahgre NF (FS); Colorado National Monument (NPS)	No	Yes	Yes	Yes	No	Yes
<b>Craig, CO-</b> Northwest Colorado Fire and Aviation Management unit	Northwest District— Little Snake Field Office (BLM); Dinosaur NP (NPS); Arapaho and Browns Park National Wildlife Refuges (FWS)	No	Yes	Yes	Yes	No	Yes
<b>CO-</b> Interagency Continental Divide National Scenic Trail Leadership Council Core Team	BLM and FS	No	No	No	No	No	Yes

<b>City, State, Organization name</b>	<b>Service First Agencies/ Jurisdictions</b>	<b>Service First Team?</b>	<b>Are Staff Dual-Delegated?</b>	<b>Are positions shared?</b>	<b>Are resources/ office space/ other materials shared?</b>	<b>Are funds transferred between organizations?</b>	<b>Are Fire and Dispatch Services Shared?</b>
<b>Pocatello, ID-</b> Service First Phosphate Management Program	Idaho Falls District (BLM) and Caribou-Targhee NFs (FS)	No	No	Yes	Yes	No	No
<b>Idaho Falls, ID-</b> Eastern Idaho Interagency Fire unit	Idaho Falls District (BLM) and Caribou-Targhee NFs (FS)	No	Yes	No	Yes	No	Yes
<b>Corvallis, OR-</b> Aquatic and Riparian Effectiveness Monitoring Program <sup>1</sup>	BLM , FS, NPS, and FWS	Yes	No	Yes	Yes	Yes	No
<b>Portland, OR-</b> Pacific Northwest Recreation Map Series (BLM-State and FS-Regional Cartography Units	Oregon/ Washington BLM and Region 6 of FS	No	No	No	Yes	No	No
<b>Portland, OR-</b> National Hygrograph Dataset Team	Oregon/ Washington BLM and Region 6 of FS	Yes	No	No	No	No	No
<b>Medford, OR-</b> Southwest Oregon Interagency Biomass Utilization Strategy	Medford District (BLM) and Rogue-Siskiyou NF (FS)	No	No	No	Yes	No	No
<b>Prinville, OR-</b> Central Oregon Heritage Group	Prinville District BLM and Deschutes NF (FS)	No	No	Yes	Yes	No	No
<b>Prinville, OR-</b> Central Oregon Off-Highway Vehicle Operations	Prinville District BLM and Deschutes NF (FS)	No	No	No	Yes	No	No
<b>Prinville, OR-</b> Central Oregon Fire Management Service Unit	Deschutes NF, the Ochoco NF, Crooked River NG, and the Prinville District BLM.	No	No	No	Yes	No	Yes
<b>Washington, DC-</b> Lands Academy	BLM and FS	No	No	Yes	Yes	No	No
<b>Washington, DC-</b> Interagency Wild and Scenic Rivers Council	BLM , FS, NPS, and FWS	Yes	No	No	No	No	No

<sup>1</sup> Information added after original 2011 survey was conducted.