

**IMPLEMENTATION OF MULTI-PARTY MONITORING/EVALUATION:
THE USDA FOREST SERVICE
STEWARDSHIP CONTRACTING PILOT PROJECTS**

FY2000

A Report to the USDA Forest Service

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EXECUTIVE SUMMARY

Section 347 of the FY1999 Omnibus Appropriations Act (P.L. 105-277) authorizes the Forest Service to implement up to 28 stewardship contracting pilot projects, 9 of which are to be in Region 1 (Northern). The legislation also sets forth several new administrative processes and procedures that the Agency may test, while implementing these pilot projects. The legislative language indicates that the Agency has been granted these new authorities essentially for two reasons: 1) to help achieve land management goals on the national forests, and 2) to help meet the needs of local and rural communities.

Subsection (g) of Section 347 mandates that the Forest Service report annually to the Appropriations Committees of the US House and Senate. The legislative language indicates that these reports are to provide project-level information on: 1) the status of efforts to develop, execute, and administer the pilot projects; 2) specific accomplishments that have resulted; and 3) roles being played by local communities in developing and implementing the projects. In addition, Subsection (g) also directs the Forest Service to establish a multi-party monitoring and evaluation process that is capable of assessing the accomplishments and experiences associated with each of the pilots. To these ends, this report has been prepared to satisfy the requirements set forth by Subsection (g).

In July 2000, the Pinchot Institute for Conservation was awarded a contract to design and implement a process for multi-party monitoring and evaluation of the stewardship contracting pilots. Because of the late award of the contract, preliminary goals and objectives for FY2000 program implementation had to be modified. The Pinchot Institute and its partner organizations, working closely with the Forest Service, chose to initially establish the program framework and to initiate a system of informational surveys to determine the current status of multi-party monitoring procedures and technical needs associated with project implementation. The resulting data provides a valuable baseline from which future trends in program change and improvement can be measured.

These surveys helped identify key features of each of the pilots (e.g., which authorities are being tested, project objectives and associated activities, and levels of public involvement). In addition, survey results revealed the various obstacles being faced by each of the projects (e.g., NEPA compliance, funding constraints, and inadequate personnel resources). It should be noted that despite this variety of administrative and financial obstacles, all projects have been able to move ahead, in accordance with the resources available to them. In addition, all anticipate completion of project objectives within the Congressionally allocated time frame. The difficulties encountered have provided the pilots with an excellent opportunity for cross learning, not only within the agency but also among the diverse sets of cooperators assisting with various aspects of project implementation, monitoring and reporting. Such educational opportunities and efforts in public communication/outreach further enhance the program, testing not only the expanded authorities granted by Congress but the ability of the Agency to embrace and fully exercise the concept of forest stewardship on the national forests.

1.0 BACKGROUND AND INTRODUCTION

The bulk of this report is focused on providing information about the 28 pilot projects that the Forest Service is presently implementing pursuant to authorities granted by Congress in Section 347 of the FY 1999 Omnibus Appropriations Act (P.L. 105-277). In the appendices, comparable information is also provided on other stewardship pilots operating under traditional authorities. These additional projects are considered here to provide a complete picture of what the Forest Service is doing within the area of stewardship contracting.

1.1 History of Stewardship Contracting in the Forest Service

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

Concurrent with these changes, there has been a growing recognition that many national forests are at high risk from wildfire, disease, and insect infestation as a result of overstocking and other undesirable forest conditions. Recognizing the magnitude of the challenges it faces in restoring these threatened systems and recognizing the costs associated with meeting them, the Forest Service has been trying to target available funds to those areas most in need. In these attempts, the Agency has been hampered by traditional tools and mechanisms (i.e., standard timber sales and service contracts). Standard timber sales are generally not suitable for many stewardship projects because of the marginal nature of commercial material (i.e., thinning small diameter or defective/damaged materials). In addition, service contracts, whereas a more appropriate tool, often lack the necessary appropriated funds to pay for required activities.

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

This collection of changes prompted the Forest Service to sponsor a 2-day national scoping session to discuss the evolving obstacles to project implementation, resource sustainability, and economic well-being.¹ The session was held in Washington, DC and was attended by representatives from various federal agencies, state agencies, tribal governments, local forest practitioner groups, the environmental community, and the forest products industry. The primary purpose of the session was to identify and discuss new and innovative options for achieving national forest vegetation management goals more efficiently and effectively. As a result of this conference and the on-going interest/concern of local community groups, the Agency launched a major reinvention effort in support of stewardship contracting. Objectives for this new Agency effort included:

- To find new ways of accomplishing vegetation treatments more effectively and efficiently;
- To demonstrate the role of vegetation management in proper resource stewardship;
- To demonstrate the role that stewardship activities can play in helping to sustain rural communities; and
- To demonstrate the advantages of collaborative stewardship.

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

1.2 Development of the Stewardship Contracting Pilot Program

Congressional interest in stewardship began to grow, stimulated by the advocacy efforts of both community-based and industry interests. Eventually, the development of a pilot program to test stewardship contracting procedures was realized by inclusion of Section 347 in the FY 1999 Omnibus Appropriations Act (P.L. 105-277), providing the Forest Service with authorization to implement up to 28 stewardship contracting pilot projects, nine of which were to be in Region 1 of the National Forest System (Northern Region- encompassing the states of Montana and Northern Idaho). Specifically, the legislation set forth several new administrative processes and procedures that the Agency might test while implementing the pilot projects. The legislative language stated that the Agency was granted these new authorities to perform services that: (1) would help achieve land management goals on the national forests, and (2) would help meet the needs of local and rural communities.

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

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

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

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

1.3 Monitoring/Evaluation Requirements for the Stewardship Pilots

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

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

In late Spring 2000, a formal Request for Proposal (RFP) was distributed to interested bidders. Specifically, the Forest Service sought a contractor who would:

- Design, implement and manage a process for securing multi-party input in monitoring, evaluating, and reporting on the Agency’s stewardship contracting pilot projects.
- Formulate and implement a set of criteria that, when considered in the context of multi-party monitoring, evaluation, and reporting, will yield information that is responsive to the needs of Congress and the Agency.
- Prepare and print annual reports that analyze, summarize, and interpret the significance of the information compiled through multi-party monitoring, evaluation, and reporting.

In July 2000, the Pinchot Institute for Conservation was awarded this contract and began the process of designing a framework for multi-party monitoring and evaluation.

2.0 PROGRESS FY2000

Because the contract for implementing pilot monitoring and evaluation was awarded later in the fiscal year than expected, preliminary goals and objectives for FY2000 had to be modified. The Pinchot Institute and its partner organizations, worked closely with the Forest Service, and decided to initially establish a framework to secure multi-party input in the monitoring and evaluation process.² Collectively, the Institute and its partners also decided that given the different levels and status of project implementation, it was important to determine the current status of multi-party monitoring/evaluation procedures and technical needs associated with the implementation of the 28 Congressionally-authorized land stewardship contracting pilots. To this end, a set of structured surveys were developed to provide the necessary baseline from which the Contractor and the Forest Service could measure change and improvement.

2.1 Multi-party Monitoring/Evaluation Framework

The monitoring and evaluation program established for the Stewardship Contracting Pilot Projects is based upon effective and meaningful public involvement, from criteria development through the implementation phase of monitoring. Several guiding principles have been identified to meet these requirements:

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

To ensure consistency and to address the needs set forth by the Forest Service and Congress, the program has been established as a three-tiered structure, built from the project level outward. This structure will consist of local, regional, and national multi-party monitoring, evaluation, and assessment teams. Through this structure, a broader assessment shall be maintained, which will more easily contribute to a common understanding of the strengths and weaknesses of current and expanded authorities.

These teams will be structured as collaborative units, in which all participants have equal standing and equal weight in decision making. Local citizens will participate

² The Pinchot Institute has retained sub-contracted regional partners to provide local technical assistance and guidance during the multi-party monitoring and evaluation process. These partners are located in Montana, Colorado, and California and each have considerable experience in community-based stewardship issues.

at every level of the process in order to harness the wealth of expertise and experience within the community. This inclusiveness will hopefully enhance learning and build trust within the community, as well as between communities and the Agency- fostering collaborative learning and adaptive management.

Local Teams: The most important information associated with existing pilots resides at the resource level, and as such, it is imperative that the monitoring/evaluation program maintains and enhances the knowledge at this local level. To ensure that both community and Forest Service needs and concerns are addressed in the monitoring process, local teams (LTs) will be organized (where they do not already exist), expanded (where teams are currently inadequate), or affirmed (where teams are adequate). The functioning of these teams will adhere to an open process- promoting broad public involvement in every level of activity. Each LT will be responsible for the collection and analysis of data necessary for project evaluation. In addition, each LT will be responsible for the development of site-specific monitoring methods and activity schedules. Unlike the regional and national teams, each LT will have the freedom to establish individual framework (e.g., securing membership, with no limit to size or guidance on meeting frequency- other than meeting at minimum twice per year). Such freedom reflects site specific conditions and a respect for locally-lead efforts. Following implementation, LTs will be relied upon to make sound judgments and conclusions on their analyzed data and provide bi-annual reports to the regional monitoring and evaluation team.

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

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

The NT will also identify and evaluate important “lessons learned” from the pilots, including obstacles and barriers to the process.

In addition to the team framework, specific roles and responsibilities have been established for the Pinchot Institute and its subcontracted partners. As mentioned, the Pinchot Institute for Conservation is the lead contractor for development and implementation of the multi-party monitoring and evaluation efforts. In addition, the Institute will provide technical assistance to those projects located in the east and in Alaska. Each of the subcontracted partners (e.g., the Flathead Economic Policy Center (Columbia Falls, MT), the Montezuma County Federal Lands Program (Cohone, CO), the Watershed Research and Training Center (Hayfork, CA)) will provide technical assistance and general program guidance to those local teams within their specific geographic region. Specific responsibilities include:

- To ensure nationwide consistency in the collection and reporting of information
- To evaluate and make recommendations to the Contractor regarding requests for funding in support of monitoring/evaluation (for each fiscal year, approximately \$4,000/pilot has been reserved for assistance).
- To plan, schedule, and facilitate regional technical assistance and lessons learned meetings for local teams (as necessary).
- To provide other assistance and/or input to the monitoring and evaluation process.

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

2.2 Initial Pilot Surveys

During the first phase of program implementation, the Pinchot Institute agreed to collect baseline information on the status of each pilot and assess current project needs and the problems project managers have encountered. This information was collected via structured surveys, which were developed cooperatively by the Pinchot Institute and its regional partners over the course of two weeks. These forms were designed to provide information on the status of multi-party monitoring/evaluation process, developed/used criteria, authorities being tested, cooperator involvement, NEPA and contract status, financial status (including funding for monitoring/evaluation efforts), and general technical needs associated with the pilots. For this first informational survey, Forest Service personnel (in most instances, pilot project coordinators) were targeted, as they were assumed to have the most relevant and up-to-date information on all aspects of the project. In some instances, non-agency cooperators were contacted for specific information (e.g., description of specific roles in project planning and monitoring. Most of these surveys and interviews were completed by September 15, 2000, summaries of which are provided in subsequent sections of this report.

Significant stumbling blocks were encountered at various stages during the interview process. Absent personnel (most often due to detail assignments associated with the western wildfires) and changes in points-of-contact delayed initial conversations for many interviewers. As a result, survey forms were completed with the best available information. Some of the “key contacts” could not be reached and other persons connected with the project provided survey answers. In some instances, the persons interviewed were juggling numerous tasks and were not always able to give pilot projects the thought and attention they would have liked to.

3.0 STEWARDSHIP PILOT STATUS

3.1 Location of Pilots

The pilot projects are widely distributed geographically (Figure 1). Every Forest Service administrative region, with the exception of Region 10 (Alaska), has at least one pilot.³ The specific distributions are (Figure 1): nine (9) projects in Region 1 (Northern); five (5) projects in Region 2 (Rocky Mountain); two (2) projects in Region 3 (Southwest); two (2) projects in Region 4 (Intermountain); two (2) projects in Region 5 (Pacific Southwest); four (4) projects in Region 6 (Pacific Northwest); three (3) projects in Region 8 (Southern); and one (1) project in Region 9 (Eastern).

The geographic dispersion of pilot projects is also reflected in their distribution by state. A total of 12 states have stewardship pilots. The specific mix includes: six (6) projects in Montana; five (5) in Colorado; four (4) projects in Idaho; three (3) projects in Oregon; two (2) projects each in Arizona and California; and one (1) project each in New Hampshire, North Carolina, Tennessee, Utah, Virginia, and Washington.

A total of 25 national forests have pilot projects. The number of forests is less than the number of authorized pilots (28 authorized) because three forests have two pilots each- the Arapaho/Roosevelt National Forest (R2), the Lolo National Forest (R1), and the San Juan National Forest (R2).

3.2 Authorities Being Tested

As stated above, the Forest Service was granted authority under Section 347 to test a series of new or expanded authorities, designed to help improve project flexibility and agency accountability (Appendix B). The following provides a brief overview of what these authorities entail and the level of usage among the existing pilots.

³ As noted earlier, the Forest Service is implementing a number of pilot projects that do not utilize the special authorities granted by Section 347. One of these non-Section 347 pilots is located in Region 10. Summaries of these projects can be found in the various appendices. For the facilitation of graphical display, all stewardship contracting pilots are included on the referenced map (Figure 1).

USDA Forest Service Stewardship Contracting Pilots

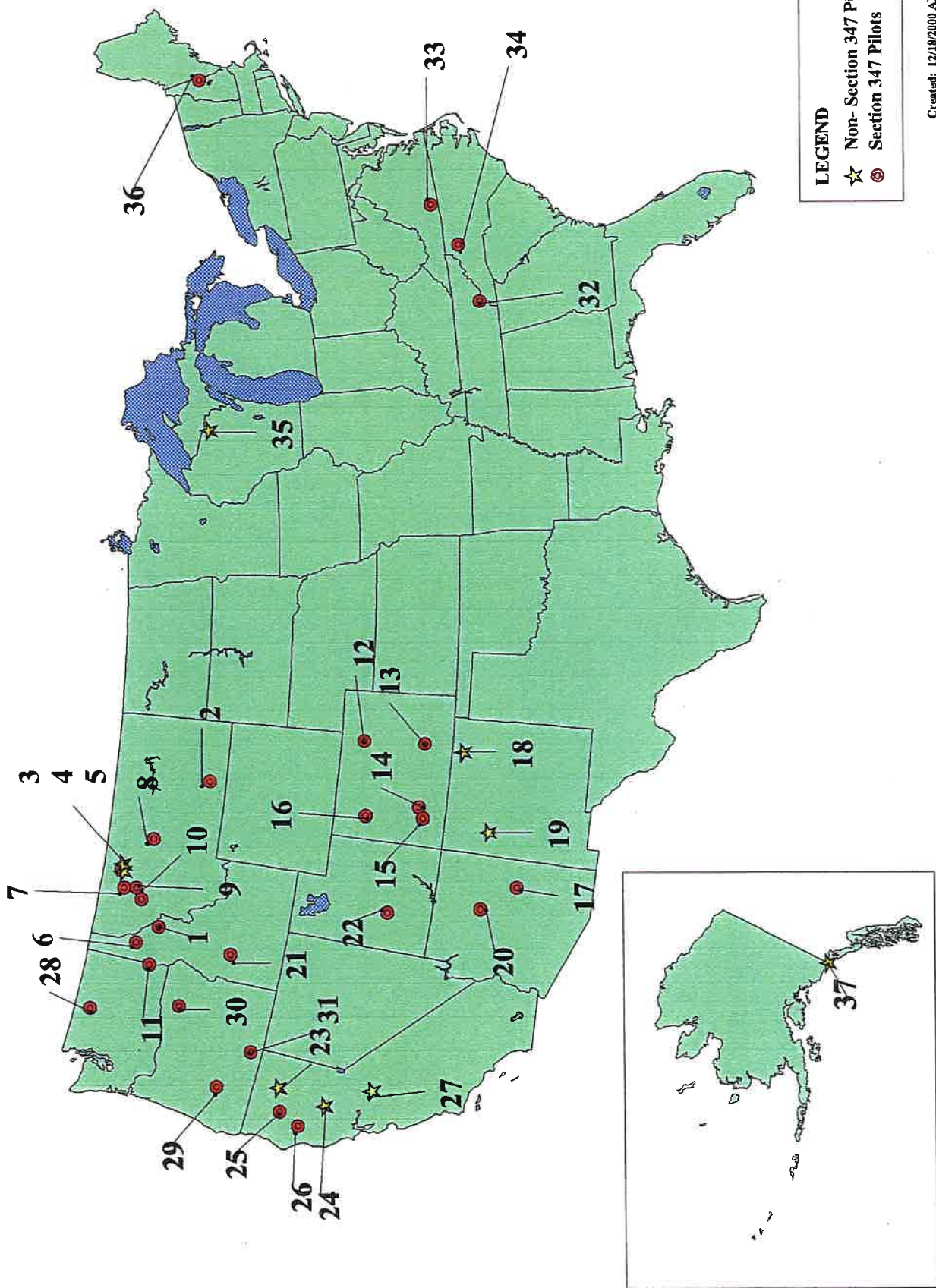


Table 1. Legend for Stewardship Contracting Pilot Map.

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

3.2.1 Exchange of Goods for Services

Of the new administrative processes and procedures that Congress authorized the Forest Service to test, the one that will be most extensively evaluated is the exchange of goods for services. All of the existing pilots anticipate using this authority. The exchange of goods for services provides a means of extending the value of appropriated funds available to help carry out needed ecosystem restoration, maintenance, and improvement activities. This extension occurs by virtue of the fact that some or all of the value of commercial timber products being sold is retained and reinvested on-site as opposed to being returned to the Treasury or deposited in one of the Agency's special trust funds. The existing financial structure within the Forest Service accounts for the disposal of goods based upon receipts, and the purchase of services based upon expenditures from appropriated and other special funds. A change in this traditional accounting system causes some concern over possible abuse of incentives, thus its use will be closely monitored.

3.2.2 Receipt Retention

Among the pilots, 15 (approximately 54%) are testing receipt retention. Through receipt retention, portions of proceeds from the sale of commercial products can be retained at the local level to fund other non-revenue producing activities, however they must be reinvested in the specific pilot project that generated them or by another approved pilot project. Historically, the Agency has had limited authority to retain receipts through the various Forest Service trust funds (e.g., Knutson-Vandenberg Act, the Brush Disposal Act, and the Salvage Sale Fund provisions within the National Forest Management Act). However, in nearly all of these instances, funds from these accounts must be re-applied to those project areas in which commercial material has been extracted and any remaining funds must be returned to the National Forest Fund in the federal Treasury for future Congressional appropriation. There is some public concern over receipt retention due to the potential impact it might have on reducing the income to the Treasury. Additionally, some individuals fear that by allowing maintenance of receipts by the Agency, the public cannot be assured (through Congress) that they have control over spending of public revenue.

3.2.3 Designation by Description or Prescription

Designation by description or prescription offers a potential way to reduce sale preparation costs and to more fully apply the concept of end-results contracting. Approximately 60% (17) of the pilots are testing designation by description or prescription. Traditionally, the designation, marking, and supervision of timber harvesting activities are conducted by federal employees or service contractors who have no prospective tie to the timber sale, thereby ensuring the accountability for products sold by the government. Under the expanded authority, land managers can provide prescriptions or area designations that clearly describe the silvicultural objective or desired "end results" in replace of federal designation and marking. It should be noted

that designation by description has been used in the past under very strict silvicultural prescriptions (e.g., in areas designated for clearcuts, by specific species, by live versus dead material, or by basal area). Because of this historical link to more aggressive management techniques (e.g., clearcuts), some of the public has expressed concern over how to assure purchaser discretion in selecting material to be cut and the proper control of removed property.

3.2.4 Best-value Contracting

Approximately 60% (17) of the pilots are testing the application of best-value contracting. Best-value purchasing allows the Forest Service to use other factors in addition to price when making decisions on the award of contracts. These other factors include: past performance, work quality, delivery, and experience. In making award decisions, the Forest Service may, among other techniques, compare offers and hold discussions and negotiations with offerors, and may make awards to a more qualified firm at a higher price. As a result, those vendors who have performed well in the past, provided quality work, complied with wage requirements, and have high standards of workmanship will have a competitive advantage.

3.2.5 Multi-year Contracting

Approximately 50% (14) of the pilots will test multi-year contracting. Among the desired goals of stewardship projects is the ability to engage contractors in long-term management services. It has been theorized that operators who provide services within a given management area over a long period are likely to develop a stronger sense of stewardship for that area. Additionally, the use of multi-year contracts may help to provide more stability for the contractor, as well as administrative continuity for the Forest Service contract supervisor.⁴ Historically, both timber sales and service contracts operated under specific time limitations. Whereas both can extend beyond the appropriations period during which they were initiated, the National Forest Management Act limits the length of timber sale contracts to 10 years (and restocking efforts in five years) and annual Congressional appropriations limit the length of service contracts. Unlike multiple year contracts, which require the Forest Service to exercise an option for each designated project year, multi-year contracts allow the purchase of more than one year's requirement of product or service only at the onset of the project.

3.3 Project Objectives and Activities

Each pilot has specified within its business plan the objectives and activities associated with project implementation (Appendix C). Following the tenets of general land stewardship contracting, nearly all projects provide broad goals/objectives, maintaining project focus on desired end results rather than product extraction. These objectives were further defined during the Pinchot Institute interview process. Among the most common objectives are:

⁴ Ringgold, 1999. Land Stewardship Contracting in the National Forests: A Community Guide to Existing Authorities.

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- Wildlife habitat improvement.
 - Forest health improvement.
 - Improvement in forest structure (i.e., density, stocking, composition, diversity, etc.)
 - Watershed restoration (e.g., water quality, habitat, soils, etc.)
 - Environmental education.
 - Fire hazard reduction.
 - Insect/disease hazard reduction.
 - Improvement in recreational opportunities.
 - Local community development (economic).

To reach these goals, projects are utilizing a variety of tools including:

- Prescribed fire.
- Road obliteration/maintenance.
- Tree harvests/thinnings (various mechanical treatments)
- Weed control.
- Revegetation.
- Stream rehabilitation.
- Recreational improvements (infrastructure and facility development).

3.4 Cooperator Involvement

Project coordinators were asked to identify key cooperators in the planning, implementation and/or monitoring efforts associated with their pilot. Where possible, coordinators were asked to identify what role these cooperators played and to provide contact information for later program involvement (e.g., invitation to subsequent workshops and team meetings). According to their answers, cooperators are performing a variety of different tasks and providing an array of different services with regard to the stewardship contracting pilot program (Appendix D). Most frequently they are assisting with project planning. Other common areas of activity include: completing required assessments; helping with development of communication plans and public outreach; helping develop monitoring plans; and helping identify potential contractors and contracting instruments. During the survey process, some coordinators expressed concern over the role of the public (i.e., volunteers) in the monitoring and evaluation process. They fear the need for training and close management of volunteer forces may prove cumbersome to already understaffed offices. Others have little concern, as the capacity for monitoring and evaluation already exists within their community, given public interest and experience. This existing resource pool cannot be underestimated, as this local knowledge ultimately helps attract and maintain growing public interest in pilot efforts. In many instances, the Forest Service cooperates in project planning and implementation as part of the general community, and as such, respects the abilities of its non-Agency counterparts as it does its in-house experts and procedural decision-makers.

The groups cooperating in project implementation and monitoring/evaluation represent a wide array of different types of interests, both non-commodity and commodity related. There is also a mix of both public and private organizations. Some pilot coordinators have outlined specific processes that enable the establishment of a team of cooperators. For example, in various projects in Region 1 meetings were held with the community to get input on concerns and project activities. Interest generated at such meetings often resulted in direct community/interest group involvement in planning, implementation, or funding of activities. In other projects, steering committees have been developed based upon election by community members. Such steering committees are responsible for developing the design, contractor selection criteria, and other input, on behalf of the community. As an example, within the Mt. Evans Collaborative Stewardship Project (Arapaho-Roosevelt National Forest, Region 2), a local Stewardship Committee was developed from interested private landowners, local timber industry representatives, and the Colorado Division of Wildlife. This group is designed to help influence landowners' decisions on private land management- essentially expanding project objectives outside bounds of the national forest system.

Further examples of involved parties include:

Other Federal Agency Cooperators Approximately 29% (8) of the pilots are employing the services of other federal agencies to help implement, fund or monitor the pilot projects. Examples of involved agencies include: USFS Research Stations (Rocky Mountain, Pacific Southwest, Pacific Northwest, Southern, North Central), the US Fish and Wildlife Service, the Army Corps of Engineers, the Environmental Protection Agency, and the Bureau of Land Management.

State Agency Cooperators Approximately 50% (14) of the pilots are involving state agencies in the planning, implementation and monitoring aspects of the stewardship pilots. Examples include: departments of fish, game or wildlife (Idaho, Montana, Colorado, Arizona, Tennessee, and Alaska), state forest services or departments (Colorado, Oregon, Virginia, Montana, and Alaska), general natural resource agencies (Wisconsin, New Hampshire), and state parks (Colorado).

Municipal Agency Involvement Approximately 30% (10) of the pilots have municipal agencies involved in various aspects of project planning/implementation. Examples of these agencies/departments include: area Chambers of Commerce, development corporations, county boards of commissioners, county and city governments, fire departments, Economic Development Districts, correctional facilities, and municipal planning commissions.

Tribal Governments One pilot currently has a tribal government participating in their efforts (Meadow Face Stewardship Project in Idaho, involving the Nez Perce

Tribe). Other projects plan to involve tribal governments/interests (e.g., Three Mile Ecosystem Restoration Project in Montana) and one non-Section 347 project is actively engaging its local tribe in the implementation and monitoring of pilots efforts (Maidu Stewardship Project in California, involving the Maidu Cultural and Development Group).

Universities/School Involvement Approximately 29% (8) of the pilots are using university experts and local schools in the planning/implementation of projects. Many of these are land grant or state universities. It should be noted that several pilots are incorporating local elementary and secondary schools as part of their monitoring efforts- promoting community education, while eliciting additional support for stewardship.

Conservation Groups There is the misconception that conservation/environmental communities are largely against stewardship contracting and the pilot program because of the potential for increased vegetation management on federal lands. It is important to understand that many of these projects actively are involving conservation and environmental advocacy groups in the planning and implementation of pilot activities. These include both local and nationally focused organizations. Approximately 29% (8) of the pilots have environmental groups involved. Examples include: conservation alliances and leagues (Idaho), the Nature Conservancy, stewardship groups (California), World Wildlife Fund, other wildlife groups (Idaho, Montana, California), and forest protection organizations (New Hampshire). The active involvement of major environmental organizations and local environmentalists suggests that there are many people in the environmental community that support exploring stewardship approaches to federal land management.

Industry-related Groups Because many of the pilots are testing the expansion of new markets and products, local industry is involved in approximately 29% (8) of the pilots. Examples include: development corporations (Idaho), labor unions (Idaho), timber industries (Idaho, Colorado, Utah), woodlots (New Mexico), independent forest products associations, and the USFS Forest Products Lab.

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

Wildlife Groups Because the objectives of many pilots include the restoration of wildlife habitat, many wildlife conservation groups have become involved in project implementation and design. Examples include: the Clearwater Elk Restoration Team and Clearwater Elk Initiative (Idaho/Montana), the Rocky Mountain Elk Foundation, the Rocky Mountain Bighorn Society, the Foundation

for North American Wild Sheep, the Inland Northwest Wildlife Council, the American Bird Conservancy, Ruffed Grouse Society, and the National Wild Turkey Federation.

Others Many of the pilots are creatively pursuing partnerships and cooperation from a variety of organization that are not easily assigned to an above-listed group. Examples of these other cooperators include: consortiums of mixed interest/community members, conservation corps, private landowners, local practitioners and contractors, the Society of American Foresters, community-based research groups (California), watershed councils, newspapers, and national foundations.

3.5 Process Overview: NEPA

To help determine the status of project implementation, project coordinators were asked which stages of NEPA compliance had been completed, (e.g., scoping, writing, public comment, decisions, appeals, etc). Currently, 15 (54%) stewardship contracting pilots have completed the NEPA process (Appendix E). For these projects, two completed NEPA in 1995, one in 1996, four in 1997, two in 1998, four in 1999, and two in 2000. In many regions, very few projects have been implemented as of yet because of delays in NEPA requirements.

In many of these instances the delays are due to forces outside of the Forest Service. For example, within the Clearwater and Knox-Brooks projects in Region 1, NEPA has been delayed because of overdue US Fish and Wildlife (USFWS) concurrences on grizzly bear and bull trout. These delays are the direct result of USFWS staffing constraints (i.e., the area offices being without a fisheries biologist for months). In other cases, NEPA is stalled by the planning process. One pilot in Region 1 has been unable to identify which authorities it will test because different alternatives may result in different project directions and thereby the use of different authorities. These delays also echo into the development of monitoring and evaluation plans and procedures- without knowing the framework of project design, project coordinators do not feel comfortable designing a monitoring or evaluation process. Other problems identified during the survey process include: inadequate funds available to pay for assessments, studies and reports; time constraints; delays in US Fish and Wildlife Service concurrence/consultation; remanded environmental assessment (EA) decisions (requiring environmental impact statements (EISs) to be completed); and litigation. To avoid some of these concerns, one pilot was able to combine previously planned projects (those that had completed the NEPA process) into the stewardship project, thereby avoiding costly delays in project implementation.

Of the 15 "NEPA-complete" projects, six have encountered appeals or some form of litigation, often the result of project size or high profile status (Appendix E). In nearly all instances, the appeals surround various vegetation management activities. For example, one pilot coordinator indicated that if they were to plan to remove any material over 9-inches in diameter, the project would be appealed on principle alone- a veritable

stop tactic. Other projects have been appealed on issues related to roadless conditions (resolved at the regional office level). One pilot (Southwest Ecosystem Stewardship- San Juan National Forest) is operating under a categorical exclusion, which may be subject to a court injunction.

Of the 28 Congressionally-authorized pilots, NEPA requirements are nearly complete for eight projects (out for public comment, awaiting Forest Service decisions or in the final stages of the NEPA process). Among these pilots, there are some worries that technical personnel may have to be diverted from the stewardship pilots to work on NEPA for new, time-sensitive fire salvage and restoration projects. One project in Region 4, which was experiencing staff and resource shortages before the fires, doesn't expect to have a Record of Decision until mid-2002, and may not be able to complete contract work within the demonstration timeframe. In addition, many of the fires have resulted in a need for reassessment of project needs/objectives. For example, in the Three Mile Restoration Project (Custer National Forest, MT) project nearly one-third of the proposed project area was burned during this summer's wildfires.

Approximately four pilots had not begun the NEPA process as of 9/30/2000.

3.6 Process Overview: Contracting

In addition to the NEPA process, project status was further evaluated through inquiries pertaining to contract status (e.g., language in development, out to bid, bids received, contracted). Currently, two pilots (7%) have had contracts awarded for project implementation (Appendix F). Of the remaining pilots, three projects have contracts out-to-bid, and two are in the process of reviewing received bids for future contracting. Thirteen of the pilots (46%) are in various stages of contract development. And nine pilots (32%) have had no activity with regards to contracts, to date.

As noted under the NEPA process overview, this year's fire season has taken its toll on various aspects of project implementation/planning, including the contract process. To illustrate, within the Beaver Meadows Restoration Project (San Juan National Forest), fires have delayed the process of contract development (due to personnel diversion) and as a result, the entire project is currently on hold. Within this same project, there is concern over a potential lack of bidders.

Project staff have learned a great deal from the challenging task of writing an effective stewardship contract. Whereas the concept of stewardship is easily understood, the issue of how to really implement stewardship and enforce contract wording (especially when it could be interpreted in different ways) is difficult. A California stewardship contractor said he could have high-graded the project area under the current wording of his logging contract- however he chose to do a more environmentally-sensitive job. The inclusion of self-monitoring requirements within a contract can also pose problematic. Within some projects (e.g., Littlehorn Wild Sheep Habitat Restoration- Colville National Forest) these requirements have been omitted from the demonstration contract at the request of contractors, resulting from their fear of increased risk factors.

Instead, several projects have developed payment schedules, and utilized specific performance statements to measure variables (e.g., spread of noxious weeds, browse survival, etc).

Some projects, specifically those within Region 5, have received multiple bids but have been later withdrawn for lack of funds or requirements related to Survey and Manage species.

Though obstacles persist among pilots, some projects look at contract mechanisms as unique training opportunities. Within the Littlehorn Wild Sheep Habitat Restoration Project (Colville National Forest, WA) contractors are required to provide personnel to participate in all prescribed burns; however, the direction for the burn is the responsibility of the Forest Service. In this way, contractors are educated on the way the Agency wants prescribed burns to be conducted, so that in the future there will be a pool of experienced, trained contractors and workers to do such work. In addition, Region 1 has been working on a model timber sale contract with embedded service contract requirements and a service contract with an embedded timber sale that can be adapted as necessary to meet the needs of individual demonstration projects. This model can be used as the starting place for development of stewardship pilot contracts throughout the region.

3.7 Funding Overview: General

To help determine whether funding was an obstacle to project implementation, project coordinators were asked to identify the estimated budget for the life of their projects (from existing business plans) and to estimate the total they had received to date (Appendix G). In many instances, annual allocations and spending could not be easily calculated. A considerable amount of confusion was expressed as to how to account for “goods for services” transactions within these estimates (i.e., counted as timber sale revenues received and as service contract costs expended or not counted at all (net-zero balance)). Also, coordinators had different opinions on how they accounted for community/cooperator contributions (e.g., in cash or in-kind).

Through the interview process, it was learned that many pilots are using different accounting procedures (e.g., some have segregated demonstration expenses out of overall district expenses, while others have not). These results, while worrisome, may indicate a need to look more closely at the type of records being kept and the possible need to establish standardized reporting requirements (e.g., not telephone interviews).

In many instances, funding supplied by the government has been adequate for planning thus far, but not for future implementation. To compensate for those costs not covered by agency budgets, several projects have been innovative in raising supplemental funding for various aspects of project implementation and/or monitoring. The Flathead Forestry Project in Montana provides an excellent example. With an estimated total project cost of \$161,112, over \$110,000 was raised or donated (volunteer service or supplies) to help implement project activities and the monitoring process.

These funding and accounting obstacles are further aggravated by the potential need for project redesign. In some instances, while in the throes of the NEPA process or rehabilitating from the FY2000 fires, projects may need to be redesigned. In addition, every time legislation is enacted or new legal rulings or Endangered Species Act (ESA) listings, planners are required to go back, review, and sometimes re-design projects. There is no recognition for this increased cost. As such, associated project costs may change and coordinators do not feel comfortable providing hard estimates based upon past business plans. In addition, some project managers expressed concern over the fluctuating nature of timber value/sale prices and how such fluctuation directly influences the amount of work that can be done through stewardship contracts.

In general, nearly all projects (who had information available) have received less than the amount requested from the National Office. As a result, dollars allocated to projects are considerably less than what is needed to support a project through all the various stages of design and implementation (e.g., watershed analysis, EAs or EISs, appeals, contracting, etc.). In one example, the Grassy Flats Project (Shasta-Trinity National Forests), project planning has been funded out of the District's regular program of work money. They have hoped to save earmarked funds for implementation. Each year, however, carry-over of these earmarked funds has been uncertain, and the amounts are not known until late into the fiscal year. In FY2000, they received notice in July that only \$89,000 of the expected \$100,000 in carry-over funds would be available. Such delays and reductions in funds make project planning and implementation difficult.

3.8 Funding Overview: Monitoring and Evaluation

Where possible, project coordinators were asked to identify how much money had been allocated (actual or projected) for the monitoring and evaluation process (Appendix H).⁵ Among those who had information readily available, some regions' funds had been specifically allocated to support monitoring/evaluation efforts. For many of these pilots, the bulk of available funding was spent in the planning or NEPA processes. Many monitoring and evaluation budgets could not be estimated since many of the plans have not been developed as yet. And many project coordinators indicated that given recent trends, individual forests will be unable to pay for the envisioned monitoring procedures unless additional funds are found, especially given the considerable time and expense needed to ensure monitoring and evaluation participants are well trained and have the information necessary to understand and interpret gathered data. For example, funding for monitoring and evaluation of the Grassy Flats project (Shasta-Trinity National Forest) was not included in the original budget. To compensate, the Adaptive Management Area coordinator applied for an internal Forest Service award of \$5,000 to a local cooperator to administer and fund multi-party monitoring efforts.

⁵ It should be noted, that for many of the pilots, monitoring plans and or procedures have yet to be developed. Therefore, accurate responses to these questions were difficult to provide.

3.9 Monitoring/Evaluation Process

Project coordinators were asked to describe efforts in the development of monitoring plans and procedures. Specifically, coordinators were asked to describe final plans and procedural documents, the involvement of community members in the monitoring and evaluation process, the types of teams established (e.g., description of members, their roles, frequency of meetings, etc.), and the types of criteria used for evaluation (e.g., those criteria outlined by the *Federal Register* notice or others).

3.9.1 Plan Development

Project coordinators were asked to describe efforts in developing monitoring plans and procedures. Of the Congressionally-authorized pilots, approximately 25% (7) of the pilots have monitoring plans completed (Appendix I). In general, the level of understanding about the importance of multi-party monitoring is relatively low. In addition, monitoring and evaluation is often perceived as something that must wait until after NEPA analysis, project design, or contracting activities are complete.

These delays in plan development are no doubt directly related to the uncertainty over what is expected by multi-party involvement and what “mandatory” criteria will be. Generally, those projects with a community group actively involved are also the ones most likely to have begun thinking about monitoring/evaluation teams and criteria. For some projects, much of the effort in plan development has involved self-monitoring built into stewardship contracts. Some prospective bidders are uncomfortable with these self-monitoring requirements. With so many work activities bundled into a single package, they perceive an increased risk factor (particularly with their payment schedules) spread out over a long-term contract. More attention must be focused on creating multi-party teams and adopting multi-party procedures for these efforts.

One pilot (Winiger Ridge- Arapaho-Roosevelt National Forest) is establishing a three-level plan consisting of (a) implementation monitoring, (b) desired future condition monitoring, and (c) those requirements set forth from the national level. Another project (Upper Glade Land Management Stewardship Contract- Rogue River National Forest) will have a Pacific Northwest Research Station representative detailed to the ranger district to help develop the plan with partners.

3.9.2 Monitoring Teams and Meetings

Approximately 25% (7) of the pilots have monitoring teams in place. Whereas the majority of pilots do not yet have organized teams in place, many have scheduled community field trips and forest tours to solicit support and interest in the projects. For some pilots, additional outreach efforts have been made (e.g., workshops) to solicit the interest of potential bidders and increase the level of understanding about the new authorities and potential small business opportunities. Where there are interest-based or place-based groups actively involved in the demonstration projects, establishing multi-

party teams should not be difficult. Approximately 20% (6) of the pilots have schedules developed for team meetings.

3.9.3 Criteria for Evaluation

Eight of the pilots (29%) plan on using those criteria published within the *Federal Register* as the foundation for data collection⁶. Ten pilots have either expanded upon these criteria or have developed new parameters to assist with evaluation of their efforts. In general, familiarity with the proposed criteria in the *Federal Register* notice was low-to non-existent. Because many of the projects are small in size, there is concern over the applicability of those criteria published within the *Federal Register*. Some pilots are considering the use of the Montreal Criteria and Indicators, sustainable forestry certification criteria, and criteria of concern to local partners. Because different methods of appraisal are being used to calculate the value of goods traded for services, those methods and their outcomes should be one of the items studied by the regional monitoring/evaluation teams.

Some examples of issues and actions that the pilots see as relevant include:

- Impacts on and disturbance to wildlife, including aquatic species.
- Rate of site recovery after activities.
- Progress in meeting the Forest Plan visual quality standards.
- Quality of contractor work achieved through the use of “best value” selection.
- Public involvement.
- Public education.
- Effects on administrative time and costs.
- Effect on timber appraisal processes.
- Benefits to the local community (e.g., dollars spent, jobs created, fire hazards reduced, etc.).
- Effects of project size on bidder response and price.
- How the approach and management techniques used in the pilot can be expanded to the broader landscape.

3.9.4 Data Collection Procedures

Among the stewardship contracting pilots, approximately 35% (10) of the pilots have developed specific data collection procedures. Most of the procedures developed thus far are centered upon biophysical measures, such as photo points for vegetation monitoring. The social component is often the weakest for most pilot evaluation, though a small minority has developed social, economic and administrative criteria. For many of these efforts, project coordinators are planning to provide training to contractors to standardize data collection and analyses for trend detection. Some of these activities have been built into stewardship contracts. In some instances, projects have outlined who will be specific keepers of the data (e.g., inventories and monitoring results will be

⁶ Published in *Federal Register* 64(158): 44685- 44689.

supplied to appropriate land and wildlife management agencies and available for public review, while maintained by a specific community-based group or coalition - Upper Swan-Condon). For other projects, graduate students are being used to collect and analyze much of the data.

4.0 TECHNICAL ASSISTANCE NEEDS

During initial interviews/surveys, pilot representatives were asked if they felt they required specific technical assistance to begin monitoring and evaluation procedures for their projects (Appendix J). Of the current pilots, approximately 54% (15) of the pilots have yet to define their technical assistance needs. Others expressed interest in:

- A clarification of Congressional requirements (5 pilots),
- Assistance with overcoming funding obstacles (6 pilots),
- Guidance on monitoring methods (6 pilots),
- Assistance with the development of effective criteria (2 pilots),
- Assistance with product marketing (2 pilots),
- Guidance on effective public outreach and group facilitation (3 pilots); and
- Guidance on contract development (2 pilots).

5.0 CONCLUSION

The stewardship contracting pilots offer the Forest Service an important experimental opportunity to test alternative contracting arrangements under “real world” conditions. The general expectation is that these projects will generate a bounty of useful information concerning new procedures and approaches that could prove critical to addressing both current and future vegetation management needs on the national forests. Through testing of the various new authorities, resource specific advocacy, or functionalism, is being reduced in favor of more integrated approach to implementing needed treatments- meeting the total treatment needs of a given watershed (biophysical and socioeconomic needs) in a unified and comprehensible manner.

Whereas this report focuses upon the differing stages of project implementation among the pilots, the reader should not assume a dismal start. The variety of time/implementation scales occurring among the pilots is an asset, as such differences allow the Agency to study how well the stewardship process works in its early formative stages and how best to apply it in future endeavors. All projects have been able to move ahead, in accordance with the resources available to them and almost are still anticipating completion within the Congressionally allocated time frame. In nearly every instance, considerable effort is being expended to involve local communities, even where agency personnel are uncomfortable or unfamiliar with the process of citizen involvement.

The establishment of a multi-party monitoring/evaluation process further legitimizes such efforts- promoting an expression of multiple-voices and interests in

project design and implementation, while also enabling cross-learning and improved communication. The multi-party process also facilitates a path for interesting comparisons among other projects of varying scales and focus, both within and outside the Agency. Even at such an early stage of program execution, important lessons are being learned within the various pilots and being cross-communicated to others to improve situations for more “fledgling” efforts.

As multi-party monitoring and evaluation efforts take off, it will be important to hold this information-sharing paramount, as the “lessons learned” through a well-performed and thorough monitoring/evaluation process can only help inform and improve the work of later efforts and the future stewardship of our national forests.

APPENDIX A

-DRAFT-

DISCUSSION ON REGIONAL TEAMS

Structure and Composition

Four regional monitoring and evaluation teams have been proposed as part of the overall effort towards implementing multi-party monitoring and evaluation of the stewardship pilots. To simplify program structure, regions have been defined according to geographic areas (e.g., East, Southwest, Northwest/Rockies, and Pacific Northwest/Coastal).

All Regional Teams (RTs) will be multiparty and broadly inclusive and will interact heavily with those Local Teams (LTs) located within their respective regions. Membership on the RTs shall be solicited from a broad array of interests, such as LT representatives, others involved in local pilot efforts, forest workers, local/state/tribal governments, the Forest Service, representatives from regional interest groups, educational institutions, public and/or private research groups, and concerned private citizens.

To facilitate discussions and necessary actions, membership on the RT is tentatively limited to 25 individuals, retaining open and public access to all meetings (see proposed compositional matrix below). Accommodations for non-English speaking persons shall also be addressed, where appropriate.

EXAMPLE
Regional Team Matrix

Affiliation	No. of Participants
USDA Forest Service	3
Other Federal Agencies	1
State Agencies	1
Municipal Agencies	1
Local Pilot Representatives	4
University	2
Conservation/Environmental Orgs.	3
Industry	3
Sporting Orgs.	2
Local Land Owners	2
Other	3
Total:	25

Role and Responsibilities

Each RT shall be responsible for a series of duties ranging from scheduled meetings, to analyzing data and final report development. A minimum of two meetings per year is required for each RT, preferably in a community with an operating pilot project. These on-the-ground workshops will provide RT members with hands-on experience in implementation issues and an ability to discuss

issues/concerns with local people. Such meetings will also provide opportunity for the exchange of lessons learned and early discussion on the success of data gathering/analysis at the local level. Such gatherings will be open to the public and the minutes will be widely distributed within the larger community of interests.

Each RT will ultimately be responsible for the synthesis of monitoring/evaluation data collected by Local Teams (LTs) and analyzing the effects of regional conditions on the success and outcome of pilot efforts (i.e., the influence of geography, ecosystem type, particular economic or social conditions and the role of communities in the development of contract plans). As such, the regional team will specifically focus upon the aggregated effects of individual pilot efforts/actions, in particular summarizing project level data provided by the Local Team, comparing and contrasting the results within the regions, and projecting what continuing use of authorities could mean to the region. Details surrounding these analyses and summaries of their findings shall be incorporated in an annual report to the National Team (NT) by the close of each fiscal year.

To meet these requirements, specific procedures will be developed to assist the RT in accurately assessing the aggregated effects of project implementation and other issues that have the potential to drive various trends (e.g., social conditions, ecological conditions, etc.).

Facilitation/Coordination of Regional Teams

Facilitation of and technical assistance to the RTs will be provided by either the Contractor, Partner Organizations or other organizations with regional knowledge and capabilities. The selection of suitable organizations to provide services to the RTs will be based upon an a series of public nominations. Nominees will be evaluated based upon the organization's proven record of facilitation skills, neutrality, and level of acceptance.

Once selected, each coordinator will be responsible for facilitating and coordinating necessary RT meetings, and ensuring that all RT requirements are met (e.g., meeting minimum requirement of two meetings per year, annual report development, etc.).

APPENDIX A

-DRAFT- DISCUSSION ON NATIONAL TEAM

Structure and Composition

As the "clearing house" for information surrounding the multi-party monitoring and evaluation process, the NT must ensure an open dialogue among all involved parties and a clear, cohesive public message. To ensure such connectivity, membership for the team shall be solicited from a broad range of concerned interests, including representatives from local stewardship pilots, local and regional monitoring teams, national level interest groups, forest workers, universities, various levels of government (federal, state, municipal, and tribal), and others.

The NT shall exercise a collaborative leadership structure in which all participants have equal input. With an expected high number of interested parties, a proposed limit on team size shall be tentatively set at 25 individuals. However, all meetings shall remain open to the public. Accommodations for non-English speaking persons shall also be addressed, where appropriate. At minimum, two members will be participants in local pilots to ensure connection to the local level.

Role and Responsibilities

Inherently, the NT will be responsible for assessing the program from a national perspective, collecting, summarizing, and evaluating information on: (1) the status of development, execution, and administration of authorized contracts; (2) the specific accomplishments resulting from the efforts; and (3) the role of local communities in the development of contract plans. Further, the NT will provide an assessment on national stewardship issues such as forest policy, linking local/regional/ national interests into the overall monitoring process, and agency accountability. The NT, with significant input from both the Local Teams (LTs) and Regional Teams (RTs), will be responsible for assessing the effectiveness of the authorities tested through the pilots and their potential value to the Forest Service if they were to be more widely used. The NT will also identify and evaluate the important "lessons learned" from the pilots, including the obstacles and barriers encountered during the process.

Two NT meetings will be organized each year to discuss national issues and directions in the monitoring and evaluation of the pilot projects. These meetings will be organized and facilitated by the Pinchot Institute in locations supporting pilot projects to increase the understanding of local structure, implementation, and analyses. As with LT and RT meetings, these gatherings will be open to the public and all minutes will be widely distributed and provided in a public format.

The NT is responsible for assisting with the preparation and review of the annual report to the Washington Office of the Forest Service. This annual report shall be designed to provide a foundation for the Agency's required annual report to Congress (to be prepared by the Contractor) and will be based upon results from local/regional analyses and evaluation procedures

Facilitation/Coordination of National Team

The organization and operation of the National Team (NT) will be facilitated by the Pinchot Institute for Conservation, which will provide guidance, support, convening and facilitation services to the NT and overall coordination and cohesion for the entire monitoring/evaluation effort.

APPENDIX B: Authorities Being Tested

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

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

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

APPENDIX C: Project Objectives and

Region	Project Name	Activities
1	North Fork Big Game Habitat Restoration	harvests, watershed rehab.
1	Three Mile Restoration Project	ol, prescribed fire, revegetation,
1	Paint Emery Stewardship Demonstration Project	vegetation, road decommissioning,
1	Upper Swan-Condon	e.
1	Flathead Forestry Project	e.
1	Priest Pend Oreille Land Stewardship Project	revegetation, weed control, pre- ciliation.
1	Yaak Community Stewardship Proposal	reveg., road rehab., stream rehab..
1	Dry Wolf Stewardship Project	ground improvements, trail
1	Clearwater Stewardship	iteration.
1	Knox-Brooks Stewardship Proposal	ning, prescribed fire, road ning.
1	Meadow Face Stewardship Project	hab, prescribed fire, recreation commercial thinning, commercial
2	Winiger Ridge Restoration	re, road/trail improvements,
2	Mt. Evans Collaborative Stewardship	
2	Southwest Ecosystem Stewardship	
2	Beaver Meadows Restoration	thinning, reforestation, prescribed
2	Upper Blue Stewardship	am rehabilitation.
3	Cottonwood/Sundown Watershed Project	prescribed fire.
3	Picuris/Las Truchas Stewardship Project	nents (revegetation, etc.).
3	Red Canyon CCC Project	nnmercial) and fuels management.
3	Grand Canyon Stewardship Project	

Objectives	Sample Activities
Douglas-fir), restore old growth improvements.	Road obliteration, thinning, fuels management, prescribed fire.
systems to historical benchmark (improve , restore watershed, reduce habitat).	Harvesting, fuels management, stream rehabilitation.
existing juniper).	Thinning (utilizing prototype equipment).
sity, and advance knowledge of Native	Traditional Ecological Knowledge, harvests/thinning
lth (fire protection, as well).	Harvesting, fuels management, thinning.
ded oak woodlands, improve well-being	Conifer harvests, prescribed fire.
wildlife habitat and forest heath	Thinning, harvests, fuels management, stream rehabilitation, road decommissioning, road maintenance.
pitat.	Thinning, prescribed fire, weed control, improve forage availability.
iverse ecosystem. Improve well-being of	Harvests, thinning, forest certification.
lth. Improve local employment	Prescribed fire, creation of fuel breaks, reduction in fuel loads, harvests.
-growth forest ecosystems (ponderosa	Thinning, fuels management.
ssional habitat for neo-tropical birds.	Facility construction, revegetation, harvests and thinnings.
es.	
vements.	Harvests and thinnings.
and recreational opportunities.	Harvests, road construction/maintenance, stream rehabilitation
in Hemlock-Hardwood and Pine-Oak	Harvests (creative prescriptions).
retive/educational purposes.	Harvests, trail construction, facility development.
	Commercial thinning (various styles/techniques).

APPENDIX D: COOPERATOR INVOLVEMENT

Region	Project Name	Sec. 347	Example Cooperators	Example Activities
1	North Fork Big Game Habitat Restoration	Y	Idaho Department of Fish and Game and on Team. The project is associated with a broad coalition of supporters interested	Project implementation, public meetings, and monitoring.
1	Three Mile Restoration Project	Y	ings are planned, in which the proposed support/interest will be solicited.	n/a
1	Paint Emery Stewardship Demonstration	Y	enter, Flathead Common Ground.	Formulated questions for monitoring, organized training/orientations, involved with watershed analysis processes.
1	Upper Swan - Condon	N	agement and Learning Center, Montana	Assessments, training and orientation for volunteers, record keeping, project implementation.
1	Flathead Forestry Project	N	enter, Flathead Forestry Project, and the ources and Conservation.	Development of criteria, orientation/training for volunteer teams, administrative support.
1	Priest Pend Oreille Land Stewardship	Y	ce, Selkirk Conservation Alliance, Priest tion, Priest River Experimental Forest,	Not identified.
1	Yaak Community Stewardship Contracting	Y	eeering Committee consisting of retired and other community members.	Not identified.
1	Dry Wolf Stewardship Project	Y	l, Wildlife, and Parks.	Field observations, quality control.
1	Knox-Brooks Stewardship Project	Y	missioners	Project development.
1	Clearwater Stewardship	Y	ie USFS have been named. Local her interests have been made aware of the process.	n/a
1	Meadow Face Stewardship Project	Y	which consists of industry representatives, ater Elk Recovery Team, the Nez Perce Fish and Game, the Idaho Conservation	Not identified.
2	Mt. Evans Collaborative Stewardship	Y	ce, Colorado Division of Wildlife, private try.	Not identified.
2	Winiger Ridge	Y	ce, State of Colorado (Weed Mgt. City of Boulder Open Space/Parks, /vale Fire, High Country Fire, Rocky and Colorado State University.	Project design, monitoring, team facilitation.
2	Southwest Ecosystem Stewardship	Y	ce, Montezuma County, and local S:	Project planning and monitoring.
2	Beaver Meadows Restoration	Y	ewardship Initiatives, USFS Rocky S, Colorado Timber Industry, and Colorado	Not identified.
2	Upper Blue Stewardship	Y	issioners, Upper Blue Planning ing Commission, White River Forest pen Space Advisory Committee, Fire Society, High Country Snowmobile Wildlife, USFWS, ACOE, EPA and the	Not identified.
3	Cottonwood/Sundown Watershed Project	Y	A	n/a
3	Picuris/Las Truchas Land Grant	N	: Truchas Woodlot.	Administrative support, implementation, processing of contract materials.
3	Red Canyon CCC	N	Las Humanas", a local community d communities (e.g., Tajiue, Torreón, ountainair, and Abo).	On-ground administration for project.

Cooperators					Example Cooperators	Example Activities
Conservation Groups	Industry Groups	Sport/Recreation Groups	Wildlife Groups	Other		
				●	Grand Canyon Trust, Northern Arizona University, the US Fish & Wildlife Service, the Nature Conservancy, Coconino County, Arizona Game & Fish, Flagstaff Chamber of Commerce, Society of American Foresters, Flagstaff Fire Dept., Flagstaff Native Plant and Seed.	Not identified.
					No cooperators have been identified, as yet.	n/a
	●		●		Stolze Aspen Mill, State of Utah, Rocky Mountain Elk Foundation, Six County Association of Governors, Utah Legislators, County Commissioners, Six County Economic Development District, Panoramaland Conservation and Development District, and local timber industry.	Project implementation.
	●				High Desert Wood Products and the state of Oregon.	Not identified.
				●	Maidu Cultural and Development Group, Plumas Corporation, and Forest Community Research.	Not identified.
				●	Trinity Stewardship Group, Watershed Research and Training Center, Trinity Bio-region Group, Klamath Province Advisory Committee, Trinity County Resource Conservation and Dev. Council, Pac SW Research Station.	Community involvement, monitoring, training, maintenance of mail lists.
	●			●	Blue Lake Rancheria, Trinity Stewardship Group, WRTC, Mad Rock Economic Development Corporation, Independent Forest Products Association, local contractors.	Assist with identifying potential bidders.
					Not identified.	Not identified.
		●	●		National Safari Club, Rocky Mountain Bighorn Society, Foundation for North American Wild Sheep, and Inland Northwest Wildlife Council (no formal agreements, as yet).	Funding, project implementation, project monitoring.
				●	Applegate Partnerships, Applegate River Watershed Council, WWF, Headwaters, Lead Partnership Group, Southern Oregon University, Oregon State University, Sustainable Northwest, BLM, other fed/state agencies.	EIS planning and development, monitoring, plan development.
				●	City of Baker City (helps with formulation of options and monitoring guidelines), Powder River Correctional Facility, and the USFS Pacific Northwest Research Station.	Formulating project alternatives (EIS).
				●	Friends of the Winema (monitoring plans, field reviews) and Oregon Dept. of Forestry (Forest Health Partnership- monitoring).	Contract development, monitoring plans, monitoring processes.
		● (potential)	●		University of Tennessee, American Bird Conservancy, Ruffed Grouse Society, National Wild Turkey Federation, Tennessee Wildlife Resources Agency, Buckmasters, and the NRA (potentially).	Financial aid, equipment, supplies, project design.
					Virginia Department of Forestry, Virginia Tech. Role of industry and community members is unknown at this point.	Not identified.
					Auburn University, mostly in-house support from the Forest Products Lab and the Southern Research Station.	Funding.
					Northland College, North Central Forest Experiment Station, Wisconsin Department of Natural Resources.	Animal surveys, designation of sale, monitoring (floristics).
				●	National Forest Foundation, State of New Hampshire, Society for the Protection of NH Forests, and NH Timberland Owners Association.	Funding, labor, materials.
					Alaska Forestry Association, Alaska Department of Fish & Game, Pacific Northwest Research Station, Forest Products Lab.	Not identified.

APPENDIX E: Process Overview, NEPA

Region	Project Name	Sec. 347	Administrative Unit	Process Status			Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	
							Appeals/Litigation (explain)
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF	●			Draft EIS due Winter 2000. Expected ROD, Summer/Fall 2001.
1	Three Mile Restoration Project	Y	Custer NF	●			Due to the 2000 fire season, NEPA analysis was put on hold until Jan 2001.
1	Paint Emery Stewardship Demonstration	Y	Flathead NF		●	1999	On Aug 1999, the decision notice on the Paint Emery Resource Management Project (of which this pilot is was signed).
1	Upper Swan - Condon	N	Flathead NF	●			In April 2000, Friends of the Wild Swan and the Swan View Coalition filed suite again the Forest contending old growth management violated an amendment to the forest plan. The Upper Swan-Condon pilot was the first project planned to be implemented under the amendment. Project is delayed until litigation is resolved.
1	Flathead Forestry Project	N	Flathead NF		●	1998	Draft EIS issued in Spring 2000. Expected ROD in October 2000. The Lakelace-Lamb environmental assessment was appealed in 1999 on issues related to cumulative effects. Decision was remanded and district proceeded with EIS.
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF	●			Whereas the activities under this pilot are not specifically at issue, the demonstration area is covered by an EA currently under litigation (Clay Beaver EA). The Forest has agreed to delay the pilot until January 2001, to avoid a hearing on preliminary injunction.
1	Yaak Community Stewardship Contracting	Y	Kootenai NF	●		1999	NEPA on the harvesting and trail work completed under Running Wolf EIS (5/95). Other activities addressed through separate NEPA process, a non-appellable Categorical Exclusion.
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF		●	2000	EIS is underway. Scoping has been done and the preferred alternative has been identified. Project has been submitted to USFWS, encountering significant delays.
1	Knox-Brooks Stewardship Project	Y	Lolo NF	●			EIS is underway. Scoping has been done and the preferred alternative has been identified. Project has been submitted to USFWS, encountering significant delays.
1	Clearwater Stewardship	Y	Lolo NF	●			The watershed analysis is being completed. Initial scoping began 8/2000. ROD expected late 2001.
1	Meadow Face Stewardship Project	Y	Nez Perce NF	●			
2	Mt. Evans Collaborative Stewardship	Y	Arapaho-Roosevelt NF	●			Landscape analysis completed in 1999. First EA is anticipated in 2001.
2	Winiger Ridge	Y	Arapaho-Roosevelt NF		●	2000	Decision notice signed for 230 acres of project.

Region	Project Name	Sec. 347	Administrative Unit	Process Status			Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	Appeals/Litigation (explain)
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF		●	1999	Categorical exclusion, which may be subject to court injunction.
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF		●	1997	
2	Upper Blue Stewardship	Y	White River NF	●			Anticipates EIS by October 2000.
3	Cottonwood/Sundown Watershed Project	Y	Apache - Sitgreaves NF		●	1995, 1997	Two separate EAs and decisions cover the project area Cottonwood Wash Ecosystem Management Area and Sundown Ecosystem Management Area.
3	Pleuris/Las Truchas Land Grant	N	Carson NF	●			Initially delayed because of inadequate staffing.
3	Red Canyon CCC	N	Cibola NF		●	1997	Completed in 8 months.
3	Grand Canyon Stewardship Project	Y	Cocconino NF		●		NEPA was appealed by Forest Guardians on the Forest's first project attempt. The decision was remanded and has to be reissued. Project under appeal is called "Fort Valley" and involves 10,000 ac.
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF	●			The NFMA watershed analysis is underway.
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF	●			The EIS has been finished and is currently out for 30-day comment period. The ROD is expected Dec/Jan 2001.
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF		●	1998	
5	Maidu Stewardship	N	Plumas NF	●			Due to begin NEPA process in FY2001.
5	Grassy Flats	Y	Shasta - Trinity NF		●	1995-98	Various RODs. Additional requirements for Survey and Manage inventories need to be completed.
5	Pilot Creek	Y	Six Rivers NF		●	1996	NEPA, not pilot, was appealed on environmental grounds (remote interest). Dismissed.
5	Granite Watershed	N	Stanislaus NF	●			Seven separate NEPA documents being prepared. First ROD expected 9/2000. Last ROD expected Spring 2001.
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF		●	1998	Appeal on roadless condition. Appeal resolved at regional office level.
6	Upper Glade LMSC	Y	Rogue River NF	●			Notice of intent to be issued 11/2000. Plan to complete NEPA by Dec 2001.
6	Baker City Watershed	Y	Wallowa - Whitman NF		●	1995	NEPA appeals by ONRC and a local environmental organization. Project itself was not appealed.
6	Antelope Pilot Project	Y	Winema NF		●	1999	
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF	●			NEPA for this project being incorporated into larger ecosystem management project. Scoping expected to be completed in FY01.
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF		●	1997	NEPA took 1-year to complete.

Region	Project Name	Sec. 347	Administrative Unit	Process Status				Additional Notes
				NEPA Incomplete	NEPA Complete	Decision Date	Appeals/Litigation (explain)	
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC	●				NEPA process delayed but notice is in paper. Scoping has begun.
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet		●	1997		NEPA was completed before the start of the pilot.
9	Forest Discovery Trail	Y	White Mountain		●	1995		NEPA process was completed over 5 yrs ago.
10	Kosciusko Commercial Thinning	N	Tongass NF	●				Scoping has begun. Project still in planning stages.

APPENDIX F: Process Overview, Cont

Region	Project Name	Additional Notes
1	North Fork Big Game Habitat Restoration	
1	Three Mile Restoration Project	
1	Paint Emery Stewardship Demonstration	st and timber contracts are out-to-bid. ber sale is 9/18/00 and service contract
1	Upper Swan - Condon	es are on hold, pending the outcome of
1	Flathead Forestry Project	, were accepted. Both small business, one pany.
1	Priest Pend Oreille Land Stewardship	est will be distributed soon (shown to suggestions). Contract to be developed by
1	Yaak Community Stewardship Contracting	ation until January 2001.
1	Dry Wolf Stewardship Project	ected to be complete by 10/00. This year's unavoidable delays in contract
1	Knox-Brooks Stewardship Project	sts are working on a model timber sale bedded service contract.
1	Clearwater Stewardship	sts are working on a model timber sale bedded service contract.
1	Meadow Face Stewardship Project	
2	Mt. Evans Collaborative Stewardship	7-acre TSI in lodgepole pine (state
2	Winiger Ridge	
2	Southwest Ecosystem Stewardship	rsions of participatory agreements have none accepted as yet.
2	Beaver Meadows Restoration	dule to go to bid this summer. Fires during d delays. Expect to offer contract y 2001.
2	Upper Blue Stewardship	
3	Cottonwood/Sundown Watershed Project	
3	Picuris/Las Truchas Land Grant	
3	Red Canyon CCC	-share agreement was signed and work Over the course of two years, 26 acres of completed, 16 acres of slash treatment, 1/2-rated and 30 cords of firewood removed.
3	Grand Canyon Stewardship Project	

Contract Status				Additional Notes
Contract Agreement	Out-to-bid	Bids Received	Contract/ Agreement Awarded	
			Sep-99	Contract scheduled to start winter 2000.
				Contracting may involve NEPA-related work. Meetings have been scheduled for early 2001.
				Put out to bid June 1999. Withdrawn for lack of funds and survey/manage requirements. Survey and Manage are currently being completed. District staff is revising contract for release.
	●			Went out to bid Summer 1999. No bids received. Survey/manage must be done for Fall 2000 and Spring 2001. Stand must be remarked. Fires and fire rehab have diverted the work force this fiscal year.
		●		Two offers received- closing date was 9/11/2000
				Contract planned for Sept, 2002.
		●	Dec-99	Contracting process took 6 mos. (longer than anticipated). Due to high value, it was reviewed by the WO and OGC. Helicopter safety plan was required. Work in-field began April 2000. Four bids received.
			Sep-99	Field work in process (35% complete). Contracted to small business.
				Due to the complicated nature of the logging system, project coordinators are concerned over the level in contractor interest. Coordinator anticipates contract being awarded in Fall or Spring FY2001.
				Some work has been done on contract language. Coordinator plans on developing contract simultaneously with the NEPA process.
			●	Contract is a standard timber sale contract. Awaiting close of the sale (will take 5 years to complete project).
		●		Bids closed on 8/22/00, with award going to highest bidder. Contract is for \$107,000 (project cost, logging, trail construction, etc.). Local contractor, in-state. Still need to contract and fund other elements of project (e.g., infrastructure improvements and interpretive signs).

APPENDIX G: Funding Overview, Ge

Region	Project Name	onal Notes
1	North Fork Big Game Habitat Restoration	ocky Mtn. Elk Foundation ion Partnership Grant (\$35K), Dept. of Fish and Game
1	Three Mile Restoration Project	d, so costs may change.
1	Paint Emery Stewardship Demonstration	cooperators (FY98: \$7,000; ,429).
1	Upper Swan - Condon	
1	Flathead Forestry Project	utions, and \$39,600 in donated ls from timber totaled \$81,943 project costs- done through
1	Priest Pend Oreille Land Stewardship	unavailable. Goods for d to end up with zero balance.
1	Yaak Community Stewardship Contracting	have been administrative.
1	Dry Wolf Stewardship Project	received from commercial
1	Knox-Brooks Stewardship Project	
1	Clearwater Stewardship	nown at this time.
1	Meadow Face Stewardship Project	ect costs.
2	Mt. Evans Collaborative Stewardship	12 in FY98. Cooperators
2	Winiger Ridge	\$109,000 (FY98) and
2	Southwest Ecosystem Stewardship	
2	Beaver Meadows Restoration	
2	Upper Blue Stewardship	FY99): \$29,269.
3	Cottonwood/Sundown Watershed Project	
3	Picuris/Las Truchas Land Grant	\$10,000
3	Red Canyon CCC	\$2,000.
3	Grand Canyon Stewardship Project	lation: \$214,000
4	North Kennedy/Cottonwood Forest Health Project	. Breakdown of needs includes 5K for NEPA, and \$125K for
4	Monroe Mountain Ecosystem Restoration	

Total Funding			Additional Notes
Contributions FY98	Contributions FY99	Contributions FY00	
unknown	\$15,000	\$50,000	Allocation from Regional Office and annual appropriations.
	\$100,000	\$89,000	FY99 funds not spent. Project planning has come out of funding for the District's regular program of work (timber, fuels reduction, and KV-plantations).
			All contributions are from unit appropriations.
		\$209,000	FY2000 funds from Timber and TSI funds. Does not include estimated \$5-10,000 expected from cooperators.
		\$40,000	\$250,000 needed for NEPA. Funding requests for each year have not been met. Still needs \$195,000 if EIS to be completed by 2000.
	\$1,500,000		\$750,000 from WO. National Forest supplemented another \$750,000 to proceed to award. Supplement came from carry-over fuels money from forest/region.
			Budget has been fully allocated. Issues with multi-year funding.
	\$10,000	\$28,000	Has permission to spend up to \$30,000 this fiscal year.
	\$72,000		Estimated that project will be complete in 4-5 mos.
\$2,500	\$35,000	\$15,000	To date has spent approximately \$5,000 for layout, sale preparation, field work and NEPA (\$3,000).
\$7,400	\$4,850		Money for FY00 will come from timber sale administration.
	\$50,000	\$63,000	\$50,000 collected from weekend fund raiser (donations). Of project total, \$50,000 is allocated to NEPA, and \$50,000 to landscape design.
\$10,000			Permission to spend up to \$30,000 this fiscal year.

APPENDIX H: Funding Overview, Mo

Region	Project Name	Additional Notes
1	North Fork Big Game Habitat Restoration	
1	Three Mile Restoration Project	estimates may change due to project redesign.
1	Paint Emery Stewardship Demonstration	
1	Upper Swan - Condon	
1	Flathead Forestry Project	totals for expended funds include value of volunteer services.
1	Priest Pend Oreille Land Stewardship	
1	Yaak Community Stewardship Contract	
1	Dry Wolf Stewardship Project	
1	Knox-Brooks Stewardship Project	
1	Clearwater Stewardship	
1	Meadow Face Stewardship Project	
2	Mt. Evans Collaborative Stewardship	
2	Winiger Ridge	
2	Southwest Ecosystem Stewardship	
2	Beaver Meadows Restoration	
2	Upper Blue Stewardship	
3	Cottonwood/Sundown Watershed Project	
3	Picuris/Las Truchas Land Grant	
3	Red Canyon CCC	
3	Grand Canyon Stewardship Project	
4	North Kennedy/Cottonwood Forest Health Project	supplemental money will be needed for contracting and monitoring. These funds will come from NFTM, NFFV, /FHF, and NFWL.
4	Monroe Mountain Ecosystem Restoration	
5	Fourmile Thinning/Juniper Utilization	
5	Maidu Stewardship	they have not yet budgeted for m/e.
5	Grassy Flats	Monitoring/Evaluation funding not included in original budget. The coordinator applied for internal FS award of 5,000 to have WRTC exercise multi-party monitoring. Volunteered time commitment from FS and public participants.
5	Pilot Creek	

Annual Estimates						Additional Notes
Project Year 1	Project Year 2	Project Year 3	Project Year 4	Project Year 5		
						Revised estimate for total project monitoring at \$90K (through 2004). EIS data collection to cover some monitoring costs. Six month salary for PNW researcher to develop monitoring plan (\$30,000)
\$80,000	\$80,000					Totals include funds needed for burning and monitoring.
						Friends of Winema and Forest Health Partnership will volunteer time.
	\$6,000					Approximately \$6,000 planned for 2nd year of project implementation for coordination of monitoring efforts..
						For coordination of monitoring efforts.
						For monitoring forest response to harvest (\$10,000) and a contracted financial report (\$5,000).
\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		Several years of pre-sale baseline data (\$5,000). Mostly biological data collection and analysis covered by the \$10,000 annual estimates.
\$2,800	\$5,000	\$3,000				Funding includes USFWS consultation.

APPENDIX I: Monitoring/Evaluation Process

Region	Project Name	Additional Notes
1	North Fork Big Game Habitat Restoration	discussion of the M/E process. Because of the uncertainty, no plans have been formally developed.
1	Three Mile Restoration Project	the project has not been addressed due to this year's fire. Criteria will be used as the foundation for M/E efforts.
1	Paint Emery Stewardship Demonstration	reverse monitoring team planned for (though not formed, as provide framework for M/E. Other criteria will be used, procedures have been developed.
1	Upper Swan - Condon	ent. M/E team members can easily be drawn from (give early public input and involvement). Project criteria, but can be incorporated. Other criteria collection procedures developed.
1	Flathead Forestry Project	veloped in 1998. Shortly after plan development, a established to evaluate contracting process (included state business Association, Swan Ecosystem Center, and retired regular meeting schedule but met as needed. CFR Several new criteria established.
1	Priest Pend Oreille Land Stewardship	development of M/E plan. Once contract is developed, it will be given top priority. Initial discussion of an (involvement of Priest-Pend Oreille Forest Community Connect, other interests) is on-going. Pre-treatment plots and established. Monitoring includes snag tallies, BMPs, surveys, and noxious weeds surveys.
1	Yaak Community Stewardship Contracting	been dedicated to project planning and design. Self-tilt into the stewardship contract. Steering committee development of team. Some discussion on data
1	Dry Wolf Stewardship Project	stance with development of a monitoring plan. District CFR criteria, but will welcome other parameters. Has tions to help evaluate contracting processes.
1	Knox-Brooks Stewardship Project	DFWS consultation, plan has not been developed. The ssioners will be involved in creation of the M&E team. le foundation for M&E criteria development.
1	Clearwater Stewardship	DFWS consultation, plan has not been developed. The d as the foundation for M&E criteria.
1	Meadow Face Stewardship Project	s is complete, plan cannot be developed. Given the city interest in the project, high levels of public pation are likely to occur.
2	Mt. Evans Collaborative Stewardship	

ing/Evaluation Status				Additional Notes
ing dule ished	Use of Fed Reg Criteria	Use of New Criteria	Data Collection Procedures Developed	
			●	Developing a 3-level plan (implementation monitoring, desired future condition monitoring, and national level). There have been community meetings and field trips. Planning a workshop for potential bidders to explain process. Forest Restoration Fair.
	●		●	Plan was developed based upon the CFR criteria and input from the working group. A monitoring team has been established, including members from the local newspaper, DOW, environmental organizations, retired USFS personnel and industry members. Photo points will be used for veg. monitoring. Working group will answer social questions. USFS will help collect economic and administrative data.
	●		●	Plan was developed based upon the CFR criteria and input from the working group. A monitoring team has been established, including members from the local newspaper, DOW, environmental organizations, retired USFS personnel and industry members. Photo points will be used for veg. monitoring. Working group will answer social questions. USFS will help collect economic and administrative data.
				The project is scheduled to be completed by Sept 2001. Funding has not been adequate.
			●	Plan in place to monitor biophysical components. Photo points have been set up with Truchas youth. There is a plan to do more watershed monitoring within second phase of the project. Monitoring team consists of local youth and the USFS.
			●	Photo points and two production cages have been established to monitor success. They plan to do year-end reports but a formal monitoring plan is not yet established.
	●		●	A large support team, consisting of USFS, home owners, fire districts, universities, has been established and meet monthly. Detailed biophysical monitoring has been established by Northern Arizona University and the Rocky Mountain Experiment Station. There is no formal social monitoring.
				In August 2000, District Ranger led tour to stimulate interest in participating in project and multi-party monitoring. Too early to know the usefulness of criteria, etc.
			●	A 10-acre research plot has been established to monitor impacts to soil and aspen regeneration.
				No activity.
				Project planning meetings are scheduled for Jan 2001.
	●	●	●	Plan developed in 1998. Team established in 1998 by Hayfork AMA. Team met regularly in 1998 and 1999. No scheduled meetings since contract withdrawn in Fall 1999. Plan addresses many of the CFR criteria, but not all (new criteria for ecological parameters). Photo points, and monitoring methods (scientific protocol for biophysical measures) developed.

Region	Project Name	Additional Notes
5	Pilot Creek	oped among diverse set of community members. The framework of key questions to address, but no formal plan. Reviewed the CFR criteria and submitted comment. No new info.
5	Granite Watershed	
6	Littlehorn Wild Sheep Habitat Restoration	oped as yet. Will use CFR criteria as start. Will use plot points as a primary data source for monitoring.
6	Upper Glade LMSC	W researcher will be detailed to Applegate RD to partners. Members for teams have been identified and published. Willing to use CFR criteria and other relevant information already collected (for both NEPA and
6	Baker City Watershed	oped with PNW and City of Baker City. No local team pulled back after Fed Reg. Modifications). More monitoring than outlined in Fed Reg (fuels data and
6	Antelope Pilot Project	oped but have worked on various components. Team hired. Monthly meetings held (Jun-Sep). No obstacles identified. Photopoints established. Biophysical indicators
8	Nolichucky-Unaka Stewardship	
8	Contract Logging/Stewardship Services	ieves a multi-party team can be shaped relatively
8	Wayah Contract Logging Stewardship Project	ish the Southern Research Station, who have template for monitoring. Financial Assessment will be contracted separately.
9	Lake Owen Forest Restoration	insects for biophysical monitoring established. Specific protocols for data analysis are in place. Final reports will cover costs, process and involvement of
9	Forest Discovery Trail	concerned about funding efforts and attracting volunteers.
10	Kosciusko Commercial Thinning	

APPENDIX J: Technical Assistance Needs

Region	Project Name	Sec. 347	Administrative Unit	None Needed	Unknown at this time	Clarification of Requirements	Overcoming Funding Obstacles	Monitoring Methods/ Requirements	Criteria Development	Product Marketability	Outreach and Facilitation	Contracting Guidance
1	North Fork Big Game Habitat Restoration	Y	Clearwater NF		•							
1	Three Mile Restoration Project	Y	Custer NF		•							
1	Point Emery Stewardship Demonstration	Y	Flathead NF		•							
1	Upper Swan - Condon	N	Flathead NF	•	•							
1	Flathead Forestry Project	N	Flathead NF									
1	Priest Pend Oreille Land Stewardship	Y	Idaho Panhandle NF			•	•	•			•	
1	Yaak Community Stewardship Contracting	Y	Kootenai NF				•	•			•	
1	Dry Wolf Stewardship Project	Y	Lewis & Clark NF									
1	Knox-Brooks Stewardship Project	Y	Lolo NF		•							
1	Clearwater Stewardship	Y	Lolo NF		•							
1	Mendocino Face Stewardship Project	Y	Nez Perce NF		•							
2	Mt. Evans Collaborative Stewardship	Y									•	
2	Wingier Ridge	Y	Arapaho-Roosevelt NF							•		•
2	Southwest Ecosystem Stewardship	Y	San Juan/Rio Grande NF				•					•
2	Beaver Meadows Restoration	Y	San Juan/Rio Grande NF				•					
2	Upper Blue Stewardship	Y	White River NF		•							
3	Cottonwood/Sundown Watershed Project											
3	Picuris/Las Truchas Land Grant	Y	Apache - Sitgreaves NF		•							
3	Red Canyon CCC	N	Carson		•							
3	Grand Canyon Stewardship Project	Y	Cibola		•			•		•		
3			Cocumino									
4	North Kennedy/Cottonwood Forest Health Project	Y	Boise NF		•		•					
4	Monroe Mountain Ecosystem Restoration	Y	Fishlake NF									
5												
5	Fourmile Thinning/Juniper Utilization	N	Modoc NF									
5	Maidu Stewardship	N	Phumas NF		•							
5	Grassy Flats	Y	Shasta - Trinity NF			•			•			
5	Pilot Creek	Y	Six Rivers NF			•			•			
5	Granite Watershed	N	Stanislaus NF		•							
6												
6	Littlehorn Wild Sheep Habitat Restoration	Y	Colville NF		•							
6	Upper Glade LMSC	Y	Rogue River NF			•		•				
6	Baker City Watershed	Y	Wallowa - Whitman NF		•							
6	Antelope Pilot Project	Y	Winema NF		•							
8												
8	Nolichucky-Unaka Stewardship	Y	Cherokee NF		•							
8	Contract Logging/Stewardship Services	Y	GW - Jefferson NF		•			•				
8	Wayah Contract Logging Stewardship Project	Y	NFS in NC		•							
9	Lake Owen Forest Restoration	N	Chequamegon - Nicolet		•							
9	Forest Discovery Trail	Y	White Mountain		•							
10	Kosciusko Commercial Thinning	N	Tongass NF		•							

