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Business Plan for the Sequoia National Forest



A Window of Opportunity

Welcome to the Sequoia National Forest

The forest's namesake, the giant sequoia, is known worldwide as an awe-inspiring tree in King's Canyon of immense size and longevity.



Recurring side image on right hand pages is by M. Mathews.

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Introduction

The purpose of business planning in the USDA Forest Service is to improve the abilities of national forests to clearly communicate their financial status to interested parties, whether they are outside the Forest Service or within. A business plan answers questions: what kinds of programs, goods, and services does the forest provide or undertake, or, in other words, what is the forest's business? What critical work does not occur, due to shortages in funding? How much money is needed to operate at appropriate standards?

The Business Plan Initiative (BPI) is a business processes consulting project, managed jointly by the National Parks Conservation Association (NPCA) and the Forest Service. The initiative represents an innovative approach of applying traditional private sector strategy consulting methods to public entities involved in resource management.

The first half of the report contains an outline of the operations of the forest and a financial analysis. The Sequoia National Forest's available funding is compared with operating expenses (based on fiscal year 2003), in order to identify functional areas that are not operating at 100% of needed funding. A uniform, activity-based accounting method is used for all forests in the BPI program, which involves the conversion of the forest's government accounting system into six functional areas, which are further subdivided into thirty-four program areas. The second half of the report details strategies, partnerships, and investment priorities targeted at alleviating problems identified as critical and underfunded.

This report utilizes qualitative information, primarily through interviews, and quantitative data with the aim of promoting financially and ecologically sustainable forest management. We hope that this report will provide the Sequoia National Forest, including the Giant Sequoia National Monument, with strategies that will allow it to meet its long-term critical funding requirements. The report will be a key internal and external communication tool to implement the strategies detailed within.

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Forest Supervisor's Foreword



Forest Supervisor Art Gaffrey

The Sequoia National Forest encompasses almost 1.2 million acres in portions of three counties, centrally located in California. A diverse array of sociological, biological, geological, physiological, historical, and prehistorical factors combine to make the Sequoia one of the most complex forests in the National Forest System.

The forest is unique in its juxtaposition to Los Angeles, San Bernardino, San Francisco, San Diego, Fresno, Sacramento, Bakersfield, and Las Vegas, Nevada. Over two million people live within an hour's drive of the forest, and over 28 million people live within a half-day's drive. Recent school studies found that people in this area speak over 26 languages. A few of the cultures within the forest's zone of influence include American Indian, Portuguese, Hmong, Laotian, Filipino, Japanese, Chinese, and numerous cultures related to Spanish speaking countries, ranging from Mexico to South American countries. Each of these cultures has unique demands on and values related to the use and management of the Sequoia National Forest.

The forest's namesake, the giant sequoia, is known worldwide as an awe-inspiring tree of immense size and longevity. The Sequoia National Forest has the largest known acreage of giant sequoia ecosystems in the world, with 38 of the 75 naturally occurring groves located within forest borders. Since the late 1800s, giant sequoias have been a focus of local, national, and worldwide attention. On April 15, 2000, a Presidential proclamation created the Giant Sequoia National Monument.

Wildfire occurrence is an historic challenge in the Sequoia's mediterranean climate. The increasing urban interface within and outside the forest's boundaries, the vast multicultural visitation, and the requirement to protect, preserve, and restore the giant sequoia ecosystems require a fire management program that is one of national significance and complexity.

Fire and fuels management is one of the driving forest health issues affecting forest land management. Intense scrutiny comes from public interest and political pressure on vegetation and fuels management projects within giant sequoia groves, in particular.

Millions of visitors come to the Sequoia to recreate. Camping, picnicking, trail activities, fishing, hunting, rock climbing, wilderness exploration, and whitewater boating on the internationally renowned Kern River are among the vast array of recreation opportunities available to you. Hundreds of thousands of people participate in dispersed recreation in undeveloped areas. Especially heavy use occurs along stream courses, such as the Kern River, and riparian areas. Managing this use poses tremendous challenges, including impacts from human waste, littering, soil compaction and erosion, and vegetation disturbance.

The Sequoia accomplishes its workload with a great deal of assistance from volunteers and a wide variety of partnerships. Community groups, user groups, private organizations, tribal governments, universities, special use permittees, and other government agencies are among our extensive list of partners. Despite this assistance, however, as you read this plan, you will see that we have significant shortfalls in our ability to fund the forest's work. Without the benefit of our many existing partnerships, for which I am very grateful, those shortfalls would be even larger.

As you read through this business plan, you can see what our work is and how the money is spent. This plan identifies our priorities and lays out strategies to help us resolve funding shortfalls, or gaps, in what resources are available to us, compared to what are needed.

I thank our National Parks Conservation Association consultants who led us through this valuable process to create this business plan. As a result, we are in a better position to close these funding gaps, so that we can better serve you, our public.

I am excited by the opportunities afforded to us by this business plan. I look forward to your interest and participation as we implement them.

Arthur L. Gaffrey
Forest Supervisor

Executive Summary

This business plan provides a means for the Sequoia National Forest to increase awareness of major issues the forest is facing, its financial status, and its ability to meet operating standards, based on the fiscal year 2003 (FY03) budget. Over the past 15 years, program funding changed significantly, and staffing dropped in non-fire related programs, while fire crews expanded.

The business plan findings indicate that the program areas showing the greatest funding shortfalls, as a percentage of total required funds (less than 70% of required funding available), are heritage resources, specially designated areas management, concentrated use areas, law enforcement, hazardous fuels reduction, non-recreation special uses, land ownership and adjustment, roads, trails, and grazing. Hazardous fuels reduction has the forest's largest single funding shortfall; that program received \$3.35 million less in FY03 than what is needed. The transportation infrastructure is also in a difficult situation, with \$1.1 million less in FY03 than what is needed to maintain the forest's roads at the level desired. For all facilities in the forest (including roads), the shortfall for FY03 was approximately \$3 million, with deferred maintenance needs of \$51.44 million.

Over the period of analysis, contracted services and personnel costs comprised the majority of expenditures, accounting for an average of 76.7% of all expenditures between FY95 and FY03. Costs rose 34% in inflation adjusted terms over the period. At the same time, demands on resources for forest management increased. Most of these increases were in personnel, contracted services, and investments, especially in fire. Despite these facts, base federal allocations to the forest rose only nominally over the period.

During FY03, the Sequoia completed a number of key investments, including burned area emergency rehabilitation treatments for the McNally Fire (\$3.8 million), Brightstar Mine Tailings removal (\$267,000), McNally Fire restoration environmental analysis (\$267,000), purchase of 1,197 acres of land (\$1.7 million), a new forest telephone system (\$650,000), reconstruction of various roads (\$1.4 million), and construction of the interagency Porterville Air Attack Base (\$4.6 million). A

number of key unfunded investment priorities are listed in this plan, totaling approximately \$24 million. The majority of this amount is related to the forest's transportation infrastructure, and the remaining investments are primarily related to the forest's facilities and scientific study.

To overcome these and other shortfalls in the future, the consultants and forest personnel evaluated and proposed the following strategies and partnerships:

- Form an association and foundation to solicit donations and grant money from philanthropic organizations, corporations, and other donors, as well as to coordinate volunteer programs. Funds and services would be directed toward priority investments and underfunded programs.
- Coordinate an effort between the forest, ranchers, and landowners in the Sierra foothills to make traditional ranching commercially viable and to help preserve the integrity of the southern Sierra watershed and its integrated ecosystem. Benefits that could result from this strategy include improved wildlife habitat, coordinated watershed management, hazardous fuels reduction, economically viable rural communities, and community and forest goodwill. In addition, firefighting will be easier and less expensive on these lands if they remain undeveloped.
- Pursue options for obtaining third-party certification of management of the national monument. The purpose of this certification would be to ensure that the monument is being managed in accordance with the intent of the Presidential proclamation that established it. The forest would like to gain a common understanding and public acceptance of its management activities.



Giant sequoias tower nearly 300 feet in Bearskin Grove in the Giant Sequoia National Monument.

G. Sullivan

Forest Overview



G. Sullivan

Sunlight sparkles off Grizzly Falls.



G. Sullivan

The majestic Kings Canyon is over 8,000 feet deep.

The Sequoia is home to the world's largest living thing, the giant sequoia tree, which can live for over 2,000 years and grow to a mass of over 600 tons. The forest is also home to 19 threatened and endangered species, 44 sensitive animal species, and 23 sensitive plant species. Among them are the California golden trout, the state fish. The Sequoia can also boast another superlative, Kings Canyon, which is the deepest canyon in North America. At its deepest point, Kings Canyon drops over 8,000 feet.

The Sequoia has few peers among other national forests in terms of ecological diversity. Elevations range between about 500 feet to about 10,500 feet, and one can pass through four distinctly different ecosystems (desert, chaparral, deciduous forests, and conifer forests) while exploring the forest. The Sequoia extends from the southern tip of the Sierra Nevada to the Kings River, covering almost 1.2 million acres.

The forest is also one of the major watersheds for the San Joaquin Valley and California. Most of the water that flows from the forest is used by the agricultural sector for irrigation and to sustain the communities in the valley.

The Sequoia offers a full range of year-round recreation opportunities. Lake Isabella is well-known for excellent and predictable conditions for windsurfing, sailing, and waterskiing. The Kings River and Kern River beckon whitewater enthusiasts for thrilling rafting and kayaking. Unknown to many people, the Sequoia contains more rock domes than Yosemite National Park and is a mecca for rock climbers. Rental cabins offer people the chance to relax. In the summer, alpine heights provide a refreshingly cool haven for visitors looking to escape the baking heat of the San Joaquin Valley, southern California, and Nevada. If conditions are dry enough in March and April, hiking in the

foothills and lower mountains is ideal, especially when the wildflowers are blooming and the waterfalls are rushing with freshly melted snow. In the winter, snowmobiling is a popular activity, and downhill skiing, snowboarding, snowshoeing, and cross-country skiing are also possible, as is relaxing in the warmth of a cozy lodge.

While the Sequoia is a true multiple use forest, the focus of its use has changed significantly over the years. Initially, its uses were primarily timber harvesting, recreation, grazing, and watershed management. Starting in 1993, timber harvesting fell sharply, as restrictions became much more stringent.

Giant Sequoia National Monument

On April 15, 2000, President Clinton signed a proclamation that created the Giant Sequoia National Monument (GSNM) on 327,769 acres of the Sequoia National Forest. (Since then, additional lands have been acquired from willing sellers; the acreage is now 329,093.) The rich and varied landscape holds a diverse array of scientific and historic resources.

Establishment of the Giant Sequoia National Monument brings permanent protection and recognition to all of the federally owned giant sequoia groves within the Sequoia National Forest, as well as other objects of interest identified in the proclamation. The proclamation required a management plan to be developed, which has been completed.



G. Sullivan

Winter view of the Kern Canyon from Dome Rock.

Enabling Legislation

President Benjamin Harrison established the Sierra Forest Reserve in 1893, with north and south administrative districts. In 1908, President Theodore Roosevelt renamed the Sierra South Reserve the Sequoia National Forest after the forest's most prominent inhabitants. In 1910, President Taft named the southern half the Kern National Forest, but in 1915, President Wilson signed the enabling legislation that dropped the Kern National Forest name and rejoined it with the Sequoia National Forest.

Sequoia National Forest Inventory

	Total	Inside GSNM	Outside GSNM
Gross Acreage	1,187,846		
Net National Forest Acreage	1,139,051	329,093*	809,958
Permanent Employees	356		

Natural Features

Wilderness (number)	6		
Wilderness (acres)	311,866	13,665	298,201
Giant Sequoia Groves	38	38	0
Perennial Streams (miles)	1,729	637	1,092
Lakes (acres)	14,046	236	13,810
Wild & Scenic Rivers (miles)	114		

Vegetation Cover Type (acres)

Conifer	607,599	158,301	449,298
Mixed Conifer	95,921	57,910	38,011
Hardwood	159,713	75,060	84,653
Herbaceous	72,138	4,980	67,158
Shrub	193,419	48,927	144,492
Urban	5	0	5
Water	10,447	303	10,144
Barren	47,280	8,625	38,655

Roads and Trails

Roads (mileage)	2,351	1,195	1,156
Trails (mileage)	903	217	686

Visitor Resources

Campgrounds & Recreation			
Rental Cabins	72		
Picnic Areas	11		
Target Range	1		
Marinas	3		
Resorts	2		
Golf Course	1		
Cave with Tours	1		

Communities within Sequoia 20

*Acreage has changed since the time of proclamation, due to land acquisition.



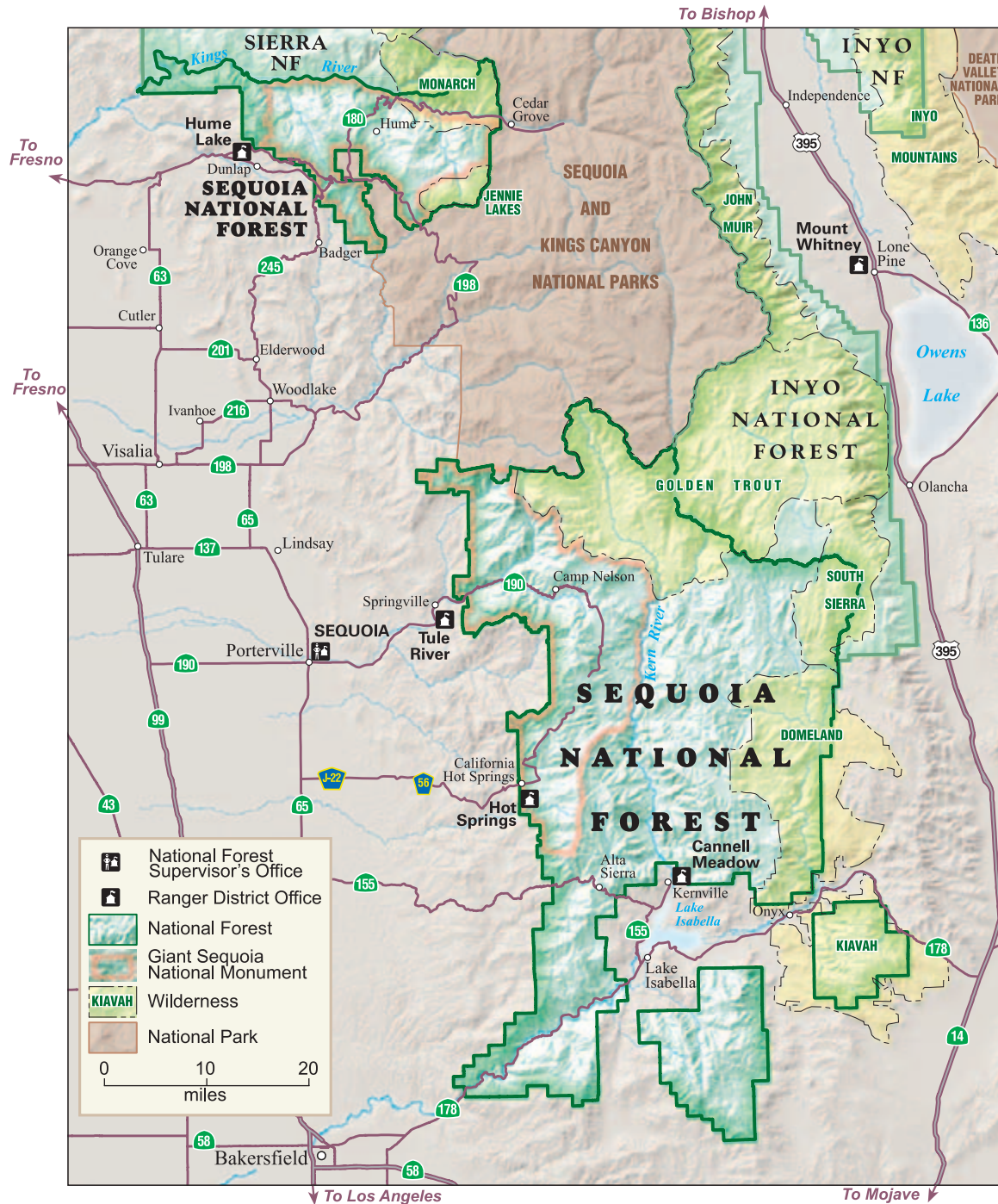
M. Matthews

"The Chief" stands watch over Peyron Grove in the Giant Sequoia National Monument.

Mission Statement

"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."

Sequoia National Forest Map



Historical Context

Fund Source Analysis

National forests are funded from three primary sources: appropriations from Congress, reimbursable income, and revenue sources. Appropriations vary from year to year, depending on the national budget set by Congress. Funds are allocated to the regions, and the regions allocate funds to the individual forests. In FY03, base appropriated funds, which do not include emergency fire funds, accounted for 80% of the Sequoia's budget. When emergency fire funds are included, base appropriated funds only account for 56% of the total forest budget. Reimbursable income is typically collected from other government agencies or private or non-profit organizations for services rendered by Sequoia employees. An example of this type of funding is state off highway vehicle (OHV) money, which the Sequoia spends on its motorized recreation program. Finally, revenue is income from various sources, such as recreation fees, special use permits, minerals, and timber sales. Most of this revenue is passed through to the federal treasury. However, one source of revenue that is not passed to the treasury is from the Recreation Fee Demonstration Program. These funds are retained by the forest and are used for service and facility improvements.



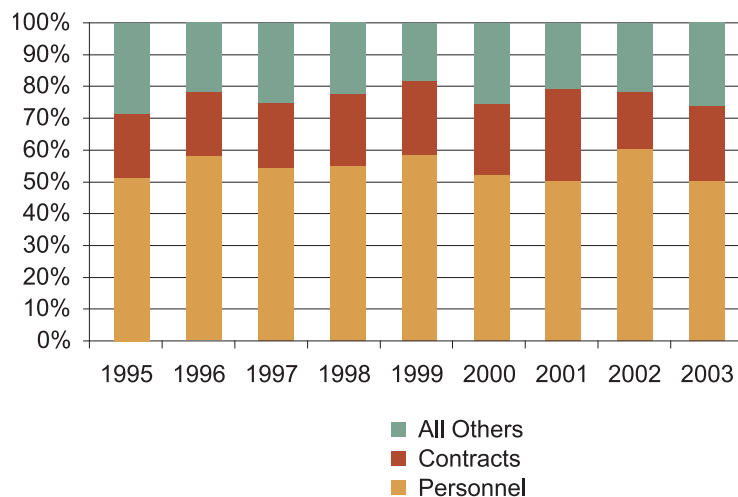
Logging giant sequoias is part of history.

Analysis of Expenditures

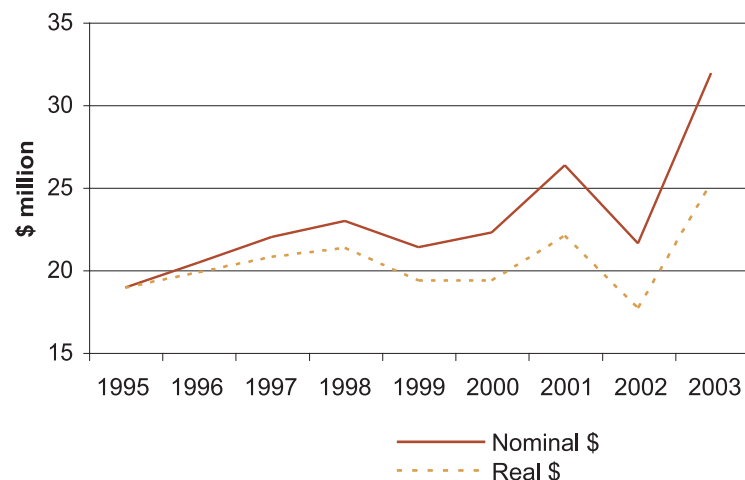
Between 1995 and 2003, many annual fluctuations occurred in the forest's spending patterns, within an overall rising trend. Total expenditures rose 69% in nominal terms and 34% in real terms (adjusted for inflation). This trend happened despite the fact that appropriations remained mostly constant or, in the case of non-fire related program areas, declined. Other fund sources obtained by the forest allowed these expenditures to occur.

Personnel and contracted services expenses have traditionally made up the bulk (76.7% on average) of the forest's expenditures.

Expenditure Categories as % of Total



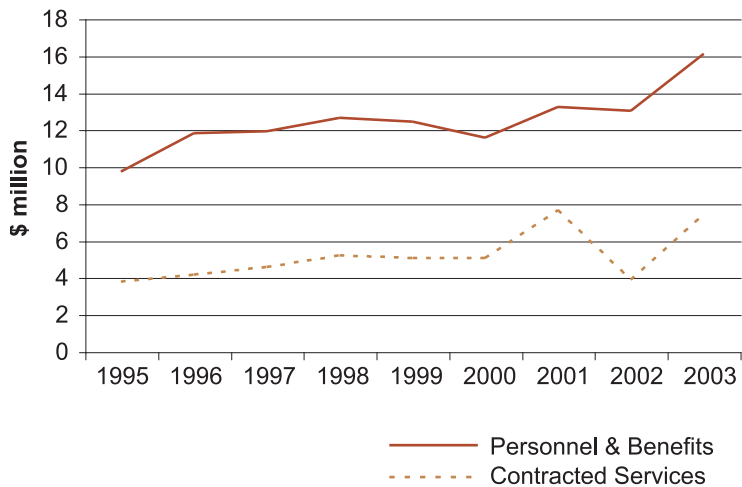
Total Expenditures FY95-FY03



From 1995 to 2000, the forest underwent many changes, most notably, significant staff reductions and administrative reorganization. The net effect of the staff cuts was actually an increase in personnel-related expenses. The effect of expenses from retirements and buy-outs, which reduced the number of positions, can be seen in the increased personnel costs between 1996 and 1998. Since then, the number of positions has returned to previous levels, as the cuts to timber and engineering staffs, in particular, were offset by the creation of more positions in the fire program.

In 1996, a reorganization involved the creation of an operations center for financial and administrative services in Clovis, California. The amount that the Sequoia spends on personnel costs for staff in Clovis surpasses what was previously spent on administrative staff before the reorganization. Since then, increased attention has been placed on various kinds of administrative work. For example, the importance of attaining clean financial audit opinions, nationally, has affected the type and amount of administrative work needed. Consequently, in order to accomplish the required work, more people are performing those tasks than before the reorganization occurred.

Personnel vs. Contracted Services FY95-FY03



For all national forests, expenses are classified according to budget object codes (BOCs), which allow the finance and budget personnel to better track expenses. For the purposes of this plan, BOCs are grouped into the following expense categories:

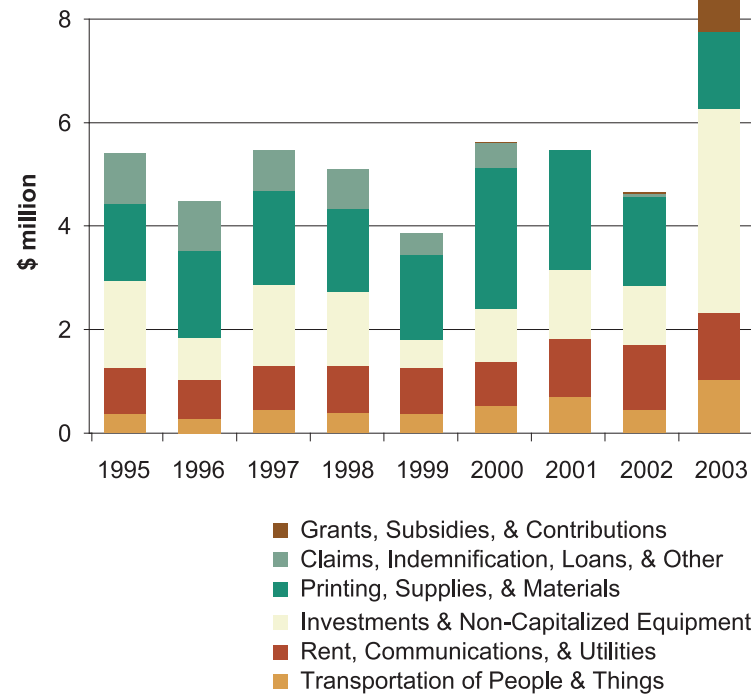
- personnel;
- contracted services;
- transportation of people and things;
- rent, communications, and utilities;
- investments and non-capitalized equipment;
- supplies, materials and printing*;
- claims, indemnification, loans, and other; and
- grants, subsidies, and contributions.

* The majority of this expense category is comprised of supplies and material costs. Printing costs, which include all publication and replication activities related to documents, photos, maps, pamphlets, etc., were a smaller portion of these expenditures.

Between 2001 and 2003, expenses fluctuated much more dramatically than in 1995-2000. The significant spike in contracted expenses and investments in FY01 reflects construction work on the Porterville Air Attack Base (PAAB). Between 2002 and 2003, substantial workforce additions and equipment purchases to meet increased requirements for the fire program resulted in significant rises in personnel and investment expenditures. Some of the increases in investments and most of the increases in contracted services in FY03 can be attributed to the construction of the interagency PAAB.

A \$651,000 anomaly in grants, subsidies, and contributions was registered in FY03, due to an increase in grants given to forest communities, mainly to increase tourism and to reduce hazardous fuels on private lands adjacent to the forest.

Historical Expenditures (without personnel & contracts), FY95-FY03



Increased Cost Analysis



Sequoia fire crew member monitors progression of the McNally fire.

As noted in the previous section, the forest's expenditures since 1995 have risen considerably faster than inflation. Most of these increased costs, in particular personnel (up 31% in real terms between FY95 and FY03), are the result of increased emphasis on the fire suppression program. Other program areas have seen their allocations and purchasing power decline steadily over time. Many of the financial shortfalls can be traced to continuous increases in costs that are beyond the forest's control.

Increasing Rents, Utilities, & Material Prices

Rent and utility prices have increased faster than inflation. Furthermore, California has the nation's highest fuel prices and experienced sharp increases in electricity prices during the power crisis of 2000 and 2001. The result was a 36% real increase in the amount spent on rent, utilities, and communication between FY95 and FY03. Some measures are being taken to reduce utility costs, which are outlined in the strategies section.

Increase in Contracted Services

As the number of full-time staff were being reduced, the Sequoia has increasingly relied on contractors to carry out much of the forest's work. Between FY95 and FY03, the cost of contracted services rose 30% in real terms. This trend is expected to continue.

Impact of Fire Spending on Non-Fire Program Areas

The increasing severity and frequency of wildland fires have resulted in decreased work accomplishment in most other program areas. Some of the money that was initially destined for other programs had to be transferred to cover the costs of wildland fire suppression nationally. Although much, but not all, of the money was later returned to the forest, projects were delayed. As work is delayed, the cost to accomplish it rises. In addition, many people who normally work on non-fire programs were assigned to work on fires, deferring their work or leaving it undone.

Current Forest Operations

The Sequoia's operational functions have been broken down into six functional areas to facilitate analysis. These six functional areas are:

- resource management;
- public use and enjoyment;
- facility operations and maintenance;
- management and administration;
- fire and aviation management; and
- commodity and commercial uses.

These functional areas are further broken down into 34 program areas (see below) that more precisely describe the forest's operations. The program descriptions are general in nature to ensure that all of the forest's activities are encompassed in these 34 program areas. Information for the business plan was compiled through the use of interviews and analysis with forest personnel who are directly involved in the completion of program activities. The purpose of this exercise was to create an understanding of the financial and operational needs of each program.

Information collected includes a description of day-to-day activities of the various program areas and operational standards

that describe the duties and responsibilities required to adequately satisfy each program's critical functions. The program standards are then applied to determine the resources, in terms of labor hours and monetary expenses, needed for each program area.

By comparing a program's operational standards to available program resources, resource shortfalls were identified, as were the costs for eliminating those gaps. Forest staff also prepared justifications to explain why these additional funds are needed and what would be accomplished with them.

A critical step in this process was to determine the extent to which personnel were available to each of the 34 programs. Personnel were measured in terms of full-time equivalents (FTEs), or the fraction of a regular, full-time calendar year (2,080 hours) that a person works. These resources were then compared to the actual expenditures and estimates of the number of FTEs required to properly run a program.

The following sections examine, in detail, each of the six functional areas and the programs within them for the Sequoia National Forest. The analysis was performed using financial data from FY03.

Functional & Program Areas

Resource Management

- Wildlife Management
- Vegetation Management
- Heritage Resources
- Data Management
- Watershed, Air, & Geologic Resource Management
- Land Ownership & Adjustment
- Specially Designated Areas Management

Public Use & Enjoyment

- Law Enforcement
- Recreation Fee Collection
- Public Information, Interpretation, & Education
- Concessions & Recreation Special Uses

Facility Operations & Maintenance

- Buildings, Grounds, & Utilities
- Roads
- Trails
- Transportation & Fleet
- Campgrounds & Developed Sites
- Concentrated Use Areas

Management & Administration

- General Management
- Financial Management
- General Administration
- District Management
- Planning
- Public Affairs
- Information Technology

Fire & Aviation Management

- Management & Administration
- Fire Pre-Suppression & Preparedness
- Hazardous Fuels Reduction
- Wildfire Suppression, Monitoring, & Rehabilitation
- National Fire & Disaster Support

Commodity & Commercial Uses

- Forest Products
- Timber
- Non-Recreation Special Uses
- Minerals
- Grazing

Resource Management



G. Sullivan

Red buds bloom on forest lands.



G. Sullivan

Results of erosion from the McNally fire are seen in a Kern River tributary.

The resource management functional area encompasses all natural and heritage resources, as well as land ownership adjustment, data management, and management of specially designated areas. During FY03, the Sequoia used \$6.6 million and 42 FTEs on these programs. Additional funding of \$2.6 million and 30.7 FTEs would have been needed in FY03 to fully accomplish all work at the desired level.

Wildlife Management

The primary functions of the wildlife management program are to maintain a current wildlife inventory and to conduct wildlife monitoring, in order to provide accurate and up-to-date data for use in making forest management decisions that affect the forest's wildlife. The program has active formal external relations with federal, state, and local regulatory agencies.

During FY03, the Sequoia spent \$869,019 and used 13.9 FTEs on wildlife management. An additional \$151,011 and 2 FTEs would have been required to complete all planned work.

Vegetation Management

The purposes of this program are to maintain and improve the forest's vegetation resources. This work includes reforestation, timber stand improvement, forest surveys, fire protection, invasive/noxious weed management, botany and range management, wildlife habitat management, and public safety (identification and removal of hazard trees). The program also focuses on managing the sustainable use of vegetation for wildlife habitat, forage, watershed, wood products, and tourism. Giant sequoias and the forest's other diverse flora are major recreation attractions.

The program was hampered by several vacant positions and McNally Fire restoration activities in FY03. The Sequoia would have needed 3.5 FTEs and \$409,485 to overcome this shortfall. During FY03, the Sequoia allocated \$1.8 million and 20.2 FTEs to vegetation management.

Heritage Resources

Heritage resources program efforts are directed toward heritage planning, resource protection, interpretation, and conservation,

through stabilization, restoration, and maintenance. Databases, site and report files, historic maps, and other documents must be maintained. The program requires consultation with the State Historic Preservation Officer and the President's Advisory Council on Historic Preservation.

During FY03, the Sequoia spent \$80,423 and used 1 FTE on heritage resource activities. In order to accomplish all necessary work, 4 additional FTEs and \$231,156 would have been needed. However, the program was understaffed in FY03, as both zone archaeologist positions (2 FTEs) were vacant. Those positions have now been filled.

Data Management

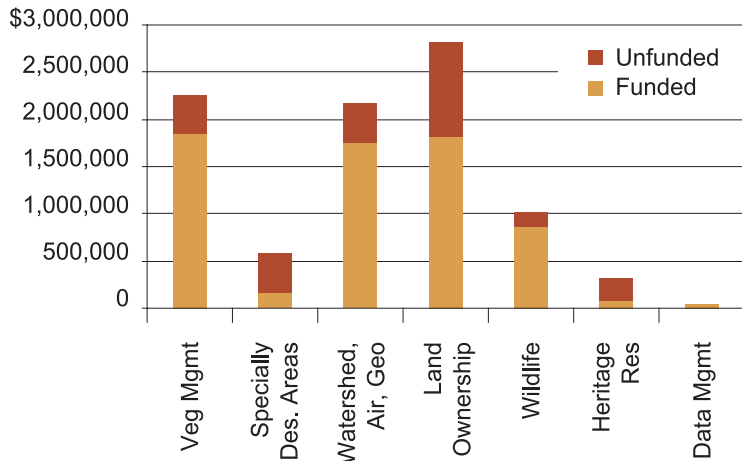
The purpose of data management is to facilitate, enhance, support, and enable the sharing of information by both internal and external stakeholders and to assist the decision-making process. Up-to-date and accurate electronic data are essential. Key goals are to establish and maintain a coordinated data management program; to minimize cost, improve productivity, and reduce duplication of effort; to establish and maintain a high level of data security; to maintain Federal Data Committee

Fauna & Flora

The Sequoia is located between the central valley and the California desert at the southern end of the Sierra Nevada. The ecologic and geographic conditions support a diversity of different plants and animals and many interesting plant communities. The lower western portion of the forest supports blue oak woodland, while the eastside has pinyon woodlands and Joshua trees. Pine and fir forests blanket the higher elevations of the forest. Interspersed between these species, in 38 giant sequoia groves, are the forest's namesake, the largest trees in the world.

Sensitive Plant Species	23
Sensitive Wildlife Species	44
Threatened & Endangered Species	19

Resource Management FY03 Requirements by Program



compliant metadata (description of data and its sources) for all GIS data; to facilitate intra-agency data exchange; and to provide and manage data for use by stakeholders.

In FY03, the Sequoia spent \$41,311 and used 0.7 FTE on data management activities. This program area had no unmet needs.

Watershed, Air, & Geologic Resource Management

The purposes of this program’s work are to maintain healthy functioning ecosystems through protection and enhancement of air quality; to provide clean water for instream values for public and private downstream water users; to ensure consideration of geologic information for public safety; and to provide resource support to various activities. The program includes monitoring, inventory, and research. The program also includes dam safety, abandoned mine reclamation, CERCLA (Comprehensive Environmental Response, Compensation, and Liability Act), and RCRA (Resource Conservation and Recovery Act) program management. Due to its diversity of activities, interagency coordination is required to support the program.

During FY03, the Sequoia allocated \$1.75 million and 2.7 FTEs to fund watershed, air, and geologic resource management

activities. In order to accomplish the remaining work, 8.8 more FTEs and \$420,977 would have been needed.

Land Ownership & Adjustment

This program focuses on real estate management of National Forest System lands. Work includes land adjustments (purchases, donations, and land exchanges); rights-of-way; boundary management; and protection of land ownership title, including encroachment and trespass resolution. The Sequoia is one of the few forests in the country that has legislation to allow the use of forest receipts for land purchase. Consequently, the forest has an active land acquisition program and has purchased several key parcels.

In FY03, the forest spent \$1.8 million and used 1.3 FTEs on land ownership and adjustment. An additional 3.6 FTEs and approximately \$1 million would have been needed to do the rest of the work at the desired level. Because the budget has decreased in FY04 and is expected to continue to decrease, the unfunded needs are expected to be larger than those identified in FY03.

Specially Designated Areas Management

Specially designated areas include the Sequoia’s six wildernesses, wild and scenic rivers (Kern and Kings), the Kings River Special Management Area, the Giant Sequoia National Monument, research natural areas, botanical areas, and special interest areas. This program includes implementation of the areas’ plans, including the monument management plan (beginning in 2004). Inventory and monitoring of resource conditions, developing and implementing wilderness education programs, management of recreation opportunities, trail maintenance, and patrol are among the required work activities.

In FY03, the forest spent \$165,565 and used 2.4 FTEs on specially designated areas. An additional 8.8 FTEs and \$420,841 would have been needed to do the remaining work. Because the budget has decreased in FY04 and is expected to continue to decrease, the unfunded needs are expected to be larger than those identified in FY03.



G. Sullivan

The Kings River is the heart of a specially designated area.

Public Use & Enjoyment



G. Sullivan

Visitors can learn about the forest. For example, snowplants, actually fungi, sprout in early summer.



G. Sullivan

High altitude meadows become snowy playgrounds in the winter.

As visitors continue to come to the forest in ever increasing numbers, this functional area is important to serving their needs. During FY03, the Sequoia used \$2.4 million and 39 FTEs on these programs. Despite this significant expenditure, the analysis shows that additional funding of \$1 million and 16 FTEs would have been required to accomplish the remaining work at the desired level. Because the budget decreased in FY04 and is expected to continue to shrink, the unfunded needs are expected to be larger than those identified in FY03.

Law Enforcement

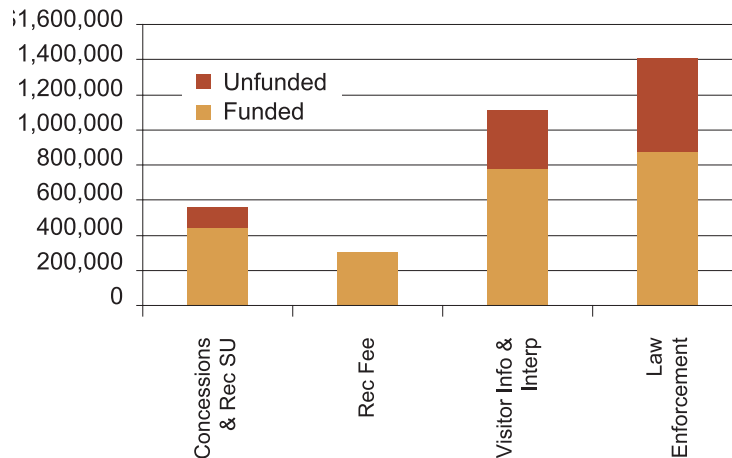
The workload involves resource crimes, such as timber theft and archaeological resource theft; civil investigations, including fatalities and vehicle accidents; and narcotics violations. A growing threat to public and employee safety is posed by marijuana cultivation on forest lands. Dealing with this problem requires a substantial amount of the program's resources during



G. Vogt

A hiker approaches Silver Lake.

Public Use & Enjoyment FY03 Requirements by Program



the summer and fall. While the workforce is half of what it was in 1995, the workload has more than doubled.

During FY03, the Sequoia used \$875,027 and 9.3 FTEs on the law enforcement program area. An additional 6.1 FTEs and \$533,542 would have been needed to accomplish the work at the desired level.

Recreation Fee Collection

Recreation fee collection involves collecting fees, fee compliance and enforcement, safe-guarding passes and revenues, ordering passes, reporting, billing, making deposits, and auditing. The Sequoia's recreation fee demonstration (fee demo) program consists of entrance fees at the Hume Lake District, retaining outfitter-guide special use permit fees from the Kern River outfitters, and fees at five campgrounds and a few sites at Lake Isabella. Fees collected by campground concessionaires are not included in this program, but are reported as revenue in the recreation special uses program.

In FY03, the forest spent \$302,887 and used 6 FTEs collecting fees. This program area had no unfunded needs.

Public Information, Interpretation, & Education

This program involves contacts between forest personnel (or volunteers) and the public. Public contacts occur at a wide variety of settings, including forest offices, schools, community fairs, and special events. Information is provided on a variety of subjects, including recreation opportunities, stewardship responsibilities, and natural/cultural resources education. Printed information includes one-page handouts, forest maps, and a recreation guide to the Giant Sequoia National Monument. Interpretive opportunities are provided through a variety of means, including guided walks, presentations, brochures, signage, or audio-visual products. This program area also includes National Visitor Use Monitoring (NVUM), which is a survey of forest visitors that was conducted in FY03.

During FY03, the Sequoia spent \$775,821 and used 17.1 FTEs on this program. An additional 7.2 FTEs and \$332,697 would have been needed to do the rest of the work at the desired level.

Concessions & Recreation Special Uses

The forest authorizes various recreation uses through special use permits; both facilities and services may be authorized. Special uses include campground concessionaires, recreation residences, recreation rental cabins, marinas, resorts, recreation events, outfitter-guides, ski areas, and organizational camps, among others. Facilities may be privately owned or owned by the government. Fees due to the government are calculated in various ways, depending on the type of permit involved. Some kinds of permits, such as for campground concessionaires and outfitter-guides, are awarded through a competitive process. Routine permit administration includes monitoring, billing,



International whitewater event on the Kern River.

appraisals, audits, correction of non-compliance issues, and database and file maintenance.

During FY03, the Sequoia spent \$558,249 and used 6.7 FTEs on this program. Another 2.75 FTEs and \$115,492 would have been needed to accomplish the remaining work.



Facility Operations & Maintenance



The restored Big Meadows cabin is popular as a recreation rental.



G. Sullivan

The Needles lookout offers a panoramic view of the forest from 8,300 feet to help detect fires.

The Sequoia manages an extensive infrastructure, spread throughout the forest, to serve its millions of visitors and administrative needs. It has 475 buildings, 2,351 miles of roads, 903 miles of trails, 119 developed recreation sites, most of which are operated by campground concessionaires, and 182 concentrated use areas. In order to maintain these facilities, provide public service, patrol the forest, conduct resource management activities, and fight fires, the Sequoia maintains a fleet of 237 vehicles.

In FY03, the forest used \$8.4 million and 35 FTEs on maintaining its infrastructure and fleet. Despite this significant expenditure, the forest was not able to conduct all necessary upkeep. Annual maintenance that does not occur in the year in which it is scheduled becomes deferred maintenance in the following year. The Sequoia would have needed an additional \$3 million and 41 FTEs to maintain its facilities in FY03. The forest also reported \$51.44 million in accumulated deferred maintenance. Because the budget decreased in FY04 and is expected to continue to decrease, the unfunded needs are expected to be larger than those identified in FY03.

Buildings, Grounds, & Utilities

The Sequoia manages a wide variety of structures, from work centers to lookouts to barracks to administrative offices. Recreation buildings are not included in this program (included in developed sites, as well as concentrated use areas).

The Sequoia does not have enough money to maintain all of its structures. In FY03, the forest spent \$3.44 million and used 4.8 FTEs in this program area, with \$2.1 million on maintenance and \$1.34 million on capital expenditures. An additional \$845,560 and 3.5 FTEs would have been needed for regular upkeep and \$1.7 million for capital investments.

Roads

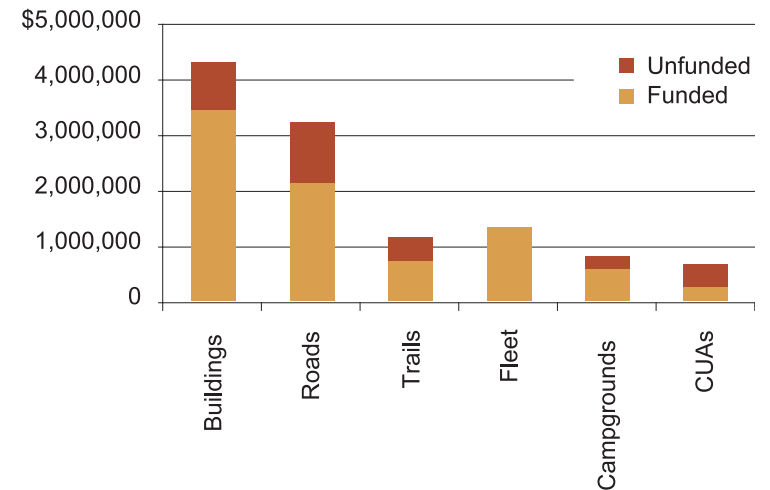
The roads program consists of maintenance, construction, reconstruction, and decommissioning roads and OHV routes. Of its roads, 456 miles are paved, and 1,895 miles are not paved. Activities include grading, paving, striping, repairing potholes, cleaning and installing drainage control structures, removal of rocks and slides, repairing washouts, and bridge inspection and repairs. Operations include managing road closures, road use permits, road maintenance agreements, and road rights-of-way. Management of the transportation system is coordinated with state and local public road officials.

The forest spent \$2.11 million and used 13 FTEs in FY03 on the roads program. The Sequoia would have required an additional \$1.1 million and 9.8 FTEs to manage its roads and OHV routes at the desired level.

Trails

The Sequoia has 11 trailheads and 903 miles of trails, many of which wind through sequoia groves or along ridges, allowing breathtaking views into the surrounding canyons. Opportunities are provided for a variety of trail users, such as hikers, mountain

Facility Operations & Maintenance FY03 Requirements by Program



bikers, and equestrians (OHV routes are included in the roads program). The trails program includes maintenance, construction, and reconstruction of the trail system and related facilities, such as trailheads, signage, and parking areas.

In FY03, the Sequoia spent \$727,419 and used 2.76 FTEs on trail construction and to operate and maintain the trail system. An additional \$468,818 and 11.9 FTEs would have been needed to maintain the trails at the desired level.

Transportation & Fleet

The forest's fleet includes a variety of equipment, such as cars, pickup trucks, fire engines, and backhoes. "Vehicles" may also include horses and/or mules used for wilderness transportation. The costs associated with this program include fuel and annually required supplies, such as belts and tires, as well as all maintenance and cyclic repair/rehabilitation work.

In FY03, the forest spent \$1.32 million and used 5.9 FTEs to maintain its fleet. While this program had an unmet need of 2 FTEs in FY03, as a result of competitive sourcing, the decision has been made to contract this work to a private company, beginning in 2004. Because those positions will not be needed in the future, no unmet need exists.

Campgrounds & Developed Sites

The Sequoia has 72 campgrounds and recreation rental cabins, 11 picnic areas, 10 boating and water play areas, 5 fishing areas, and 10 other developed sites. Most developed sites are operated and maintained by campground concessionaires. Maintenance work includes cleaning and repairing restrooms, picnic tables, fire rings and grills, signs, renting portable toilets, pumping vault toilets, removing graffiti from facilities and natural features, testing and maintaining water systems, and picking up and hauling trash. This program also includes developed site construction and reconstruction.

In FY03, the forest spent \$584,593 and used 4.5 FTEs operating and maintaining developed sites. An additional \$224,192 and 5.6 FTEs would have been needed to do the remaining work at the



G. Sullivan

The Hume Lake Dam was the first multiple arch concrete dam constructed in the country.

desired level. While administration of the concession operations is part of the concessions and recreation special uses program, landlord maintenance tasks are included in this program.

Concentrated Use Areas

The forest has 182 concentrated use areas (CUAs) spread across the forest, at all elevations, which accommodate a wide variety of recreation opportunities, such as camping, fishing, water play, hunting, wildlife watching, scenery viewing, and picnicking. Concentrated use areas are frequently located in riparian areas. Facilities are limited, but may include vault toilets, portable toilets, trash dumpsters, parking, signage, and kiosks. Sanitation, graffiti removal, information, patrols, and traffic control are needed.

In FY03, the Sequoia spent \$252,683 and used 4 FTEs on cleaning and restoring these areas. Unfortunately, this amount was not enough to counteract the detrimental effects of high visitation. Another \$398,188 and 9.9 FTEs would have been required to do the rest of the job.



Management & Administration



G. Sullivan

A giant sequoia towers over the surrounding forest in Belknap Grove.

The management and administration functional area deals with all administrative duties at the supervisor's office and district levels. The programs include forest and district leadership (Forest Supervisor and District Rangers), financial management, planning, human resources, civil rights, tribal relations, public affairs, and information technology. In FY03, the Sequoia used \$3.65 million and 42.6 FTEs on these operations and identified a shortfall of \$186,688 and 3.1 FTEs.

General Management

The general management program includes the Forest Supervisor and his assistant. The Forest Supervisor is responsible for the overall management, protection, and development of the Sequoia's resources. This responsibility includes short and long range planning, organization, direction, and oversight of all operations and people, coordination of ongoing activities, and integration of resource programs across the forest. This program is also responsible for high-level interactions with other governmental agencies, as well as corporate, nonprofit, and public institutions.

In FY03, \$320,801 and 1.7 FTEs were used on general management. An additional \$110,744 and 1.4 FTEs would have been required to accomplish all key duties.

Financial Management

The financial management program is responsible for all budget activities, including budget formulation and execution, accounting and analysis activities, and all annual financial reporting requirements. Accounting includes monitoring and managing the financial aspects of the forest's programs, in order to ensure that program objectives are met; collecting and analyzing financial information critical to forest management; cash reconciliation; and property management. The budgeting function involves leading the allocation of the current year budget, as well as planning and formulating the out-year budget, in order to respond to national, regional, and local priorities. The program also involves designation of collection officers who collect fees from the public.

In FY03, the forest spent \$314,259 and used 4.4 FTEs on financial management. This program had no unmet needs.

General Administration

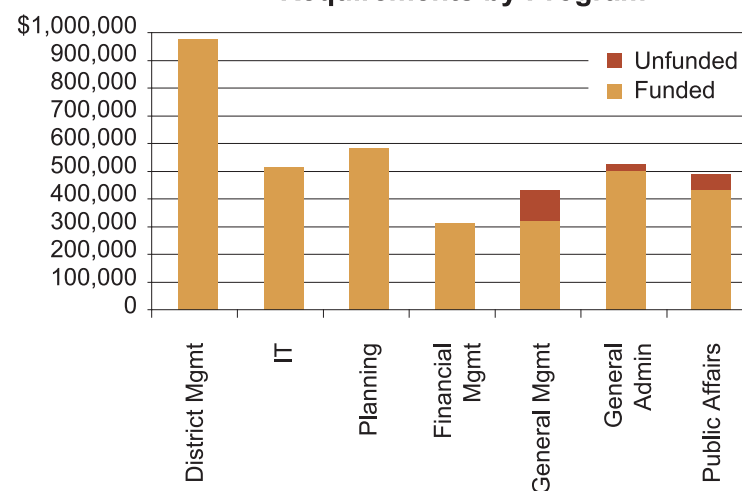
This program encompasses all general administrative activities, including procurement, labor relations, purchasing and acquisitions (advertise and award contracts; coordinate grants and agreements), human resource (HR) management, and civil rights. Overall, this program provides leadership, coordination, execution, evaluation, technical advice and counsel, and assistance to other forest personnel. In addition, the HR officer has personnel responsibility for a large AD (administratively determined) firefighter program of approximately 400 call-when-needed firefighters. The civil rights officer also works with labor representatives and HR to take proactive measures in training, early intervention, and conflict resolution.

In FY03, the forest spent \$503,337 and used 4.5 FTEs on general administration. An additional \$21,600 and 0.5 FTE would have been required to accomplish the remaining work.

District Management

The Sequoia is divided into five districts, which are administratively combined into three district organizations: the Hume Lake District, the Tule River/Hot Springs Districts, and the Cannell Meadow/Greenhorn Districts.

Management & Administration FY03 Requirements by Program



The District Rangers and their staffs are responsible for on-the-ground management of the resources, goods, and services in their districts. Among their program responsibilities are administering and coordinating interdisciplinary management and protection of all natural resources, facilities, human resources, and the associated budget. The district offices also establish and maintain cooperative relations with local, state, and national representatives and agencies, civic groups, permittees, the general public, the media, and industry.

In FY03, the Sequoia spent \$978,861 and used 14.6 FTEs on district management. This program had no unfunded needs.

Planning

The planning program includes developing and updating the forest land and resource management plan; coordinating with other governmental agencies' large-scale planning, zoning development, or review; responding to legal complaints; conducting programmatic multi-year strategic planning; and coordinating forest level coordination of NEPA (National Environmental Policy Act) activities. Developing the forest plan requires about 3-4 years of effort every 10-15 years, with annual maintenance to keep the plan up-to-date, and monitoring. Substantial collaboration with public and private stakeholders and coordination across administrative boundaries are required.

In FY03, the Sequoia spent \$583,573 and used 6.9 FTEs on forest planning. While the forest reported no unmet needs in FY03,

between FY05 and FY08, the forest will need to spend \$600,000 per year on forest plan revision.

Public Affairs

The public affairs program in the supervisor's office is mainly involved in coordinating efforts with the Forest Supervisor and long-term strategic public relations planning. Also part of this program is tribal relations, the purpose of which is to fulfill the forest's legal and ethical responsibilities to American Indian tribes. At the district level, the public affairs program focuses on building positive relations with community groups to balance diverse, often competing interests, issues, and concerns.

In FY03, the forest spent \$432,664 and used 3.8 FTEs on the public affairs program. An unmet need of \$54,344 and 1 FTE were identified to maintain tribal relations at the desired level.

Information Technology

The information technology (IT) program has two primary responsibilities: 1) maintaining the forest's telecommunications and radio networks and alarm systems; and 2) maintaining the forest's computers and local area network in working order. Website creation and maintenance are also part of this program. This program does not include fire dispatch or other IT activities related to fire.

In FY03, the Sequoia spent \$513,866 and used 6.6 FTEs on IT. No unmet needs were reported.

Tule River Indian Reservation

The Sequoia National Forest has a government to government relationship with the Tule River Indian Reservation, which is located adjacent to the forest and is the second largest reservation in California. Although the Sequoia fosters relationships with a number of American Indian communities, the Tule River Indian Reservation has the only federally recognized tribe. The forest nurtures the relationship with the tribe by consulting with tribal members on a wide variety of issues and projects, as well as through partnerships.

The reservation constructed the Central California Interagency Command Center, which houses the forest's dispatch function, and

the forest provides dispatch services for the reservation. The Sequoia also cooperates with the tribe on fire protection for the reservation.

The Tule River Indian Reservation is invited to participate at all stages of land management planning and project planning. Issues particularly significant to the reservation include protection of and access to sacred sites and the management of gathering, hunting, and fishing areas. Forest personnel work closely with tribal members to identify and protect areas that are culturally significant. The forest also works with local American Indian basketweavers to ensure the perpetuation of bear grass, redbud, and other essential plants.



Fire & Aviation Management



Remains of the forest after the McNally fire burned 150,000 acres.

The Sequoia's fire management functional area encompasses all activities related to wildfire pre-suppression, preparedness, and suppression. This functional area also includes reduction of hazardous fuels, monitoring of fire use fires, and emergency response to non-fire related incidents.

In FY03, the forest used \$25.75 million and 268.9 FTEs on fire management. Of this amount, \$10.2 million and 166.5 FTEs came from the forest's base allocated budget, and the remaining \$15.6 million and 102.4 FTEs came from federal emergency funds. The fire management functional area accounted for 53% of the Sequoia's total spending in FY03 (32%, excluding emergency fire funds). Additional funding, primarily in the hazardous fuels reduction program, of \$3.44 million and an extra 23.1 FTEs would have been required to fully accomplish the workload at the desired level.

Management & Administration

The management and administration program involves general management, supervision, and oversight of all fire management operations. This workload includes budget and planning, scheduling, and other administrative duties, as well as the formulation and administration of safety plans and materials handling plans. The program includes management of the interagency emergency communication center (dispatch), interagency air attack base, call-when-needed (AD, administratively determined) crew program, fire caches, and equipment trailers.

In FY03, the Sequoia spent \$1.3 million and used 19.1 FTEs on this program area. An additional 1.5 FTEs, costing \$72,276 per year, would have been needed to accomplish all work at the level desired.

Fire Pre-Suppression & Preparedness

The primary activities related to pre-suppression and preparedness include fire prevention, training, and maintenance of fire suppression equipment. Prevention consists of three basic



Fire use fires are naturally occurring fires that are allowed to burn to meet management objectives.

functions: education, engineering, and enforcement. The education aspect involves building community awareness about how to prevent wildfires. The engineering aspect includes clearing around buildings, so that they conform to the fire safety code. Enforcement involves examining areas around public and private structures, in order to ensure they comply with state laws regarding fire hazard abatement. Fire assets include fire engines, lookout towers, hot shot crews, hand crews, helicopters, an air tanker base, fire prevention personnel, and an emergency communication center.

In FY03, \$8.3 million and 132.7 FTEs were used in this program area. No unmet needs were reported.

Hazardous Fuels Reduction

Hazardous fuels reduction involves direct management of vegetation, using prescribed fire, mechanical treatment, or manual removal of vegetation, in order to prevent fires and to reduce fire intensity. Forest officials must coordinate with state

officials on when to burn, depending on meteorological and air quality conditions. Mechanical treatment, which is much more expensive than prescribed fire, involves the direct removal of brush and small wood. All of these activities require detailed planning, and implementation is closely monitored, in order to avoid environmental damage. Approximately half of the work manages vegetation to protect communities. The program relates directly to the community protection and forest health elements of the National Fire Plan.

Although about \$2 million were spent on this program in FY03, the program remains significantly underfunded. An additional \$3.37 million and 21.6 FTEs would have been needed to accomplish the necessary work.

Wildfire Suppression, Monitoring, & Rehabilitation

The forest spends federal emergency funds to fight wildfires every year, to perform emergency rehabilitation of burned areas, and to monitor naturally occurring fires (fire use fires). During the fire season, forest employees across all departments and professions are quite commonly pulled off of their regular work to aid in this program. In addition, the forest frequently has to import other resources and personnel to battle large fires. More than half of all fires on the forest threaten people, property, and resources. More than 25% of all fires require extended attack, resulting in high costs for this program area.

In FY03, \$11.6 million and 65.3 FTEs were used on this program. Due to the nature of the program's funding, no unmet needs were reported.

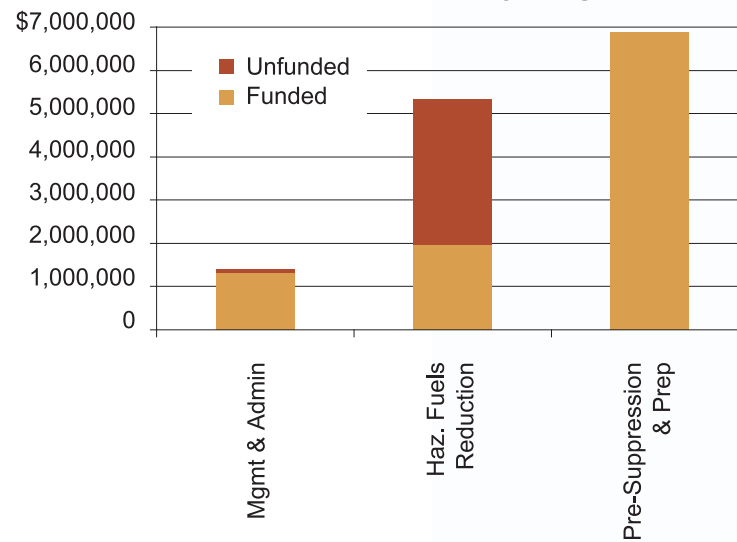
National Fire & Disaster Support

Also funded from federal emergency funds, most of these national support assignments relate to fighting large forest fires outside the Sequoia National Forest, while a smaller number are responses to non-fire disasters. In FY03, all funds spent for

national support were fire related. A large number of employees work in national support, spending considerable time away from the Sequoia each year. The Sequoia has the highest percentage (15%) of national incident management team membership of any California forest. In addition to supporting large suppression operations nationally, other types of assignments come via the Federal Emergency Management Agency (FEMA). Past assignments have included earthquakes, floods, hurricanes, terrorist attacks, space shuttle debris recovery, and management of Newcastle's Disease in poultry flocks.

In FY03, \$2.6 million and 37.1 FTEs were used on national support activities. No unmet needs were reported.

Fire & Aviation Management FY03 Requirements by Program



Commodity & Commercial Uses

The commodity and commercial uses functional area includes activities that are not related to recreation, such as extractive uses and non-recreation special uses. Examples include mining, firewood cutting, hydroelectric power generation, telecommunications, an airport, apiaries, water lines, timber sales, and grazing. In FY03, the Sequoia used \$1.4 million and 16.8 FTEs on this functional area.

Forest Products

The forest has a very small forest products program except for issuing permits for firewood cutting. The forest sells approximately 3,000 cords of firewood to the public annually. No unmet needs were reported.

Timber

Timber sales on the Sequoia National Forest are a by-product of resource management activities conducted for various purposes. Green timber sales result from vegetation management to meet fuels, wildlife, public safety, ecological restoration, and other resource goals. Removal of dead and/or dying trees is done to meet land management goals and to provide for public safety. In the Giant Sequoia National Monument, timber removal is for ecological restoration and maintenance or for public safety.

During FY03, the forest spent \$829,257 and used 10 FTEs to run the timber program. This amount was \$129,599 and 1.7 FTEs short of funding the rest of the desired workload.

Non-Recreation Special Uses

A wide variety of non-recreation special uses may be authorized, ranging from an airport to apiaries. Most are authorized by special use permits, although leases may be issued for some uses,



G. Sullivan

The Tule River powers hydroelectric projects.

such as telecommunication sites. Routine permit administration includes monitoring, billing, appraisals, audits, correction of non-compliance issues, and database and file maintenance. Through the Federal Energy Regulatory Commission (FERC) relicensing process for hydroelectric facilities, the forest specifies license conditions that are necessary for the protection of the forest.

In FY03, 2.7 FTEs and \$232,490 were used in this program area. An additional 2.7 FTEs and \$115,057 would have been needed to accomplish the remaining work.

Minerals

This program involves the administration of current mineral operations in accordance with legal and regulatory authority and

policy. Also included is the processing of proposals, including mineral applications, notices of intent, plans of operations, and mineral materials permits. The Giant Sequoia National Monument has been withdrawn from activity under the mining laws. Abandoned mine land reclamation is not included in this program (included in watershed).

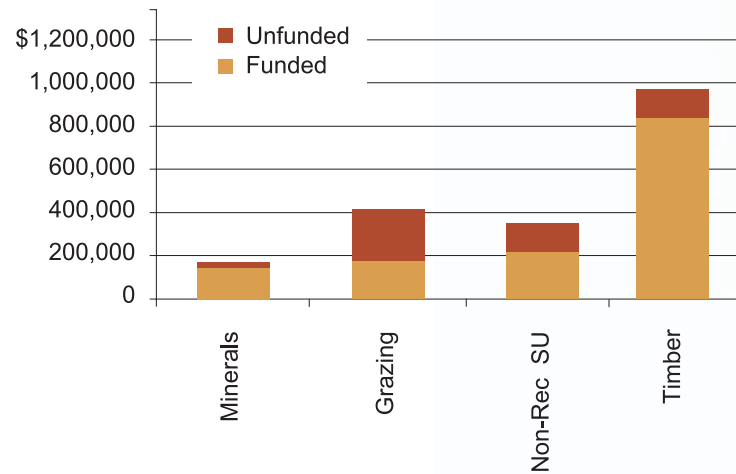
The Sequoia spent \$135,433 and used 1.9 FTEs to run the minerals program in FY03. In order to operate the program at the desired level, the forest would have needed an additional 0.5 FTE and \$22,316.

Grazing

The goal of the grazing program is to have all rangelands progressing toward a healthier condition. Where rangelands are unhealthy, forest personnel strive to restore rangeland ecosystem functions. Grazing permittees are authorized to graze livestock on forest lands. The Sequoia has 37 ranchers with permits to actively graze 7,238 head of cattle. Work on allotments includes inventory, classification, and monitoring of conditions to maintain or improve rangeland health. Allotment Management Plans are in need of updating.

In FY03, the forest spent \$160,245 and used 2.2 FTEs to run the grazing program, yet an additional 2 FTEs and \$247,884 would have been required to accomplish the needed work.

Commodity & Commercial Uses FY03 Requirements by Program



Financials, Investments, Partnerships, Strategies

Summary Financial Statement

The results of the FY03 financial analysis are presented in the following table and charts. In the table on page 28, the “Available” columns contain the money and FTEs which the Sequoia actually spent, while the “Unmet Needs” columns represent the financial and personnel requirements to accomplish the needed work, as defined by the program managers. Non-base funds include earmarks (money specified for particular projects) and wildfire suppression funds. The “Required” columns sum “Available” and “Unmet Needs” to show how much money and labor hours would have been required for the forest to accomplish all of the defined workload. Not including emergency fire funds, the Sequoia required \$44.8 million (including personnel costs for 464 FTEs), but only \$34 million were available in FY03, which was 76% of the amount required. None of the functional areas were funded at 100% of the amount required to do all work at the desired level.

Unfunded investments are not considered in the summary financial statement. Information on them can be found in the investment priorities section. FY03 investments, such as construction projects and land acquisition, are included in the table on page 28 in the non-base column.

The functional areas with the greatest financial shortfalls in FY03 were fire and aviation management (\$3.4 million), facility operations and maintenance (\$3 million), and resource management (\$2.6 million). In proportional terms, resource management suffers the most, as it is only funded to meet 71% of its required work. Tied at the next lowest are public use and

enjoyment and commodity and commercial uses, which were both funded at 72.5% of the required amount. Facility operations and management is not far ahead, receiving only 73.9% of required funding. Fire and aviation management (excluding emergency funds) received only 77.2% of required funding, with the shortfall primarily in hazardous fuels reduction. The management and administration resource area is the only one in relatively good shape, with 95% of required funding available.

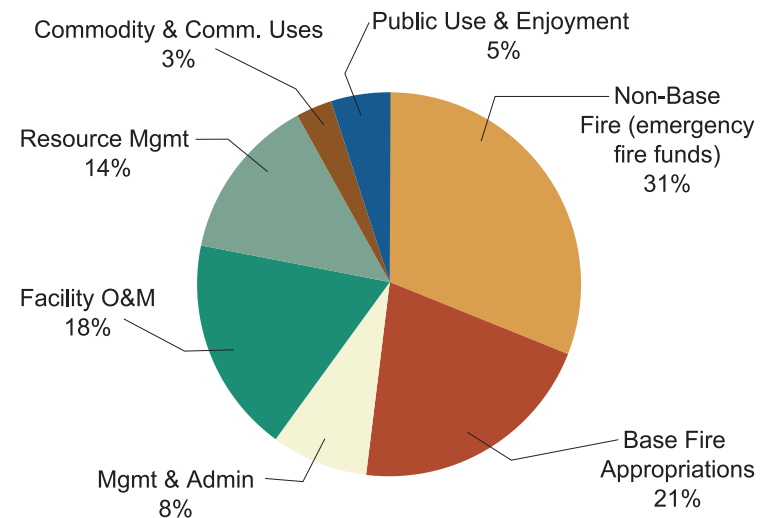
The pie chart indicates the distribution of funds among the six functional areas. Fire and aviation management is displayed split between emergency and non-emergency funds. The total funds for this functional area dwarf the amounts received by the other functional areas.



G. Sullivan

With rapids rated as Class 6, this section of the Kings River is considered unnavigable by even the best of whitewater boaters.

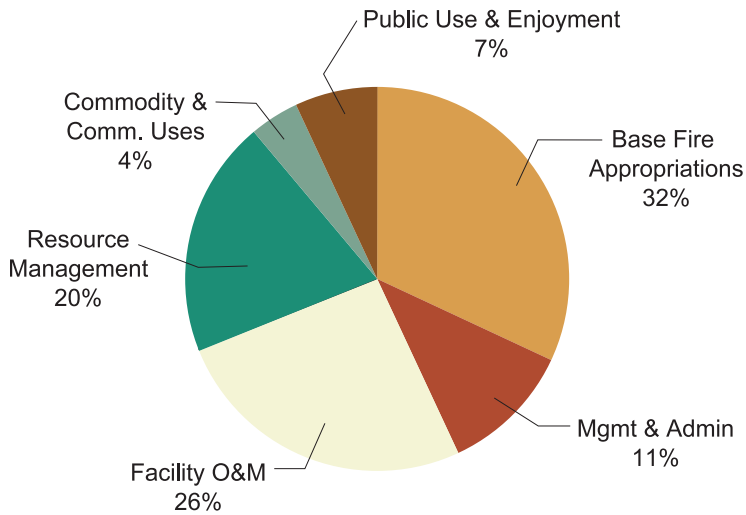
Breakdown of Expenditures, FY03



A number of benefactors donate goods and services to the Sequoia. Their value is not reflected in the summary financial statement.

The value of services provided through the Senior Community Service Employment Program (SCSEP) and by volunteers totals \$1.23 million. That amount is considered unfunded, in order to display how much more funding would be needed if these programs were not available.

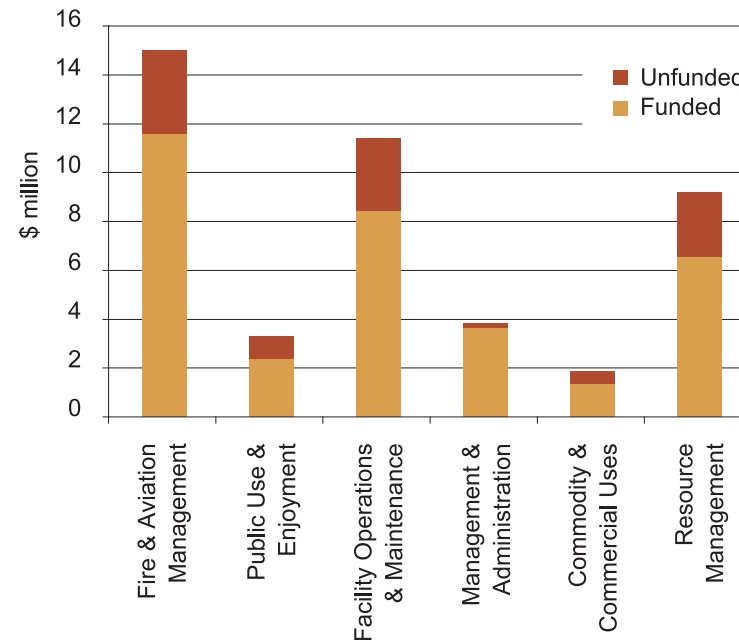
**Breakdown of Expenditures, FY03
(Excluding emergency fire funds)**



SCSEP & Volunteers

Many shortfalls that would otherwise exist in personnel are being met by two major programs at the Sequoia: the Senior Community Service Employment Program (SCSEP), also known as the “Older Americans” program, and volunteers. SCSEP, intended to help introduce senior citizens back into the workplace, is run by the Department of Labor (DoL). DoL pays all salaries, although the work is done in the forest. In FY03, 57 SCSEP enrollees contributed 22.7 FTEs of labor, valued at \$686,400. Volunteers who work on trails, campgrounds, concentrated use areas, and other areas contributed about \$545,000 of value in FY03. While volunteers are a major help to the Sequoia, they require the forest’s time, effort, and money to coordinate their work. Because of this cost, a significant expansion of the volunteer program is not a practical way to reduce shortfalls to any great extent. The formation of an association may help with this problem (see strategies section).

FY03 Functional Area Funding — Required & Available



Summary Financial Table

Functional Areas and Programs	REQUIRED		AVAILABLE			Unmet Needs		
	FTE	Funds	Base Funds	Non-Base Funds	Total FTE	Total Funds	FTE	Funds
Fire & Aviation Management								
Management & Administration	20.6	1,395,779	1,323,503	-	19.1	1,323,503	1.5	72,276
Pre-Suppression & Preparedness	132.7	8,297,975	6,875,633	1,422,342	132.7	8,297,975	-	-
Hazardous Fuels Reduction	36.4	5,335,500	1,969,658	-	14.8	1,969,658	21.6	3,365,842
Subtotal	189.6	15,029,254	10,168,793	1,422,342	166.5	11,591,135	23.1	3,438,118
Public Use & Enjoyment								
Public Information, Interpretation, & Education	24.3	1,108,518	694,821	81,000	17.1	775,821	7.2	332,697
Law Enforcement	15.5	1,408,569	875,027	-	9.3	875,027	6.1	533,542
Recreation Fee Collection	6.0	302,887	302,887	-	6.0	302,887	-	-
Concessions & Recreation Special Uses	9.5	558,249	442,757	-	6.7	442,757	2.8	115,492
Subtotal	55.2	3,378,224	2,315,492	81,000	39.1	2,396,492	16.1	981,731
Facility Operations & Maintenance								
Buildings, Grounds, & Utilities	8.3	4,282,722	2,458,562	978,600	4.8	3,437,162	3.5	845,560
Roads	22.8	3,206,945	1,245,709	864,600	13.0	2,110,309	9.8	1,096,636
Trails	14.7	1,196,237	159,919	567,500	2.8	727,419	11.9	468,818
Campgrounds & Developed Sites	10.1	808,785	584,593	-	4.5	584,593	5.6	224,192
Concentrated Use Areas	13.9	650,871	252,683	-	4.0	252,683	9.9	398,188
Transportation & Fleet	5.9	1,320,267	1,320,267	-	5.9	1,320,267	-	-
Subtotal	75.7	11,465,827	6,021,733	2,410,700	35.0	8,432,433	40.7	3,033,394
Management & Administration								
General Management	3.1	431,545	320,801	-	1.7	320,801	1.4	110,744
General Administration	5.0	524,937	503,337	-	4.5	503,337	0.5	21,600
Information Technology	6.8	513,866	513,866	-	6.6	513,866	0.2	-
Financial Management	4.4	314,259	314,259	-	4.4	314,259	-	-
District Management	14.6	978,861	978,861	-	14.6	978,861	-	-
Public Affairs	4.8	487,008	432,664	-	3.8	432,664	1.0	54,344
Planning	6.9	583,573	188,299	395,274	6.9	583,573	-	-
Subtotal	45.7	3,834,049	3,252,087	395,274	42.6	3,647,361	3.1	186,688
Commodity & Commercial Uses								
Forest Products	-	-	-	-	-	-	-	-
Timber	11.7	958,856	464,257	365,000	10.0	829,257	1.7	129,599
Non-Recreation Special Uses	5.4	347,547	232,490	-	2.7	232,490	2.7	115,057
Minerals	2.4	157,749	135,433	-	1.9	135,433	0.5	22,316
Grazing	4.2	408,129	160,245	-	2.2	160,245	2.0	247,884
Subtotal	23.7	1,872,281	992,425	365,000	16.8	1,357,425	6.9	514,856
Resource Management								
Wildlife Management	15.9	1,020,030	829,019	40,000	13.9	869,019	2.0	151,011
Vegetation Management	23.7	2,250,615	584,162	1,256,968	20.2	1,841,130	3.5	409,485
Heritage Resources	5.0	311,579	80,423	-	1.0	80,423	4.0	231,156
Data Management	0.7	41,311	25,811	15,500	0.7	41,311	-	-
Land Ownership & Adjustment	4.9	2,813,528	1,689,659	126,000	1.3	1,815,659	3.6	997,869
Specialty Designated Areas Management	11.1	586,406	165,565	-	2.4	165,565	8.8	420,841
Watershed, Air, & Geologic Resource Management	11.4	2,169,860	668,883	1,080,000	2.7	1,748,883	8.8	420,977
Subtotal	72.6	9,193,329	4,043,522	2,518,468	41.9	6,561,990	30.7	2,631,339
Total, less emergency fire funds	462.5	44,772,963	26,794,052	7,192,784	341.9	33,986,836	120.6	10,786,127
Emergency Fire Funds								
Wildfire Suppression	65.3	11,598,946	-	11,598,946	65.3	11,598,946	-	-
National Fire & Disaster Support	37.1	2,561,219	-	2,561,219	37.1	2,561,219	-	-
Subtotal	102.4	14,160,166	-	14,160,166	102.4	14,160,166	-	-
Grand Total	564.8	58,933,129	26,794,052	21,352,950	444.3	48,147,001	120.6	10,786,127

Investment Priorities

The Sequoia National Forest has identified 16 investment priorities, totaling approximately \$24 million. About half of this amount (\$12.3 million) is for the reconstruction of the Sherman Pass Road. The investment priorities are in the facilities operation and maintenance functional area and the resource management functional area.

Research, Monitoring, & Adaptive Management Strategy for the Monument

Cost: \$100,000

The national monument management plan includes the development and execution of a research strategy for scientific study, in order to provide further guidance on a number of key scientific questions. The results of the research (and monitoring) will provide new information and knowledge to reduce areas of uncertainty for the monument's key resources. Scientific study and monitoring will provide a reliable foundation for collaboration with the public, other agencies, colleges and universities, and the scientific community, in order to address adaptation of management strategies in the future.

Restoration of Beach, Bonita, & Cannell Meadow Guard Stations

Cost: \$90,000

Historic cabin restoration is the objective of this investment. The projects involve deferred maintenance work and restoration of three historic Forest Service administrative cabins and one barn. Work includes roof replacement, interior floor joist replacement, other cabin interior work, and work on the barn at Cannell Meadow. These cabins are located on the Kern Plateau.

Giant Sequoia Grove Inventory

Cost: \$180,000

The inventory of giant sequoia groves is nearly complete. In order to finish it, further data collection is needed, as are compilation and analysis of the vegetation data. The information will be used as a reference for restoring vegetation to desired conditions in giant sequoia groves.



Mt. Matthews

Investments are needed for management of the Giant Sequoia National Monument.



G. Sullivan

Landscape analysis and ecological unit inventory are priority investments. Cedar, oak, and manzanita mix where chaparral meets pine forest.

Landscape Analysis; Ecological Unit Inventory (EUI)

Cost: \$87,000 per year for 5 years (Landscape Analysis)

\$30,000 per year for 10 years (EUI)

The Sierra Nevada Forest Plan Amendment requires the use of landscape analysis as a tool for assessing existing uses and identifying restoration and enhancement projects. Although work has begun on the ecological unit inventory (about 15% of the forest has been inventoried), the work needs to be completed. It involves collecting information on the Sequoia's geology, ecology, and soils. The inventory is available as a tool for environmental analysis.

Grouse Lake Land Acquisition

Cost: \$754,500

These funds will allow the completion of the Grouse Lake land purchase in the Giant Sequoia National Monument. The 593-acre parcel is covered with mixed conifer timber and has two lakes and approximately 250 acres of meadow and riparian habitat. Approximately 60 acres remain to be acquired. A likely funding source is the Land and Water Conservation Fund (LWCF).

Johnsondale & Lake Isabella Office Water Systems

Cost: \$700,000

This investment involves work on two water systems, one at the Johnsondale Work Center and the other at the Lake Isabella Office. The Lake Isabella system also serves some recreation areas. This project is necessary to resolve health and safety problems.

Havilah Work Center

Cost: \$495,000

Fire personnel are stationed at this work center. The project entails the construction of a new building, which will provide office space, space for training, and a garage.

Restoration of Fire Lookouts

Cost: \$140,000

Restoring all fire lookouts in the Sequoia National Forest is the objective of this project. The noted cost will repair them to good condition and readiness level one.

Energy Efficient Component Retrofit

Cost: \$500,000

This investment involves the installation of new energy efficient building components, such as lighting, windows, doors, heating, ventilation, and air conditioning in facilities throughout the forest. Cost savings through increased efficiency and rebates from Southern California Edison are estimated to be in excess of \$100,000 a year.

Princess Campground Rehabilitation

Cost: \$676,000

This popular campground in the Giant Sequoia National Monument needs renovation and rehabilitation work to eliminate deferred maintenance and satisfy visitor expectations. The project involves work on campground roads, spurs, and replacement of site furniture.

Kennedy Meadows Campground

Cost: \$300,000

Replacement of all restrooms (vault toilets) at this campground on the Kern Plateau will be accomplished in this investment. Providing universal access to the restrooms, through the construction of walkways that will be accessible to visitors with disabilities, is part of the project.

Hume Lake Campground

Cost: \$500,000

This cost includes the replacement of all restrooms (flush toilets) at this popular campground at Hume Lake in the Giant Sequoia National Monument.

Sherman Pass Road Reconstruction

Cost: \$12,300,000

Reconstruction of the Sherman Pass Road, which traverses the Kern Plateau, will be accomplished in this investment. The immediate need is for \$600,000 for spot paving of approximately 6 miles of the 44-mile long road.

Ten Mile Road Reconstruction

Cost: \$5,800,000

The Ten Mile Road, which is a popular access route to Hume Lake in the Giant Sequoia National Monument, is in need of reconstruction. Project costs also include bridge replacement with a two-lane bridge and properly designed pedestrian crossings.

Boulder Creek & Horse Corral Creek Trail Bridge Construction

Cost: \$200,000

Bridges will be constructed on two existing trails in the Giant Sequoia National Monument. These bridges will better serve visitors by providing safer, more convenient creek crossings.

Nelson Trail Reconstruction

Cost: \$300,000

The project involves reconstruction of a trail in the Giant Sequoia National Monument. This trail meanders through a giant sequoia grove.



Partnerships



The Backcountry Horsemen provide valuable volunteer work.



G. Sullivan

The American Indian community manages this interpretive center at Lake Isabella.



G. Vogt

Springtime brings an abundance of wildflowers to the mountains.

The Sequoia National Forest and Giant Sequoia National Monument maintain numerous and diverse partnerships for the mutual benefit of the forest and its partners. The Sequoia is extremely grateful to all of its partners, without whom the forest would not be able to function. Not all of these partnerships involve money. Some provide in-kind contributions, such as labor, equipment, supplies, or services, while others involve collaboration toward a mutual goal. All of the forest's partnerships are too numerous to be listed. The partnerships described were chosen to illustrate the diversity of the organizations that work with the Sequoia, not to indicate their value or significance. The fact that a partnership is not listed does not make it any less valuable or appreciated. We sincerely appreciate all of our partnerships and look forward to the opportunity to develop new ones.

Community Services & Employment Training (CSET): CSET operates a camp in the Sequoia and the Sequoia STARS program. This program gives young adults the opportunity to work in the forest on various projects and to provide recycling services in the forest's campgrounds and high use recreation sites. This source of free labor allows the forest to reduce costs in several program areas and helps CSET to further its goals of educating disadvantaged youth and preparing them for future employment.

Paiute Nuui Cunni Native Interpretive Center: This center was built in partnership between the forest and the American Indian community. The facility is located on National Forest System land and is operated under special use permit by the American Indians. The Cannell Meadow/Greenhorn Districts work closely with the center to increase awareness of American Indian culture and history in the Lake Isabella area.

California Native Plant Society (CNPS): CNPS is a statewide, non-profit organization of people with a common interest in California's native plants. CNPS works to increase the understanding of California's native flora and to preserve this rich resource for future generations. Sequoia staff work with the Alto Peak chapter to conduct wildflower and native plant talks and forest walks.

Buck Rock Foundation: With members mostly concentrated in Fresno and Visalia, the foundation is a 501(c)(3) organization engaged mainly in the restoration, maintenance, and staffing of historical fire lookouts. The foundation is currently interested in exploring increased involvement with the Sequoia.

Three Forests Interpretive Association: The Three Forests Interpretive Association (3FIA) is a non-profit educational organization that helps the public appreciate and understand the Sequoia, Sierra, and Stanislaus national forests, while helping the Forest Service with its mission. 3FIA publishes and distributes books, brochures, maps, and other materials related to the human and natural history of the Sierra Nevada. A portion of the profits from product sales are used to help the Sequoia fund a wide range of interpretive and educational projects, which further contribute to the public's appropriate use, understanding, and enjoyment of the forest's resources.

Hume Lake Christian Camps: The Hume Lake Christian Camps have camping, hotel, conference, and recreational facilities on private land at Hume Lake. Over the years, the organization has actively cooperated with the Sequoia to implement a number of projects related to management of the Hume Lake Basin.

Fresno County Resource Advisory Committee (RAC): The committee reviews proposed forest management projects, makes recommendations to the Forest Service, and provides opportunities for interested parties to participate in the project development process. The committee has allocated money to the Sequoia for various projects, related to trail, road, and day use area maintenance, environmental education, watershed management, interpretive services, and vegetation management.

Backcountry Horsemen: The Backcountry Horsemen of California conduct volunteer work on projects at many locations. The Sequoia is fortunate to have their assistance on many projects, including trail, trailhead, fence, and campground maintenance and visitor contacts through the Wilderness Rider program.

Kern River Valley Revitalization, Inc.: This broad-based umbrella group is organized to facilitate the economic sustainability of the Kern River Valley, consistent with maintaining its rural character and quality of life. The organization has been very successful at receiving grants for a variety of projects related to the Sequoia. Money was spent on hazardous fuels reduction and development of a community inspired tourism marketing plan.

Kern River Valley Fire Safe Council: The council, which brings together the Forest Service, Kern County Fire Department, Bureau of Land Management, the Resource Conservation District, and all of the unincorporated communities in the valley, is dedicated to increasing community awareness of the high fire threat danger. The group provides property and business owners with the tools and knowledge they need to decrease the threat of wildland fires. The council has obtained grants from the Forest Service and BLM, mainly to conduct hazardous fuels reduction in and around the urban-forest interface.

Springville, Kernville, & Kern Valley Chambers of Commerce: The forest works closely with these chambers to coordinate efforts on a wide variety of projects and issues that relate to the well-being of these communities. These efforts include grants to increase community cohesion and awareness of issues that relate to the urban-forest interface. Forest personnel regularly attend meetings and communicate with community leaders to stay current on local issues and events.

Lake Isabella Wildlife Habitat Club: The forest and the club work together on restoring and maintaining fish habitat in Lake Isabella and maintaining wood duck nesting boxes at the lake's South Fork Wildlife Area. A major event they help support and sponsor is the annual Lake Isabella Fish Derby which draws a large number of tourists, thereby supporting the local economy. They also organize an annual pheasant hunt for boys and girls, ages 16 and under, to teach them proper gun safety and hunting skills.

Cal-Trout: This organization works with the Sequoia to protect and restore wild trout, native steelhead, and the waters they inhabit. The overall goal of the partnership is to create high quality angling opportunities for the public to enjoy.

OHV and Mountain Biking Clubs: The forest works with a variety of trail user groups on trail maintenance, improvement, and conservation activities.

California Department of Boating & Waterways: The Sequoia has received grants from this department to conduct work that enhances access to waterways. A boat ramp at Hume Lake, a portage on the Lower Kern River, and two Kern River access sites have benefited from these funds.

Proposed Partnerships

The following partnerships are proposed to assist in implementing the strategy on preserving the Sierra Nevada foothills ecology.

High Sierra Beef (HSB): HSB is a producer controlled cooperative/business that markets beef products of consistent quality, in order to sustain family ranches in the Sierra Nevada foothills. The High Sierra Resource Conservation and Development Council and University of California Cooperative Extension conducted a feasibility study and are developing a business plan to develop high-end direct marketing opportunities for the region's beef cattle producers. The Sequoia could help extend this project to assist grazing permittees with marketing range fed beef.

USDA Natural Resource Conservation Service (NRCS): The Resource Conservation and Development (RC&D) section of NRCS helps state and local units of government and local nonprofit organizations in rural areas to plan, develop, and implement programs for resource conservation and development. Partnering with RC&D to help ranchers benefit from NRCS services is an integral part of the strategy to preserve the ecology of the Sierra Nevada foothills.

Land Trusts: The forest seeks to establish partnerships with land trusts and other community based conservation organizations, regarding foothill conservation. Land trusts typically work on resource protection through conservation easements, as a means of conserving important natural values, while maintaining the economic base. All transactions are undertaken on a willing seller, willing buyer basis.

Strategies



G. Sullivan

Strategies will benefit the Giant Sequoia National Monument.

Establishing a Sequoia National Forest Association

Value to Forest: Moderate to High

Investment Required: Moderate

Although the Sequoia National Forest is clearly blessed with a wealth of existing, active partnerships, the existence of a partner organization, or association, that has the power to effectively represent the forest's aggregated interests to the private sector, work full-time on raising funds, and provide a comprehensive range of services to help the forest address its operational shortfalls would be highly beneficial. An association would focus its efforts on raising funds through applying for grants from private sector philanthropic organizations, seeking out corporate sponsorships for projects, and appealing to public audiences for donations. The forest can only tap these funding sources through a proactive partner. An association would also be able to contribute value by acting as a clearinghouse for volunteer services and for directing other groups toward projects where their efforts would be best utilized.

Other successful associations focus on direct interaction with the public. Some examples include staffing visitor information centers, conducting environmental education programs, managing interpretive services, maintaining hiking and off-highway vehicle routes, conducting guided tours (also a good source of revenue), and maintaining campgrounds and concentrated use areas. An association would realistically be able to apply its services and funds to alleviating unmet needs in these program areas. In addition, assistance for road and building maintenance, construction, and hazardous fuels reduction would be aggressively pursued, as the unmet needs in these program areas are substantial.

In order to successfully pursue this strategy, what is needed is either a forest employee who can dedicate the necessary time on this effort or the emergence of an outside "champion" who would be willing to spend the time and resources on getting the association up and running. A necessary step is to identify the

"movers and shakers" in the communities within and around the forest who could act as the vanguard of the association. As an association is formed, for it to be most useful, its charter must be consistent with the goals detailed in this business plan and the forest plan. Networking with other groups in and around the forest would be key, as would active community outreach and large-scale fund raising activities.

Establishing a Giant Sequoia National Monument Foundation

Value to Forest: Moderate to High

Investment Required: Moderate

Despite the Giant Sequoia National Monument's special designation, the unmet funding needs, from which the forest as a whole suffers, carry over into the administration of the monument, as well. In order to directly address the financial problems related to managing the monument, a foundation could be established which would be responsible for raising funds that would be directly channeled to projects in the monument. The advantage to a foundation is that it would be able to solicit large donations which, considering the high profile of the monument, could be substantial.

Currently, no forest has its own foundation, because of the National Forest Foundation's defined role. The Sequoia will need approval for a foundation to benefit the national monument.

Obtaining Third-Party Certification of Giant Sequoia National Monument Management

Value to Forest: High

Investment Required: High

The Sequoia National Forest has faced intense public scrutiny of its forest management practices, with special concern expressed over management of the Giant Sequoia National Monument. In an effort to promote a common understanding and acceptance of management activities, the forest would like to take a different approach to public involvement. The Sequoia National Forest will



As the day warms, the fog lifts from the Sierra Nevada foothills.

pursue options for obtaining third-party certification of management of the national monument. The purpose of this certification would be to ensure that the monument is being managed in accordance with the intent of the Presidential proclamation that established it.

This process may be time consuming and result in some assessment and certification costs. The process of certification will help encourage the public to be more constructively involved in forest affairs. By gaining public acceptance, the certification would allow the forest to move forward with monument management, according to the standards of the certification and intent of the Presidential proclamation.

Preserving the Sierra Nevada Foothills Ecology

Value to Forest: High

Investment Required: Low

The proximity of the Sequoia to major metropolitan centers, coupled with the attractiveness of the surrounding hillsides, has led to tremendous growth in the area over the last 20 years. Some of this growth occurred through the subdivision of cattle ranches

in the western foothill communities. The central valley is one of the fastest growing areas of the country, which will increase population pressure in the western Sierra foothills even more. Ranches pose lower fire risk, whereas fires in residential subdivisions are much more costly and complicated to suppress. Maintaining the existence of foothill ranches also has the following benefits:

- preserving the ecology for threatened plant and wildlife species;
- preserving the biodiversity and ecosystems of the foothills;
- suppressing fuel hazards in foothills through cattle grazing;
- sustaining family ranches, creating community goodwill and involvement with the forest; and
- sustaining the rural economy.

Preservation of ranching in the foothills is supported by various public agencies, as well as private organizations. Numerous grants are available for research, cooperative formation, and conservation easements. However, coordination of these grant applications is desirable to achieve the wider aims of this strategy. It is achieved through a three pronged partnership approach: 1) marketing range fed beef; 2) promoting ecological and agricultural tourism; and 3) obtaining grants for agricultural or conservation easements and by taking advantage of the Williamson Act.

A majority of California agricultural land is subject to the Williamson Act, a state law that is implemented at the county level. Land that is maintained in agricultural use is eligible for reduced taxes for 10 or 20 years, depending on the agreement with the rancher. In exchange, the rancher forfeits development rights for that period. The state makes up the difference in foregone tax revenue to the county. Counties encourage these agreements, because the services they have to provide ranchers are minimal, compared to developed areas and subdivisions. The county also benefits from preservation of its agricultural economy and an enhanced ability to manage growth and development without loss of property and revenue.





Rangeland in Sierra foothills.

Other Strategies

Permanent Recreation Fee Collection Authority

Pilot recreation fee demonstration programs have generated millions of dollars for forests throughout the Pacific Southwest Region. These funds have been used to educate visitors about fire prevention, improve trails and visitor facilities, and address problems like graffiti, litter, and crime. Forest managers credit the program for generating funds that provide enormous benefits to visitors and neighboring communities. However, recreation fee collection authority will expire in December 2005. Congressional approval of the Administration's proposal for permanent recreation fee retention authority would be needed to extend the valuable benefits this authority provides.

In addition to permanent recreation fee collection authority, there are other possibilities that would help forests improve management and service:

Fees for Processing Applications for Special Uses

The Forest Service currently collects processing and monitoring fees on a voluntary basis from applicants for and holders of special use authorizations, but by the end of fiscal year 2004, it intends to finalize a set of cost recovery regulations and fee schedules. With cost recovery, forests could then collect administrative fees, instead of using appropriated dollars for administrative costs. Implementation of the final cost recovery rule would represent one more step in the agency's continuing effort to streamline its processes and be more responsive to its special uses customers.

Conveyance Authority

Many national forests hold excess properties worth millions of dollars. The Administration has proposed an amendment to current legislation that would allow the Forest Service to collect and expend funds without appropriation to provide more efficient real estate management. It would allow national forests to dispose of excess assets and use the proceeds on other forest-related projects. This change would help forests reduce

Efficiency Initiatives to Reduce Utility Costs & Barracks Construction Costs

In 2003, the Sequoia National Forest decided to explore the possibility of conducting an energy audit and retrofitting aging structures with energy efficient building components. Just by updating fluorescent lights/ballasts and occupancy sensors, the forest could realize annual savings of \$25,000-\$35,000. The forest could also install dual-pane windows, insulated doors, cool-roof insulated roofing, new insulation, and efficient heating/cooling systems.

In addition to exploring ways to reduce its utilities bills, the Sequoia has also been allowed, as a pilot project for the region, to explore ways to reduce construction costs by using modular construction of barracks and other remote facilities. This change in construction methods could yield significant cost savings for the forest, as barracks are built to house the increasing fire workforce.

maintenance costs and liability, and generate funds for new facilities that better serve the public.

Secure Rural Schools & Community Self-Determination Act of 2000

Before this act was passed, communities around national forests in California depended on "payments to the states" to help fund schools and county road programs. Funds were allocated according to a formula that awarded communities 25% of receipts from national forest receipts for timber and other activities. As the timber economy declined, so did the payments to the states. In 2000, Congress established a stable source of funding for payments to states by passing the Secure Rural Schools and Community Self-Determination Act. It also provides money for special projects on national forest land that benefit communities. The law expires in 2006. Congressional approval would be required to extend it.

Micro Strategies & Partnerships

National Forest Scenic Byway, Connecting Springville, Kernville, & California Hot Springs

This strategy would bring national recognition to the picturesque highways connecting these communities. The designation of a scenic byway would add to public awareness about the Sequoia



G. Sullivan

View of the Tule River Canyon from the proposed scenic byway.

and bring in visitors who would help revive the rural economy. State Highway 190, the Western Divide Highway (County Road 107), Parker Pass Road (Mountain Road M50), and Sierra Way (County Road 99) are the links among the three communities. The Sequoia has already begun to work on this strategy.

Urban Community Partnership: Alternative Transportation Program

Sequoia and Kings Canyon National Parks and the city of Visalia are exploring the possibility of starting a bus service from the gateway community of Visalia to bring visitors to the parks. Visitors would pass through the Sequoia National Forest on the way, making this transportation system a good opportunity for another forest/park partnership. Potential users are tourists and local valley residents without cars. Visitors could visit giant sequoia groves, learn about historic logging sites, or participate in a variety of recreation activities. The service is being planned to begin in the summer of 2005. The forest should continue to be involved in this effort. Similar transportation systems could be modeled on this one to transport people from Porterville, Kernville, or Bakersfield. An association or foundation, as described in the previous section, would be very helpful in locating funding sources to begin such a service.



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Thank you for visiting.



Sequoia National Forest



Giant Sequoia National Monument

