

## **Appendixes**



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## Appendix A. Accomplishing the Mission

The mission of the USDA Forest Service is to:

*Sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.*

The Forest Service's commitment to land stewardship and public service is the framework within which the national forests and grasslands are managed. The following narrative demonstrates how the Forest Service achieves its mission of sustaining the health, diversity, and productivity of the Nation's forests and grasslands.

For more information about the Forest Service, visit <http://www.fs.fed.us/aboutus/national.shtml>.

### Programs, Legislation, and Communication

The Programs, Legislation, and Communication (PL&C) Deputy Area contributes to the mission of the Forest Service by providing the institutional capacity for resource and business managers to achieve the Forest Service's mission.

PL&C consists of Legislative Affairs, Policy Analysis, Office of Communication, and Strategic Planning and Resource Assessment.

The PL&C Deputy Area:

- Provides leadership for strategic planning, annual performance reporting, and resource assessment, and coordinates the strategic goals and objectives with assistance to other deputy areas in the development of strategies for invasive species, restoring fire-dependent ecosystems, and fisheries/watershed protection.
- Links economic and scientific trend indicators in the Resource Assessment to the Forest Service's strategic goals and objectives.
- Provides support for Administrative reviews and internal agency initiatives, conducts reviews, and prepares reports of findings for Payments to States and Resource Advisory Committees, which are both due to expire at the end of FY 2006.
- Evaluates the effectiveness of initiatives such as the Healthy Forest Restoration Act and Stewardship Contracting (in cooperation with R&D) to inform the Administration and Congress whether these new authorities, established to reduce process gridlock, are working as intended.
- Coordinates the Forest Services activities pertaining to upcoming legislative proposals by drafting legislative language for Congress, analyzing introduced legislation, and developing Administration positions.

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- Informs Congress of program activities, such as land exchanges, fuels and fire management, and the livestock program.
  - Provides internal and external communication planning and products as the Forest Service develops its programs, policies, and initiatives.
  - Prepares communications products and briefing materials and helps coordinate special events for the White House and the Department in support of Presidential initiatives.

For more information about PL&C, visit <http://www.fs.fed.us/aboutus/national.shtml>.

### **Business Operations**

The Business Operations Deputy Area provides high-quality and timely business processes to support the successful accomplishment of Forest Service programs.

To accomplish this, the Business Operations and Budget and Finance Deputy Areas were combined in January 2004 to form a single Deputy Area.

Within this reorganized deputy area there are two associate deputy chiefs. The Associate Deputy Chief for Operations is responsible for Acquisition Management; Human Resources Management; Senior, Youth and Volunteer Programs; Information Resources Management; and Regulatory and Management Services.

The Associate Deputy Chief for Finance and Chief Financial Officer is responsible for Financial and Accounting Operations, Financial Policy and Analysis, Program and Budget Analysis, Financial Management Systems, and Financial Reports and Reconciliation.

The Business Operations Transformation Program is a significant initiative for the Forest Service that will improve the agency's organizational efficiency. The Transformation Program comprises three projects:

- The Financial Management Improvement Project will standardize and centralize many of the agency's budget and finance processes.
- The Information Technology Competitive Sourcing Project will improve the quality and efficiency of the agency's technology services.
- The Human Resources Business Process Reengineering Project will standardize and centralize these processes and introduce a new agencywide Human Resources Information System.

For more information about Forest Service's Business Operations, visit <http://www.fs.fed.us/aboutus/national.shtml>.

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## National Forest System

The National Forest System (NFS) Deputy Area provides expertise for the stewardship of Federal lands under its management. The NFS programs are Engineering; Lands; Wilderness and Wild and Scenic Rivers; Rangeland Management; Recreation and Heritage Resources; Forest Management; Wildlife, Fish, Watershed, Air, and Rare Plants; Minerals and Geology Management; and Ecosystem Management Coordination.

The NFS Deputy Area:

- Coordinates work with national multistakeholder processes focusing on sustainable management and use of rangelands, minerals, and water.
- Leads the Forest Service's engagement with the National Commission on Science for Sustainable Forestry, focusing at this time on biodiversity aspects of sustainable forest practices in the United States.
- Provides the framework to conform to laws and regulations governing the management of national forests and grasslands, focusing on the concept of sustainability under planning regulations that incorporate broad-scale ecological, social, and economic assessments.
- Supports forest plan revisions and amendments through development of important information necessary to make planning decisions.
- Provides the emphasis for forest plan monitoring and evaluation through the development of a new planning rule, revisions and consolidation of policy and guidance, installation and implementation of corporate databases, data migration, and implementation of geographic information system data dictionary standards.
- Administers and manages partnerships, tourism, interpretive services, and recreational special uses.
- Provides leadership for the stewardship of 406 wilderness areas as part of the National Wilderness Preservation System and 100 rivers as part of the National Wild and Scenic Rivers System.
- Maintains the diversity, viability, and productivity of plant and animal communities, improving opportunities for consumptive, recreational, commercial, subsistence, and other beneficial uses of fish and wildlife resources.
- Administers allotments according to forest plan standards and guidelines to maintain or improve grassland watersheds to fully functional and productive condition.
- Achieves the desired vegetative conditions, restores ecological processes, and provides wood products for use by society while reducing accumulated fuels through timber sale contracts.
- Uses stewardship contracting authority to address ecological restoration needs, enabling the use of timber value to finance restoration and improvement work.

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- Provides management of noxious weeds, reforestation, and timber stand improvement treatments specifically designed to address national priorities associated with reducing the spread of invasive species, restoring areas burned by wildfires, reducing hazardous fuels, and restoring fire-adapted ecosystems.
  - Fosters the development of mineral resources; develops energy resources in national forests and grasslands; inspects, monitors, and ensures proper bonding and reclamation of active operations; reclaims abandoned mine sites; protects geologic and paleontologic resources; and is constructing a national energy and minerals database system. These activities contribute to achievement of the President's National Energy Policy objectives.
  - Protects the public's future use and access to national forests and grasslands through marked and legally defensible land boundaries, secure title and ownership, and land adjustment.
  - Improves, maintains, and operates the Forest Service's multibillion-dollar infrastructure of facilities, roads, and trails necessary for recreation, research, fire protection, administration, and other uses on national forests and grasslands.
  - Acquires lands, waters, and related interests within the NFS for public outdoor recreation, conservation of wildlife and threatened and endangered species habitat, acquisition of wetland and riparian areas, protection of significant cultural resources, and the protection of rare ecological areas that promote biological diversity.

For more information about the Forest Service's NFS programs, visit <http://www.fs.fed.us/aboutus/national.shtml>.

### **Research and Development**

The Research and Development (R&D) Deputy Area contributes to the mission of the Forest Service by developing and implementing the best and most effective scientific, developmental, and technical information.

The R&D Deputy Area consists of Science Policy, Planning, Inventory and Information; Resource Valuation and Use Research; Vegetation Management and Protection Research; and Wildlife, Fish, Water, and Air Research.

The R&D Deputy Area:

- Develops baseline reports focusing on rangelands, minerals, and water to complement what was done for forests with the release of the *National Report on Sustainable Forests—2003*. This report contains the most comprehensive information about sustainable forest management in the United States and is a baseline for measuring progress over time.
- Coordinates integrated watershed management activities and leads agency efforts with universities and other partners to improve water quality through nonregulatory ways while keeping “working lands working” and improving economic diversity in rural areas.

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- Provides consistent, credible annual forest inventory data for all forest lands within the United States for use by researchers, policymakers, land managers, and other partners.
  - Focuses on integrating and synthesizing the sector-based work into a “systems perspective” to better understand relationships and interactions for monitoring and for decisionmaking.

For more information about the Forest Service’s research, visit <http://www.fs.fed.us/research/>.

## **State and Private Forestry**

State and Private Forestry (S&PF) is the Federal leader in providing technical and financial assistance to landowners and resource managers to sustain the Nation’s forests and to protect communities and the environment from wildland fires.

The S&PF Deputy Area consists of Fire and Aviation Management, Cooperative Forestry, Conservation Education, Urban and Community Forestry, Forest Health Protection, and Tribal Relations.

The S&PF Deputy Area:

- Facilitates forest stewardship on a landscape scale yet enables individual forest landowners, communities, and cities to pursue more local objectives through nonregulatory partnerships with a diversity of landowners, including small woodlot, tribal, State, or Federal landowners.
- Conserves acres of threatened forest land by providing assistance to landowners and communities to manage their forests and address rural community issues.
- Works with State foresters to develop forest stewardship plans, providing management recommendations for millions acres of private forest lands.
- Develops solutions for the use of woody biomass, resulting in the retention and creation of jobs and small businesses, the development of new products and markets, the creation and support of small-scale bioenergy plants, and the reduction of hazardous fuels in and near communities.
- Works in partnership with States, local governments, and national partners to provide training, demonstration projects, community tree inventories, and management plans to respond to outbreaks of exotic pests such as the Emerald Ash Borer infestation in the East and Midwest and Pine Bark Beetle in the West.
- Ensures high-quality interactions with Indian Tribes across deputy areas, advises the Chief on Tribal issues and concerns, and ensures that Tribal government relations are a standard operating procedure for the agency.
- Serves as Federal co-chair of the Roundtable on Sustainable Forests, with the non-Federal cochair representing the National Association of State Foresters. Efforts through four multistakeholder national processes focusing on forests, rangelands, minerals, and

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water promote the use of a common criteria and indicator framework for more comprehensively understanding sustainable forest/resource management and measuring progress over time.

- Develops national policy and guidelines specifically to protect the sacred sites that are entrusted to the agency's care.

For more information about State and Private Forestry, visit <http://www.fs.fed.us/spf/>.

The National Fire Program, Law Enforcement and Investigations, Civil Rights, and International Programs report directly to the Chief's Office.

### **National Fire Program**

The National Fire Program and S&PF's Fire and Aviation Management continue to provide significant benefits toward reducing the impacts of catastrophic wildland fire to communities and the environment. Through this program, the Forest Service:

- Partners in fire management at Federal, State, and local levels with increased collaboration at all levels of the agency and the Department of the Interior agencies.
- Reaches out to Hispanic-owned small businesses, contractors, and individuals living in rural areas with a Spanish-translated Web site providing information on employment leads, contracting opportunities, available grants, and State and local fire programs. This Spanish translation effort is a first for Forest Service Web sites and can be visited at the <http://www.fireplan.gov> Web site.

### **Law Enforcement and Investigations Program**

As an integral part of the overall management of the NFS, the Law Enforcement and Investigations personnel, line officers, and appropriate staff ensure the prevention, investigation, enforcement, and program management requirements are fully integrated into all NFS resource management programs. Through this program, the Forest Service:

- Protects the public, employees, natural resources, and other property under the jurisdiction of the Forest Service.
- Investigates and enforces applicable laws and regulations that affect the NFS.
- Prevents criminal violations through informing and educating visitors and users of applicable laws and regulations.

For more information about the Law Enforcement and Investigations in the Forest Service, visit <http://www.fs.fed.us/lei/>.



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## **Civil Rights Program**

The Forest Service Civil Rights program provides for diversity, equal opportunity, and fairness in employment and program delivery. Through this program the Forest Service:

- Integrates civil rights management, budget, and performance accountability systems.
- Identifies and removes systemic barriers to diversity.
- Improves the processing of complaints (formal and informal).
- Improves compliance and equitable access.
- Enhances capacity building and recruitment partnerships.
- Supports National Competitive Sourcing decisionmaking and implementation through civil rights impact assessment and monitoring.
- Improves collaboration among Civil Rights, Human Resources Management, and the Alternative Disputes Resolution (ADR) staffs.

For more information about Civil Rights in the Forest Service, visit <http://www.fs.fed.us/ct/>.

## **International Programs**

The Forest Service partners internationally on a wide range of natural resource management, policy, and research issues. Many units of the Forest Service are engaged in this work that advances sustainable forest management both overseas and in the United States. All branches of the Forest Service—NFS, R&D, and S&PF—have dynamic international exchanges, collaboration, and projects around the globe. Strong partnerships with land-grant universities, environmental nongovernment organizations, and the private sector make this work integrated and comprehensive.

Through International Programs, the Forest Service:

- Improves management in some of the world's most threatened forests including forests in the Amazon Basin, the Congo, Russia, and Indonesia.
- Protects forests in the United States and other countries from invasive species that are damaging or could damage our forests.
- Works with other countries to protect declining bird species that migrate across national borders.
- Recovers the habitat of the world's endangered species, including the Siberian Tiger, the Monarch butterfly, and the Panda.
- Develops policies worldwide to promote forest sustainability.
- Levels the playing field in international trade by reducing the amount of underpriced timber on the world market.

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- Coordinates with 11 other countries participating in the Montreal Process Working Group and its Technical Advisory Committee, emphasizing the implementation and refinement of the Montreal Process Criteria and Indicators as a common framework for the conservation and sustainable management of forests.

For more information about International Programs, visit <http://www.fs.fed.us/international/ip/>.

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## Appendix B. Founding Legislation and History of the Forest Service's Traditional Role

A century ago, the idea of conservation of Federal forests culminated with Congress' passing the Forest Reserve Act of 1891, creating forest reserves from public domain land. Six years later, Congress passed the 1897 Organic Act (part of the Sundry Civil Appropriations Act), giving the U.S. Department of the Interior General Land Office and the U.S. Geological Survey (USGS) three management goals for those forest reserves: (1) improve and protect the public forests; (2) secure favorable water flows; and (3) provide a continuous supply of timber, under regulation. In 1905, these responsibilities were transferred to the U.S. Department of Agriculture to a newly created bureau, the Forest Service, and in 1907 the forest reserves were renamed as national forests. In those early days, the Forest Service was responsible for the conservation and the protection of the forests.

The Weeks Law of 1911 enabled the Federal Government to purchase forest lands in the East that had been previously harvested. Those purchased lands were then transferred to the Forest Service. Throughout the agency's early history, the Forest Service's primary activities, in addition to conservation and protection, included developing trails, ranger stations, and a pool of expert natural resource managers.

The Great Depression was incentive for a massive youth employment program—the Civilian Conservation Corps (CCC)—with some 3 million enrollees over a 9-year period. The CCC's focus was in developing recreation and fire protection on the national forests, as well as on other Federal and State lands.

After World War II, the Forest Service worked with Congress to provide lumber for the rapidly growing home market. During the 1950s, timber management became an area of emphasis for the agency. Timber production increased through the 1960s and 1970s. In 1960, Congress passed the Multiple-Use Sustained-Yield Act. This act gave recreation, fish, wildlife, water, wilderness, and grazing priority, along with timber management, conservation and protection, and Forest Service resource planning.

The passage of the Wilderness Act of 1964 provided additional protection for a national system of wildernesses in the national forests and applied to the missions of the other Federal land management agencies as well. Additional legislation throughout the 1970s addressed the management of roadless areas on national forests.

The National Forest Management Act (NFMA) of 1976 brought 10-year forest management plans to the Forest Service. From this period throughout the 1990s, the Forest Service saw increased public debate and public involvement in the management of natural resources, especially from environmental, timber industry, and other interest groups and stakeholders.

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This keen and proactive public involvement resulted in many of the Forest Service's large-scale assessments: the Interior Columbia Basin Ecosystem Management Project in the Pacific Northwest; the Southern Forest Resource Assessment for the southeastern portion of the country; and the Sierra Nevada Framework for Conservation and Collaboration covering the Sierra Nevada Mountains of California.

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## Appendix C. Acronyms and Abbreviations

<b>Acronym or Abbreviation</b>	<b>Explanation</b>
ADR	Alternative Dispute Resolution
ALP	Automated Lands Program
AML	Abandoned mine lands
ATSA	Automated Timber Sale Accounting System
B&F	Budget and Finance
BFES	Budget Formulation and Execution System
BPR	Business process reengineering
C&A	Certification and accreditation
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CIP	Continuous Improvement Process
CIRT	Computer Incident Response Team
CRIA	Civil Rights Impact Analysis
CSRS	Civil Service Retirement System
CWAG	Chief's Workforce Advisory Group
DC	Disallowed cost
DOL	U.S. Department of Labor
EAP	Economic Action Programs
ECAP	Environmental Compliance and Protection
EEO	Equal Employment Opportunity
EEOCMD	Equal Employment Opportunity Commission Management Directive
EIP	Early Intervention Program
ELT	Executive Leadership Team
EMC	Ecosystem Management Coordination
EPA	Environmental Protection Agency
FCI	Facility Condition Index
FECA	Federal Employees' Compensation Act
FERS	Federal Employees' Retirement System
FFIS	Foundation Financial Information System
FFMIA	Federal Financial Management Improvement Act
FHP	Forest Health Protection
FIA	Forest Inventory and Analysis
FLP	Forest Legacy Program
FMFIA	Federal Managers' Financial Integrity Act
FPL	Forest Products Laboratory
FRCC	Fire Regimen Condition Class
FS	Forest Service
FSH	Forest Service Handbook

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<b>Acronym or Abbreviation</b>	<b>Explanation</b>
FSM	Forest Service Manual
FSNRA	Forest Service Natural Resource Applications
FSP	Forest Stewardship Program
FTBU	Funds to be put to better use
FTE	Full-time equivalent
FY	Fiscal year
GAO	Government Accountability Office
GIS	Geographic information system
GPRA	Government Performance and Results Act
GSA	General Services Administration
GS	General Schedule (pay plan)
HRM	Human Resources Management
IMPROVE	Interagency Monitoring of Protected Visual Environments
INFRA	Infrastructure application, one of the FSNRA corporate applications
IP	International Programs (Program Staff)
IRM	Information Resources Management (Program Staff)
ISP	Internet service provider
IT	Information technology
K-V	Knutson-Vandenberg, a trust fund for timber sale area improvements
KM	Knowledge management
KPMG	KPMG LLP, an independent auditor
LEI	Law Enforcement and Investigations (Program Staff)
LMP	Land Management Plan
MAR	Management Attainment Reporting
MD&A	Management's Discussion and Analysis
NEPA	National Environmental Policy Act
NFC	National Finance Center
NFP	National Fire Plan
NFS	National Forest System (Deputy Area)
NIPF	Nonindustrial private forest
NRIS	Natural Resource Information System, one of the FSNRA corporate applications
OHV	Off-highway vehicles (interchangeable with ORV)
OIG	Office of Inspector General (USDA)
OMB	Office of Management and Budget
ORV	Off-road vehicles (interchangeable with OHV)
PAOT	Persons at one time
PART	Program Assessment Rating Tool
PAS	Performance Accountability System
PCA	Project Cost Accounting
PCAS	Project Cost Accounting System

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<b>Acronym or Abbreviation</b>	<b>Explanation</b>
PL&C	Programs, Legislation, and Communication (Deputy Area)
PMA	President's Management Agenda
PMAS	Performance Measures Accountability System
PP&E	Property, Plant, and Equipment
R&D	Research and Development (Deputy Area)
RAR	Roads Accomplishment Report
RBAIS	Research Budget Attainment Information System
RHWR	Recreation, Heritage, and Wilderness Resources (Program Staff)
ROW	Rights-of-way
RSA	Regions, stations, and areas
S&PF	State and Private Forestry (Deputy Area)
SES	Senior Executive Service
SFA	State Fire Assistance (Program Staff)
SFFAS	Statements of Federal Financial Accounting Standards
SGL	Standard General Ledger
SOD	Sudden oak death
STARS	Sales Tracking and Reporting System
SUA	Special Use Authorizations
SUDS	Special Uses Database System
TIM	Timber information management
TMDL	Total maximum daily load
TRACS	Timber Activity Control System
TSA	Timber Sale Accounting system
TSA	Transportation Security Administration
TSP	Thrift Savings Plan
U&CF	Urban and Community Forestry (Program Staff)
U.S.C.	U.S. Code
USDA	U.S. Department of Agriculture
VFA	Volunteer Fire Assistance (Program Staff)
WCF	Working capital fund
WFWAR	Wildlife, Fish, Water, and Air Research
WO	Washington Office
WUI	Wildland-urban interface





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## Appendix D. Forest Service Internet Links

Visit the Forest Service home page at <http://www.fs.fed.us> to find a Forest Service forest or grassland near you.

### **Learn what the Forest Service is doing to protect you and the Nation's forests and grassland**

Forest Service Fire and Aviation Management: <http://www.fs.fed.us/fire>

National Interagency Fire Center: <http://www.nifc.gov>

NFP: <http://www.fireplan.gov>

### **What challenges does the Forest Service face?**

Chief Dale Bosworth's *Four Threats* to Forest Service lands: <http://www.fs.fed.us/projects/four-threats>

### **Looking for specific information on the Forest Service from research priorities to law enforcement?**

Research and Development: <http://www.fs.fed.us/research>

Ecosystem Management: <http://www.fs.fed.us/emc>

International Programs: <http://www.fs.fed.us/international>

Law Enforcement and Investigation: <http://www.fs.fed.us/lei>

Civil Rights: <http://www.fs.fed.us/cr>

Minerals and Geology: <http://www.fs.fed.us/geology>

Rangelands: <http://www.fs.fed.us/rangelands>

Forest Health: <http://www.fs.fed.us/foresthealth>

### **Did you know that the Forest Service will be 100 years old in 2005?**

Discover the Centennial Film: <http://www.fs.fed.us/greatestgood>

Find a screening near you: <http://www.fs.fed.us/greatestgood/film/screens>

Own the DVD: <http://www.fs.fed.us/greatestgood/order/film>

Visit the virtual home of Gifford Pinchot, the first Forest Service Chief: <http://www.fs.fed.us/na/gt>

### **Forest Service employment: Make a positive difference!**

"Working for the Great Outdoors": <http://www.fs.fed.us/fsjobs>

USA Jobs: "Working for America": <http://www.usajobs.opm.gov>

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### **Volunteer opportunities**

<http://www.fs.fed.us/fsjobs/volunteers.html>

### **Just for kids**

Woodsy Owl: <http://www.symbols.gov/woody>

Smokey Bear's 60 years of vigilance: <http://www.smokeybear.com>

How to become a Junior Snow Ranger: <http://www.symbols.gov/jrsnowranger>

USDA for Kids: <http://www.usda.gov/news/usdakids>

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## Appendix E. Feedback to the Forest Service

The Forest Service would like your comments on the *Forest Service Performance and Accountability Report—Fiscal Year 2004*. Is the information user-friendly?

How can this report be improved for fiscal year 2005? Please e-mail any comments you may have to [kworley@fs.fed.us](mailto:kworley@fs.fed.us).

The *USDA Forest Service Strategic Plan for 2004-2008* outlines the agency's land stewardship model for the 21<sup>st</sup> century. It is available on-line at <http://www.fs.fed.us/plan>.

Thank you for your interest in the programs and activities of the Forest Service.



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