



Forest
Service

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Route To:

Subject: Sustainable Operations WO/R2 Partnership Report

To: Rick Cables, Joel Holtrop

Please find attached our report on the 3 year investment into a Washington Office and Rocky Mountain Region partnership that fostered the growth of sustainable operations. This document takes a look back at the various factors that influenced sustainable operations through its inception, implementation, and propagation throughout the agency. The purpose for this retrospective is to:

- Capture the spirit and intent with which sustainable operations was founded,
- Recognize those individuals who have contributed to its success,
- Describe some of the less conventional aspects of the mindset by which it was established (and which especially contributed to success),
- Lay out some of the future and critical challenges to taking sustainable operations to the next level, and
- Identify some key capacities which can be nurtured within the workforce to bring about these changes.

The 3-year partnership provided a way to connect our agency's land management role to the resources we use; and offered a new vision of stewardship, linking our land ethic with a new consumption ethic and reinforcing the model that every employee has a role in sustainable solutions. It provided a way for employees to close the seeming dichotomy of caring for watersheds when we don't have low flush toilets or ecosystem appropriate landscaping or the dichotomy of talking about the role of trees in sequestering carbon when 80% of our fleet is 4-wheel drive vehicles averaging 11.5 miles per gallon.

I speak for the other participants in this venture, when I say we have found this work to be extremely gratifying, adding meaning, challenge, and interconnectedness with our fellow employees. We have been honored to serve in this work. It is our sincere hope that current



sustainable operations efforts will continue to be nurtured and expanded until it becomes an indelible part of the Forest Service culture in the future. We are looking to a future where the agency is recognized as a conservation leader in both resource management and resources consumption.

/s/ Glenda L. Wilson
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