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Forest
Service

Southwestern
Region

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Forest Plan Revision Work Plan Template

Kaibab National Forest

Operational Draft: This document is prepared to provide guidance to forest plan revision teams. As this guidance is implemented, we expect to learn improved ways to do this work. As we learn, this document will be updated.

SAMPLE

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Introduction

This work plan was created using the Southwestern Region Revision Preparedness Working Group template including the following principles:

- A basic outline with regionally-consistent content and format where appropriate to facilitate our revision process.
- Inclusion of “boiler plate” to provide for consistency within the region, i.e. purpose and need, planning rule interpretation, and maintaining the “strategic” nature of the revisions.
- Strategic Focus: Elements of land management are characterized by continuous long-term, high-level planning by the organization. These elements involve the adoption of long-range vision and objectives, the setting of priorities, policy development, and the application of measures of performance or effectiveness.

Purpose of the Work Plan

The purpose of this work plan is to document the work to be done, strategies to accomplish the work, timelines, budget process, check points with the steering team, forest supervisor and Regional Office, coordination points with other Federal and state agencies, county governments, Tribes and the general public. The Work Plan will be updated as needed but at least annually.

Decision to Revise

The National Forest Management Act of 1976 requires that forest land and resource management plans be revised after 15 years. The Kaibab National Forest Plan was approved by the regional forester on April 15, 1988. Since its approval, the plan has been amended seven times as follows:

Amendment 1—April 6, 1989: Clarify the procedures for 1) involving interested external parties in integrated resource management, and 2) analyzing capacity allocations for the construction and/or expansion of recreation development sites in management areas 21 and 22.

Amendment 2—April 5, 1990: Clarification regarding 1) application and relationship of integrated resource management, 2) management of wildlife habitats and populations, 3) forage, cover, and snag and damaged tree retention requirements, 4) conduct of range resource planning and analysis, 5) application of certain even-aged silvicultural treatments, 6) application of pesticides, and 7) transportation system management and administration.

Amendment 3—June 5, 1996: Incorporates direction from alternative G of the *Regional Amendment of Forest Plans, Arizona and New Mexico* (goshawk, spotted owl, old growth). Amendments 1 and 2 were incorporated into the plan when the plan was reformatted to include amendment 3.

Amendment 4—August 28, 2000: Incorporates the use of wildland fire from the *Wildland Fire Use Plan EA*. Also includes a correction, adding the list of management indicator species (MIS) for EMA 2.

Amendment 5—February 24, 2003: Site-specific amendment from the *Frenchy Ecosystem Management Unit EA* to reallocate 1,355 acres of suitable pine to be managed for antelope habitat in EMA 2. This reduces the acres allocated to the suitable timber base by less than 1 percent.

Amendment 6—October 21, 2004: Adopts new programmatic recreation opportunity spectrum (ROS) and scenery management system (SMS) classifications and standards on all Federal land within the Tusayan and Williams Ranger Districts (South Zone) from *Environmental Assessment for Amendment of the Kaibab National Forest Management Plan – Recreation and Scenery Management*.

Amendment 7—November 8, 2004: Establishes a goal, a standard, a guideline and two definitions forestwide for management of noxious weeds from the *Environmental Impact Statement for Integrated Treatment of Noxious and Invasive Weeds*. Additionally, several corrections were made, removing standards and guidelines for specific ecosystem management areas that would be redundant.

Annual Monitoring Reports: Nine annual forest plan monitoring reports have been completed since the plan was approved. These reports are available on the Web at www.fs.fed.us/r3/kai/management/efoia/documents/planning.shtml. Some of the key needs for change identified in those reports that have not yet been addressed include the following:

1. Our plan is still largely a tactical document rather than strategic one, focused primarily on desired conditions and goals to make progress toward them. It is often difficult to change tactics in project planning because the plan must also be amended when other guidance, such as regulations, policies, emerging science, monitoring results or biological opinions change.
2. With monitoring, we believe the real question should often be, "Is the forest better today than 5 years ago" for particular conditions or habitats. The current monitoring criteria often do not address this issue in any meaningful way.
3. The objectives of projects within the amended plan are fundamentally different than they were when the original plan was crafted. Now, many trees are generally intended to be carried on uneven-aged sites for a minimum of 200 years. Additionally, more of the biomass produced is intended to provide structure (snags, down logs) and function (nutrient cycling with fire, old growth and very large trees). The forest has not come anywhere near meeting 75 percent or more of the allowable sale quantity (ASQ) (77 million board feet per year (MMBF/Yr)) in several years. If a new ASQ were calculated today, it would be much lower than 77 MMBF/Yr.

4. Over 70,000 acres of former grasslands and savannahs now invaded by trees due to fire exclusion have been tentatively identified on the Williams Ranger District. Additional areas could logically be expected on the other ranger districts as well because the same forces that lead to fire exclusion on Williams are present there as well. The desired condition for many of these areas should probably be grassland or savannah, rather than forest or woodland as currently indicated by timber component classification.
5. Many of the standards, guidelines and monitoring items for wildlife are probably no longer appropriate with the change in timber harvest practices on this forest and are costly to carry out in any case. Some examples:
 - a. Many of the MIS selected for the original forest plan (especially game species and migratory birds) are subject to numerous actions beyond either the boundaries of the forest, the forest's management authority, or both, and therefore are not good indicators of management on the forest. Other MIS have ranges peripheral to the forest (e.g. Lincoln's sparrow) or are more affected by the vagaries of weather than management activities (e.g. cinnamon teal). Besides, MIS no longer become valid once the plan is revised under the 2005 planning rule.
 - b. One common guideline calls for retaining an average of two large snags per acre. A study by Ganey concluded the current standards for snag retention may be unrealistic and should be reconsidered.
 - c. Another guideline places significant timing restrictions on commercial (but not non-commercial) activities using existing roads in goshawk territories. A small study published in a research note showed no detectable adverse effect on goshawk nesting behavior from log truck noise. Consider the need for amendment of the guidelines themselves.
6. Social objectives are not directly addressed in this plan. Law enforcement issues are expected to grow as the number of visitors to the forest grows. The challenges of implementing expected off-highway vehicles (OHV) travel restrictions as a result of regional and national rule-making in progress, probably needs to be addressed in an amended or revised plan to include changes in desired conditions, strategies and perhaps design criteria as a result of these ongoing efforts

In addition to the legal requirement for plan revision, the plan needs to be updated to reflect current resource conditions, new information, and new management strategies and priorities. The Southwestern Region has scheduled the revision for the Kaibab National Forest plan to begin in 2006 and be completed in 2008.

Regional Planning Direction

The regional leadership team (RLT) has agreed to a revision strategy which will centralize the revision process and decentralize decisions and collaboration. The region will be conducting some broad scale assessments which will provide information to the

forests regarding socioeconomic and ecological sustainability. Regional workgroups are also developing strategies for use in plan revision.

New Planning Rule

The 2005 planning rule replaces the 1982 planning rule. The emphasis of the new rule is strategic in nature and based on outcomes (desired conditions) rather than being prescriptive or projecting outputs. Every reasonable effort will be made to keep the revision process and documents in the strategic realm. This is being accomplished in part by focusing the bulk of processes and analysis at large scales and working across forests in these scales.

The new rule focuses on social, economic and ecological sustainability, collaboration, consideration of science, and monitoring. The 2005 planning rule gives forests the opportunity to incorporate what the Forest Service has learned about ecosystems, public involvement and planning since 1982. The rule is consistent with important and long standing environmental protections, such as National Environmental Protection Act (NEPA) and National Forest Management Act (NFMA), while giving forest supervisors and other responsible officials the flexibility they need to meet new environmental challenges.

A Civil Union

The three northern Arizona forests (Coconino, Prescott and Kaibab) share some common boundaries, ecosystems, issues, local publics and economies. Our budgets are and have been relatively small and declining, leading to little redundancy in skill-bases and, for revision purposes, sometimes an unavailability of on-forest resources. Most revision analyses and tasks are strategic and large-scale. Most members of the public who are interested in forest planning have very limited time to devote to this process that has historically taken 5 or more years to complete.

The three forests have recognized this environment and have initiated regular meetings between the interdisciplinary team (IDT) leaders and others as needed to coordinate or combine efforts and resources where it is advantageous to do so. Our goal is to maximize our resource efficiency in carrying out revision analyses and collaborative processes while minimizing the time it takes to finish.

Our work together is based upon mutual attainment of this goal. Where our interests differ, we go along separate paths. These paths may grow together or diverge over time. For example the Prescott National Forest (NF) is on a separate revision schedule and some collaborative processes may prove increasingly difficult as we move into the more time-consuming phases of pre-revision and revision. On the other hand, some of what we may do together early-on, should “grease the skids” for later work on the Prescott.

The chart displays a schematic of the interactions of various revision-related teams and groups to each other for the forest. Many of the roles of teams or members are defined on the following pages.

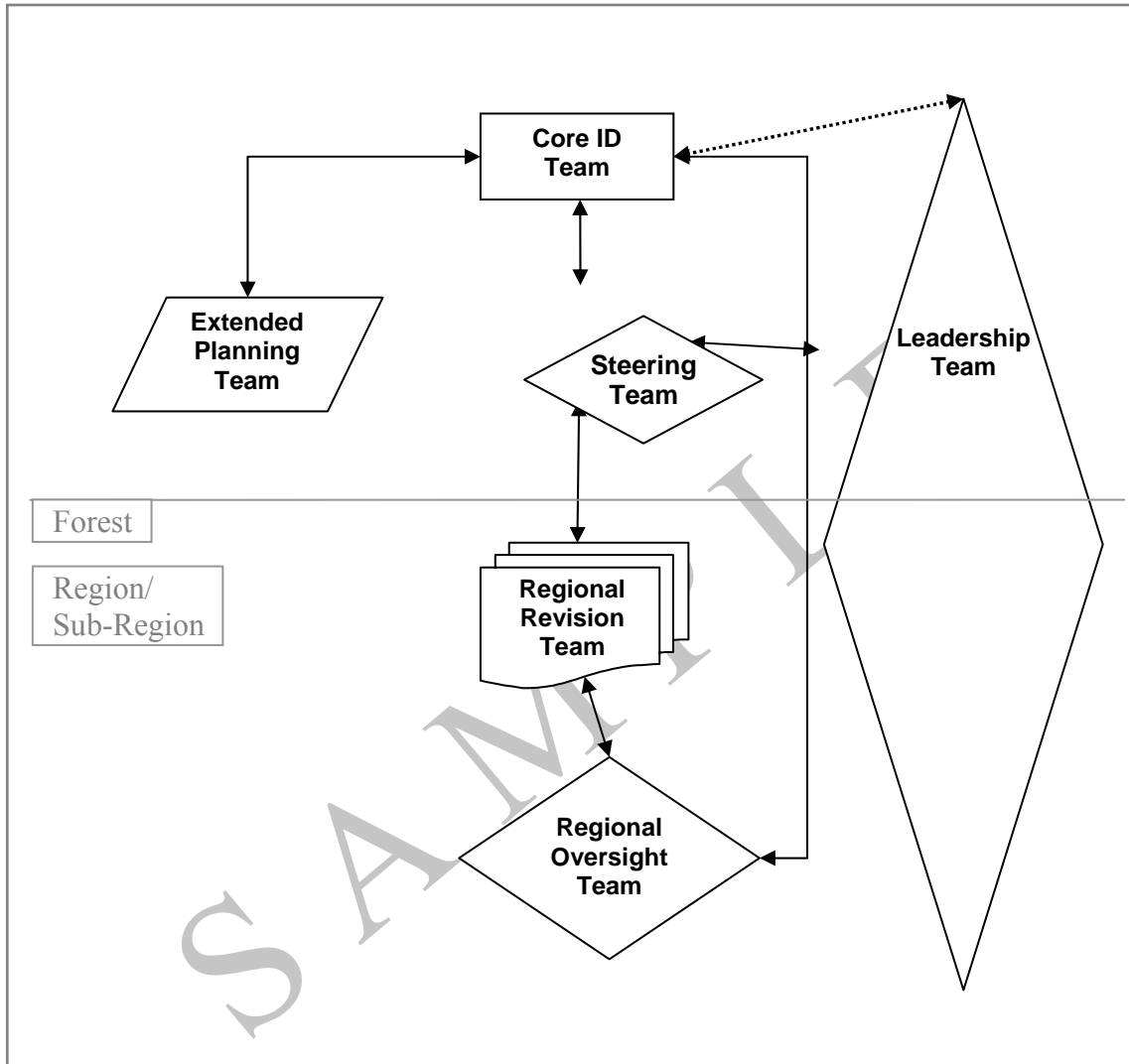


Figure 1. Schematic of the interactions of various revision-related teams and groups to each other.

Roles and Responsibilities

Interdisciplinary Team (IDT) Leader

The team leader is a member of the core team and the overall manager of the revision process to ensure that deadlines are met, facilitating quality control, resolving personnel conflicts, managing the budget and identifying and assigning work. He or she is the primary contact with the Regional Office revision team and serves as the principle liaison for the forest supervisor in the revision process. The team leader is expected to review

and comment on all specialist input. They are the keepers of the regulations—keeping the team and management informed of any changes in the planning rule. A key role for the team leader is to look ahead for “train wrecks”, to anticipate problems and to have solutions.

- Make sure the team is clear on work to be done and what shouldn't be done.
- Make sure deadlines are realistic.
- Keep big picture in front of the team.
- Organize, facilitate and coordinate the planning effort and process.
- Be accountable for making things happen.
- Keep people informed of new information.
- Be the pragmatic foundation.
- Don't let the team do more than is needed.
- Help identify the key decisions.
- Keep staff, rangers informed.
- Keep in touch with how people are doing (help them avoid burnout).
- Send team agendas, handouts, etc. in advance of meetings.

Core Interdisciplinary Team Members

Each core team member will have tasks assigned based upon the area of expertise they bring to the team. In addition they will:

- Serve as the primary manager of the work to be done.
- Make work assignments equitably to ensure completion of all work in a timely manner.
- Primary members to attend team meetings.
- Primary liaison to the Regional Office, other agencies and the forest planner unless otherwise agreed to.

Extended Team Members

Extended team members provide the “heavy lifting” of analysis and issue resolution. All specialists are full partners in revision and, therefore, share equally in accountability. That is, all of them share in the responsibility of meeting timelines, in developing protocols and procedures for their resource analyses, and ensuring that a high level of professionalism and quality is exhibited in their work. Again, at the heart of this is ensuring that team members are communicating, helping each other, resolving problems quickly, and bringing issues forward as needed.

- Extended team members will participate at meetings as needed or in the absence of the core team member.

- Extended team members must be responsive to deadlines and assignments associated with forest plan revision. To ensure this happens, we will be using an approach similar to that used for fire assignments. When the planning team requests a person's help, we expect that person to provide the full and timely assistance needed, prior to returning to their normal work.

The specific extended team roles are:

- Provide technical guidance to forest specialists on questions concerning the more technical aspects of revision processes, products issues, and concerns.
- Provide review of products for consistency and incorporation of science, regional assessments/finding.
- Facilitate understanding and application of regional direction, revision processes, analysis techniques, data sources, and collaborative/public involvement approaches.
- Provide [sub-]regional reviews/technical advice on revision topics, issues, and processes.

Steering Team Members

The steering team is an advisory group. They will resolve issues and set priorities and help to eliminate roadblocks. In addition they will:

In addition to the general duty described, the steering team will also:

- Ensure that the forest leadership team (FLT)/forest supervisor are aware of situations requiring their knowledge.
- Serve as a management sounding board for issues and concerns either from the FLT or the revision IDT.
- Ensure the IDT and others intimately involved in the revision effort are following the health and safety recommendations in the revision work-plan.
- Be available to spend more time and energy than is normally available at regular FLT meetings for evaluating various phases of the planning process and the outputs. The district ranger on the steering group is expected to work with the other rangers to see that concerns about issues are dealt with and when agreements are reached. He would assist in communicating the rationale for process or content decisions.
- Facilitate more direct involvement of key FLT members into the forest plan revision efforts, which includes support to the planning staff specialist at FLT meetings. The expected outcome would be to provide strong continuous direction, improve understanding of issues and requirements, and improve FLT/revision team communications.
- Offer up ideas not yet considered and assure that on-the-ground needs are evaluated. Implementation feasibility is a key to creating an effective forest plan.

- Review, evaluate, understand, and critique work in greater detail than normally expected or received from FLT members. Provide viewpoints/issues that may be overlooked by the planning staff or revision team.
- Meet, as needed, as a group and represent the FLT in timely input or recommendations without waiting for regularly scheduled FLT sessions.
- Help establish priorities for forest skill needs, considering other forest priorities. This involves priorities, commitment and budget discussion.

Line and Forest Staff Officers

In addition to the steering team roles, the forest supervisor, forest staffs and district rangers will have a number of review or decision responsibilities.

- Support the revision process as a forest priority. Sacrifices in other program areas will be necessary.
- Are available to make key decisions.
- Support revision efforts by making employees available as team members and for review.
- Are engaged in the collaborative effort.

Regional Revision Team (Core and Extended)

The specific core team roles are to:

- Be the main point of contact for forests regarding revision.
- Provide overall regional coordination/facilitation/guidance in moving the regional revision efforts/processes along in a consistent and timely manner.
- Coordinate and package Regional direction for the executive leadership team and regional oversight team action.
- Ensure consistency in the scales of analysis, and integration across resource, social and economic areas.
- Help the region think strategically in guiding the revision process.
- Call upon extended team members as needed for technical review and guidance.
- Participate in and help lead the regional revision working group process.

The Regional Office needs to be engaged early and throughout the entire revision process. As gaps are discovered in the extended team, Regional Office specialists should be the first considered. To do this we need to know who the people are from the Regional Office that are available for the revision process. They should be subject matter experts who can make significant contributions to the revision process. The people, if selected, need to be willing to commit the time to working with our forest.

Regional Revision Oversight Team

The purpose of the regional planning oversight team is to guide the regional revision effort in the development of plans, regional processes, and direction. The oversight team will work with the forests and the regional revision core team to manage the broader aspects of the revision process, and it will provide updates and recommendations regarding the progress of plan revisions in the region to the executive leadership team (ELT) and the RLT.

Forest Teams Makeup

Letters signed by the forest supervisor have made the following assignments for skills and roles for the core IDT and the steering team. These assignments are based upon our current understanding of likely revision topics, processes and workload. (See additional discussion in under Annual Work Plans section.) They will be reviewed annually.

Table 1. Core Planning Team

Assignment	Skills Group	Percentage (%) of Time	Name
Team Leader	Forest Planner	75%	
Core team member	Collaboration, Social and Economic Sustainability	FY 2006—50% After—75-90%	
Core team member	Wildlife; Ecological Sustainability	FY 2006—50% After —75-90%	
Core team member	Fire & Fuels; Strategy Development	FY 2006—25% After—75-90%	

Table 2. Steering Team

Assignment	Percentage (%) of Time	Name
Team Leader	20	District Ranger
Team member	10	Forest Staff Officer
Team member	10	Administrative Officer

Although no formal designation has been made, the following individuals and skills are expected to be tapped for significant amounts of time during the next 3 years for revision. In the table below, the term “crafting strategy and design criteria” refers to time devoted to identifying needs for change in the strategy and design criteria portions of the reformatted existing plan and working with the IDT and the collaborative group to

change these portions of plan options appropriately, in support of making progress toward the plan vision.

Table 3. Extended Team

	Skills Group	Percentage (%) of Time	Names
1	GIS ¹	25	
2	Program Management	10	
3	Public Affairs, Meeting Planning	25	
4	Local Collaboration	10	
5	Writer/Editor	35	
6	Records Management	20	
7	Web Management	20	
8	EMS ² ; NEPA ³ Compliance; Program Project Interface	10	
9	Forest Products: Crafting Strategy and Design Criteria	10	
10	Silviculture: Crafting Strategy and Design Criteria	10	
11	Range. Watershed: Crafting Strategy and Design Criteria	10	
12	Lands: Crafting Strategy and Design Criteria	10	
13	Heritage: Crafting Strategy and Design Criteria	5	
14	Fire and Fire Use: Crafting Strategy and Design Criteria	15	
15	Transportation: Crafting Strategy and Design Criteria	10	
16	Botany: Crafting Strategy and Design Criteria	10	
17	Socio-economic analyses	10	
18	Off-Forest Fisheries/Hydrology skills	5	Contributed from Coconino or Prescott NFs

1. GIS—Geographic Information Systems
2. EMS—Ecological Systems Management
3. NEPA—National Environmental Protection Act

Revision Timeline and Budget

Revision Timeline

Here is the current general revision timeline for the entire Region, found at: <http://fsweb.r3.fs.fed.us/eap/nfma/timelines/r3-all-forest-revision-schedule-09-12-2005.pdf> (link is to an internal Forest Service Web site).

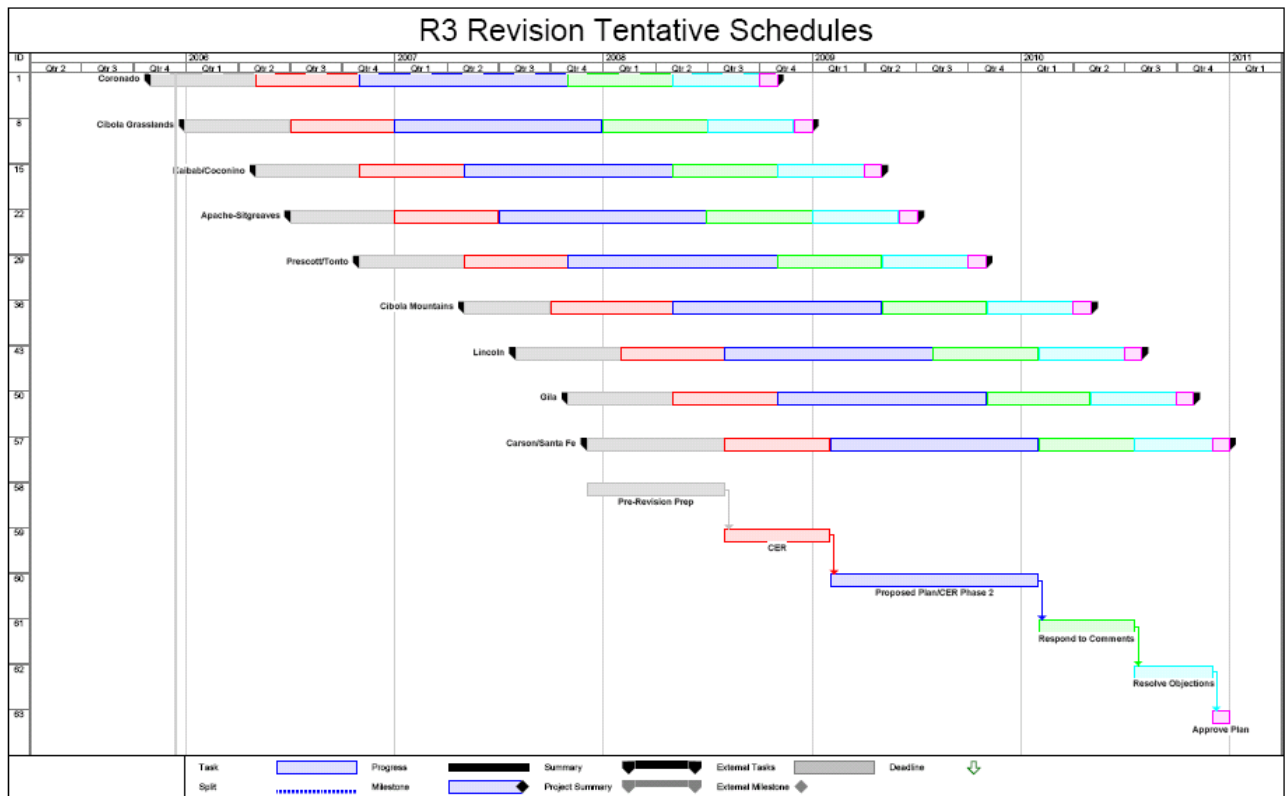


Figure 2. Southwestern Region Revision Tentative Schedules

The forest has substantially planned up for a revision schedule that began in the first quarter of fiscal year (FY) 2006, rather than in the second quarter of FY 2006. The final FY 2006 budget advice reflects the region’s planning and the rest of this document, although reflecting an October, 2006 revision start, assumes attainment of milestones on the region’s schedule.

Deadlines and expectations for the planning team must be realistic. If a significant amount of non-revision work is assigned to team members, if off-the-tops continue to erode the amount of money or time available for revision, and/or if planning direction continues to change what has to be done during revision, it will be unrealistic to expect the team to meet the timelines identified in this document. This is discussed further under revision budget, below.

Revision Timeline and Budget

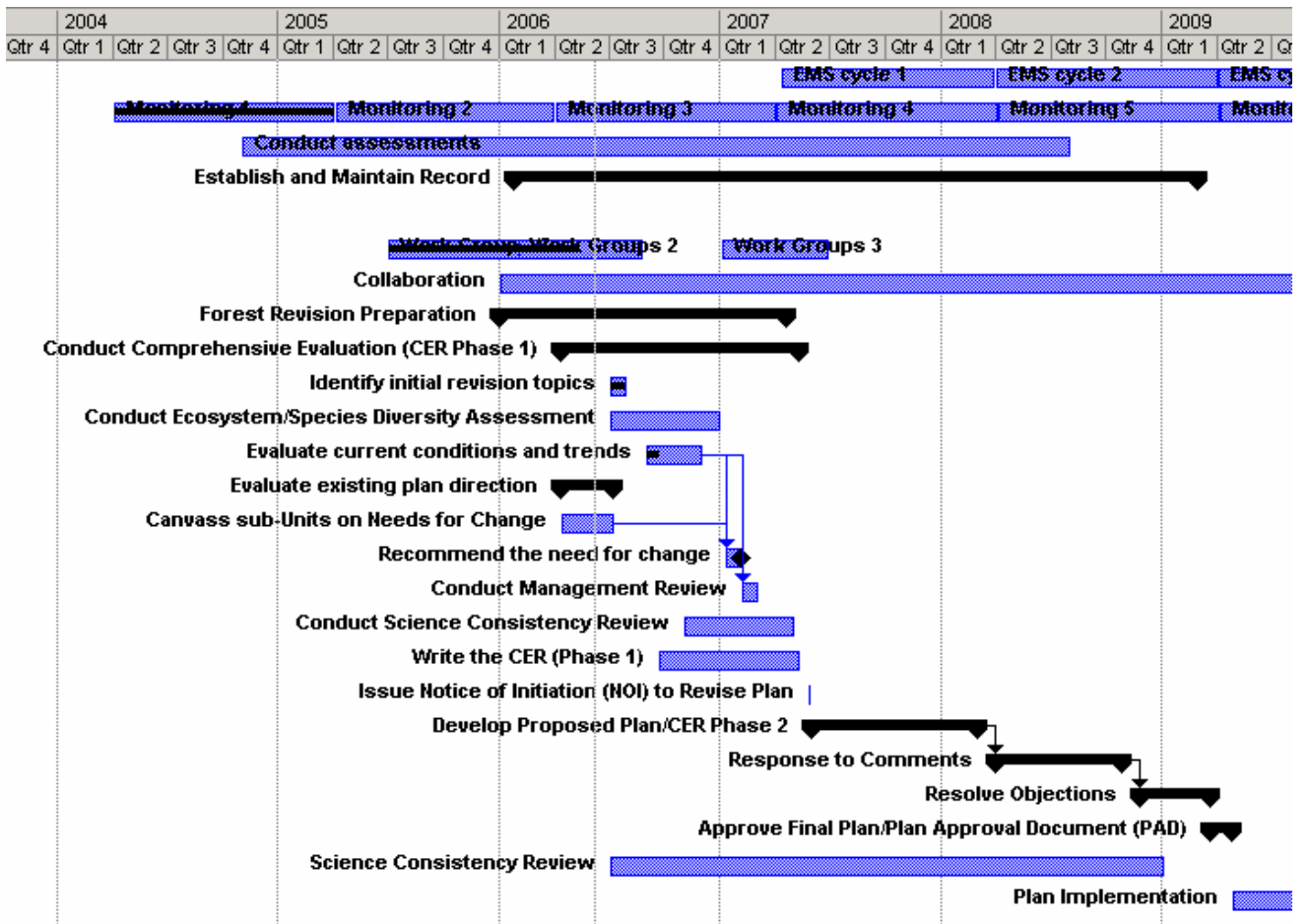


Figure 3. Kaibab National Forest Plan Revision Timeline

The forest supervisor and forest steering team are essential and must help manage the revision process. The forest supervisor will approve each of the major steps in the revision process (the checkpoints identified in this work plan). The planning team leader will keep the team and supervisor informed about major changes in funding, direction, and new, competing priorities so they understand how these will affect the costs and/or time needed to do the work. The team and supervisor will also help the team balance the team’s need for analysis with the time and dollars available for revision.

Core team members need to have limited non-revision responsibilities during forest plan revision. One problem with people having other responsibilities beside revision is that we frequently have difficulty scheduling planning meetings because of conflicting meetings and activities associated with this other work.

Table 4. Key Revision Process Checkpoints Between the Forest IDT and the Forest Supervisor/FLT

	Checkpoint	Process Timing Description	Quarter/FY
1	Approve Revision Workplan	Prior to the start of the CER¹ process	2nd / 2006
2	Approve Public Participation Plan	Prior to the start of the CER process	3rd / 2006
3	Review/Approve INA ² (optional)	Prior to the start of the CER process	4th / 2006
4	Review/Approve Initial Revision Topics	Beginning stages of the CER	1st / 2007
5	Review/Approve CER/Need for Change	Completion of CER Phase I	2nd / 2007
6	Review/Approve NOI ³	Completion of CER/Prior to NOI	2 nd / 2007
7	Plan Option(s) Development Strategy	During Proposed Plan Development	3rd / 2007
8	Proposed Plan/CER Phase II	Prior to Notice of 90-day Comment Period	1st / 2008
9	Review/Approve Notice of 90 Day Comment	Prior to Notice of 90-day Comment Period	1 st / 2008
10	Proposed Resolution of Comments	After the 90-day Comment Period	4th / 2008
11	Approve Updated Proposed Plan/CER	Prior to the 30-day Objection Period	4 th / 2008
12	Approve Notice of 30-Day Objection Process	Prior to the 30-day Objection Process	4 th / 2008
13	Review/Approve Resolution of Objections	After the 30-day Objection Process	1 st / 2009
14	Approve Plan/PAD/NOPA	Prior to Notice of Approved Plan (NOPA)	2nd / 2009

Notes:

EMS checkpoints are not part of the revision process checkpoints—EMS workgroup will identify needed checkpoints. **Checkpoints in bold** are also regional forester checkpoints so should occur just prior to the regional forester checkpoints.

1. CER—Comprehensive Evaluation Report
2. INA—Information Needs Assessment
3. NOI—Notice Of Initiation

Table 5. Key Revision Process Checkpoints between the Forest Supervisor and the Regional Forester

	Checkpoint	Process Timing Description	Quarter/FY
1	Revision Work Plan	Prior to the start of the CER process	2 nd / 2006
2	Public Participation Plan	Prior to the start of the CER process	3 rd / 2006

Revision Timeline and Budget

	Checkpoint	Process Timing Description	Quarter/FY
3	Initial List of Revision Topics	Beginning stages of the CER	1 st / 2007
4	CER/Need for Change Determination	Completion of CER Phase I	2 nd / 2007
5	Plan Option(s) Development Strategy	During Proposed Plan Development	3 rd / 2007
6	Proposed Plan/CER Phase II	Prior to Notice of 90-day Comment Period	1 st / 2008
7	Proposed Resolution of Comments	After the 90-day Comment Period	4 th / 2008
8	Approve Plan/PAD/NOPA	Prior to Notice of Approved Plan (NOPA)	2 nd / 2009

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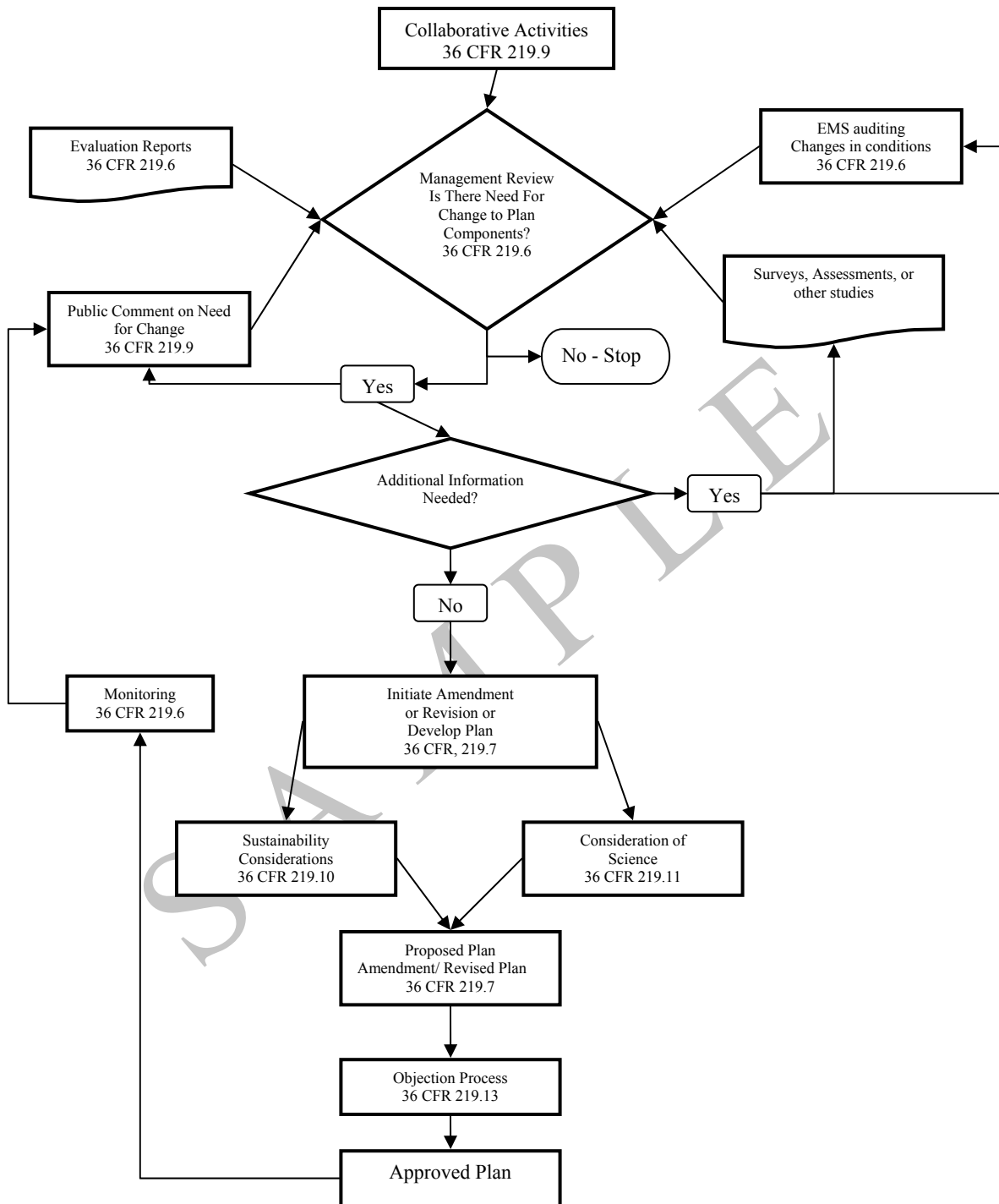


Figure 4. Revision Plan Flowchart

Revision Budget

A regional template of days and costs are provided as a Microsoft Excel spreadsheet in appendix 1. The budget is constrained to \$2 million over 3 years including cost pools.

It is imperative that the work and costs of revision be shared with neighboring forests. The forest planners for the Kaibab, Coconino and Prescott are assembling some ideas on sharing of resources throughout the process. These have been or soon will be shared with respective forest leadership teams in spring 2006, and annually thereafter as opportunities arise. An opportunity to contract numerous tasks associated with initiation of collaboration has been identified in 2006 and is being jointly explored by the three adjacent forests. Content analysis is identified as a possible contracted task in 2008.

Effect on Regional Priorities Accomplishment

In our constrained budget, funding revision has the direct effect of reducing funding by about 10 percent. It also significantly taps time from employees who are important in ensuring progress in planning regional priorities accomplishment, particularly in travel management, energy bill and roadless petitioning (if that develops). Indirectly, central priority work could be affected as revision collaborative efforts ramp up because National Environmental Policy Act (NEPA) planners at the field level are expected to help with this.

Funding for the forest plan revision effort will be from within the forest's constrained budget. Funding levels in other program areas are therefore expected to be reduced commensurately, with corresponding reductions in other program accomplishments during revision (including effects on project planning efforts). We will, however, continue to reflect regional priorities in our forest's annual program of work. We will give appropriate and balanced emphasis to other priority work (including restoring fire adapted ecosystems, implementing the travel management rule, and progressing on our range NEPA schedule) during the revision effort. Significant changed conditions such as large fires or other events on the forest could affect the revision schedule, as well as other program and projects, and such events would necessitate revisiting this work plan.

Another growing challenge for the forest is either responding to or resisting unfunded mandates, particularly in the area of lands and special uses that are not part of the regional forester's *Central Priority*, the Chief's *Four Threats*, nor in our program of work. These often have no line direction to the field but are expected by regional directors or staff.

Additionally, changes in the structure and funding of many Forest Service administrative functions are posing new challenges to work efficiency. A vacancy on the IDT has just been filled. Advertising this position took months longer than expected based upon past practices. A deficit in wildlife skills currently exists on the forest. We are addressing this issue but expect similar delays in advertising and filling a vacancy that will be critical to keeping necessary wildlife skills focused on revision. We are also pursuing a skill-

sharing approach with the Coconino National Forest related to ecological sustainability around wildlife diversity tasks and potential issues. We were also surprised by the need to pay for employees' work previously covered by cost pools when we were directed to reduce on-forest cost pools to a prescribed amount. This had an adverse budgetary effect amounting to \$24,000 this year for revision. We also expect longer delays in purchasing and contract procurement based upon recent experience.

The forest is actively managing anticipated impacts, trying to fill several vacancies in biology, range and fire, sharing with adjacent forests, as well as seeking temporary or one-time needs using enterprise teams and student employment programs.

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Annual Work Plans

Work plans for FY 2006–2008 follow based upon an adaptation of the regional template. They use current employees and the skills, time and desire to carry out this work. These should be updated as needed, subject to the dollar constraints in place at the time. One major cost item, “content analysis” was moved to year 3 in our work plan because we think that will be the primary time needed, rather than year 2.

Per written agreement with the forest supervisor, time blocks should be scheduled as far in advance as possible, planned out of fire season as much as possible and, once set, should be honored as a high priority. Agreements about workload and assignments should be revisited with the leadership team at least annually and more often, if needed.

For FYs 2007 and 2008, we plan to increase core IDT time from 130 days per year to 195 days, as a minimum. As we see the Southwestern Region working group products and protocols, it is becoming evident more effort will likely be needed in some areas, particularly ecological sustainability. Depending upon the track taken regionally to addressing various tasks, we could have a little more or a lot more work to do at the forest level than initially anticipated. We will adjust our work plan accordingly over time. We are also actively considering sharing some core IDT membership between forests although we see no net advantage in combining entire IDTs.

Beyond the span of our control on the Kaibab NF, we see the need for sub-regional efforts to address ecological sustainability and perhaps other complex analyses to avoid redundancy or inconsistencies in shared ecosystems or species ranges and to maximize our efficiency. Also, much of our timely success depends upon larger-scale assessment tasks being completed on schedule, and timely reviews of our products, such as this work plan.

One item identified in each annual work plan is labeled “contingency or transfer of station (TOS)”. We are deliberately leaving some of our funding flexible initially to address uncertainties. The net amount in this line increases over time, which represents a change from our initial thinking wherein this figure decreased over time as we became more certain about the work. The new thinking gives more weight to the following:

- Perhaps a third of our key workforce will be eligible to retire in the next 3 years;
- This retirement trend is national and creates many opportunities elsewhere for those who don’t retire;
- National budget uncertainties for planning seem to grow over the next few years; and,
- The net Forest Service budget may well decline in the same time period.

Table 6. Work Plan for Fiscal Year 2006

Year 1			
Personnel Information and Days		Summary	
Role—Bolded roles are IDT positions	Days	Salary	\$427,046
IDT Leader	196	Travel/Per Diem/Vehicles	\$ 7,898
Social & Economic Sustainability; Collaboration	130	Contingency or TOS	\$ 14,000
Ecological Sustainability; Wildlife	130	Public Meeting Room Rental	\$ 6,000
Ecological Sustainability; Modeling	120	Content Analysis	\$ -
Local Collaboration – North Kaibab District	21	Economics Analysis	\$ -
Species Diversity	40	Computer Replacement	\$ 8,000
Range	50	Supplies	\$ 2,000
EMS, NEPA, Planner Back-up	26	Publications	\$ 6,000
Timber	26	Non-salary Subtotal	\$ 43,898
Heritage1	8	Direct Total	\$470,944
Silviculture1, Modeling	52		
Local Collaboration, Writers	152		
Planning Staff & Oversight	48	Total FTEs	5.2
GIS2	65		
Records Management	52	Forest Personnel Otherwise Funded:	\$108,000
Fire and Fuels	10	FLT Member Roles	240
GIS1	65	Steering Team	90
Recreation and Visual Management System (VMS)	10		
Heritage2	8	Regional/Sub-regional:	
Lands, Minerals	10	Social Science Analysis	30
GS7 - Web	53	Science Review	10
Silviculture2, Modeling	22		
Hydro and Fish	16		
Endemic Plants and Places	26		
Public Affairs	35		
Transportation	26		

Table 7. Work Plan for Fiscal Year 2007

Year 2			
Personnel Information and Days		Summary	
Role—Bolded roles are IDT positions	Days	Salary	\$508,554
IDT Leader	196	Travel/Per Diem/Vehicles	\$ 9,898
Social & Economic Sustainability; Collaboration	235*	Contingency or TOS	\$ 30,000

Year 2			
Personnel Information and Days		Summary	
Ecological Sustainability; Wildlife	195**	Public Meeting Room Rental	\$ 4,000***
Ecological Sustainability; Modeling	195	Content Analysis	\$ -
Local Collaboration – North Kaibab District	26	Economics Analysis	\$ -
Species Diversity	60	Computer Replacement	\$ 4,000
Range	20	Supplies	\$ 3,000
EMS, NEPA, Planner Back-up	30	Publications	\$ 6,000
Timber	20	Non-salary Subtotal	\$ 59,898
Heritage1	15	Direct Total	\$565,452
Silviculture1, Modeling	40		
Local Collaboration, Writers	152		
Planning Staff & Oversight	48	Total FTEs	6.2
GIS2	65		
Records Management	52	Forest Personnel Otherwise Funded:	\$ 108,000
Fire and Fuels	5	FLT Member Roles	240
GIS1	65	Steering Team	90
Recreation and VMS	20		
Heritage2	15	Regional/Sub-Regional:	
Lands, Minerals	20	Social Science Analysis	30
GS7 - Web	53	Science Review	10
Silviculture2, Modeling	40		
Hydro and Fish	20		
Endemic Plants and Places	40		
Public Affairs	65		
Transportation	30		

* Position funded for 130 days on the Kaibab NF, with balance funded by the Coconino NF for their IDT work.

** A somewhat similar approach may be taken with this position as well, with wildlife/ecological sustainability analyses tasks split between two people where species and vegetation types overlap both Forests.

*** Combined meeting with Coconino (& Prescott?) will save on rental costs.

Year 3			
Personnel Information and Days		Summary	
Role—Bolded roles are IDT positions	Days	Salary	\$394,895
IDT Leader	196	Travel/Per Diem/Vehicles	\$ 9,898
Social & Economic Sustainability; Collaboration	235*	Contingency or TOS	\$ 40,000
Ecological Sustainability; Wildlife	180**	Public Meeting Room Rental	\$ 3,000***
Ecological Sustainability; Modeling	180	Content Analysis	\$ 7,000
Local Collaboration – North Kaibab District	20	Economics Analysis	\$ -
Species Diversity	40	Computer Replacement	\$ -

Year 3			
Personnel Information and Days		Summary	
Range	10	Supplies	\$ 3,000
EMS, NEPA, Planner Back-up	20	Publications	\$ 6,000
Timber	10	Non-salary Subtotal	\$ 68,898
Heritage1	10	Direct Total	\$463,793
Silviculture1, Modelling	10		
Local Collaboration, Writers	100		
Planning Staff and Oversight	40	Total FTEs	4.8
GIS2	50		
Records Management	50	Forest Personnel Otherwise Funded:	\$ 108,000
Fire and Fuels	5	FLT Member Roles	160
GIS1	50	Steering Team	90
Recreation and VMS	10		
Heritage2	10	Regional/Sub-Regional:	
Lands, Minerals	10	Social Science Analysis	30
GS7 - Web	53	Science Review	10
Silviculture2, Modelling	10		
Hydro and Fish	5		
Endemic Plants and Places	10		
Public Affairs	30		
Transportation	10		

* Position funded for 130 days on the Kaibab National Forest, with balance funded by the Coconino National Forest for their IDT work.

** A somewhat similar approach may be taken with this position as well, with wildlife/ecological sustainability analyses tasks split between two people where species and vegetation types overlap both forests.

*** Combined meeting with Coconino (and Prescott?) will save on rental costs.

Information Needs Assessment

The forest should update its information needs assessment (INA) in FY 2006. At a minimum, a single two-step process will be used. Refer to a draft working group paper available on the region's intranet on August 30, 2005, as *Process for Identifying and Prioritizing Data Needs*. This is likely to be iterative, with another review in FY 2007 or 2008.

Identification of Revision Issues

Forest Level

In 2004, the forest made an internal effort to identify key revision issues. We purposely kept the range of issues narrow for now; collaboration is expected to surface other topics

to be considered. These were passed by the leadership team for feedback and were then transmitted to the Region as follows:

1. **Wildland Urban Interface:** The current plan does not define interface areas or provide desired vegetation and fuel conditions for protection of communities or other improvements at risk.
2. **Disturbance Processes, Vegetation Diversity and Restoration:** The current plan is largely silent on desired conditions that reflect the historic ranges of variability and restoration of vegetation composition, structure, and associated ecological functions. This issue includes the roles of fire and other disturbances in the ecosystem. It also would address appropriate levels of vegetation extent and age class distribution and restoration activities (e.g., historic grasslands, old growth). Existing goshawk and MSO standards and guidelines currently address desired age class distributions for PIPO and MC forests, and these may be adequate. However, old growth levels in these forest types will likely be a public issue. Grasslands, pinon-juniper woodlands, and savannah restoration needs are not adequately addressed in the current plan.

We also identified key tasks:

1. **Management Indicator Species:** We consider many of the MIS in the current plan as poor choices because they are non-resident, difficult to survey, and are not good indicators of the effects of our management activities. The new planning rule (and associated directives) does not refer to MIS; replacing and recasting conservation biology principles they were intended to serve with identifying surrogates, species groups or individual species for assessment within existing and desired ecosystem conditions. Much of this task should be carried out at scales above the forest level, presumably with the forest participating.
2. **Monitoring Requirements:** MIS monitoring requirements are no longer required. Other monitoring items are outdated; the current monitoring requirements focus more on outputs than desired conditions. Monitoring will be designed to be affordable, probably collaborative, and focus upon attainment of desired conditions in the revised plan.
3. **Animal Species Diversity and Sustainability:** We will conduct species evaluations to verify if the current direction adequately protects species. All or most species evaluations may come from others' work done or in progress (especially The Nature Conservancy and the GAP II). Those evaluations may only need a review and "scale-down" to make it applicable to the forest. We may issue a guidebook for management of rare elements (threatened and endangered species or habitats) in the revised plan.
4. **Scenery Management System:** This would only apply to the North Kaibab Ranger District, as VQOs. We recommend including scenic management system with recreation opportunity spectrum as a plan amendment, as done on the south side of the forest. This is programmed for FY 2006. If we are not able to complete this prior to issuing the revision Notice of Intent (NOI), it should be

- included as a task during revision. We recommend completing an ROS/SMS amendment prior to the NOI (complete in FY 2006) so we won't have to deal with only part of the forest during revision.
5. **Timber Suitability and Allowable Sale Quantity (ASQ):** The NFMA regulations have been changed since this task was identified. The task of calculation of ASQ has been redefined and a new term Timber Sale Program Quantity (TSPQ) assigned. The way timber suitability is determined has also been changed and will need to be revisited.
 6. **Range Capability and Suitability:** We have more and better information on range capability in the 15 years since the plan was issued and this information may change suitability determinations. A regional process is being developed to address this task.
 7. **Recreation Use Suitability:** This addresses suitability for different forms of recreation and ties to the motorized access and travel management issue described above. Regional processes are being developed to address this task.
 8. **Kanab Creek Wild and Scenic River Evaluation:** This is mandatory because Kanab Creek is a wild and scenic river (WSR) candidate area.
 9. **Roadless Area Evaluations:** We assume these will be required.
 10. **Energy and Mineral Potential:** We may establish suitability for sandstone quarry development.
 11. **Land Ownership:** We will revise the direction for land ownership adjustment.

Regional Level

The region, taking feedback from all forests and other considerations identified the following Southwestern Region strategic revision issues topics:

How will we manage to contribute to ecological sustainability?

Connected Questions:

- What are the reference, current and desired conditions of major vegetation groups?
- What are the reference, current and desired conditions of riparian and aquatic systems?
- What are the appropriate tools to create this landscape, e.g. wildland fire use, prescribed fire, mechanical treatments?
- Where is it appropriate to apply these tools?
- What will be the effects of this created landscape on other resource values, e.g. wildlife, fisheries, water, soil, air, visuals, cultural etc.?
- How do we manage for threatened and endangered species and species at risk?
- How do we address invasive species?

- Do we have species of interest and species of concern that require specific management?
- What will be the effects of prolonged drought?

How will we manage to contribute to social and economic sustainability?

Connected Questions:

- How will increasing populations change the use of National Forest System lands?
- How will we manage to protect communities and other wildland urban interface areas?
- Which lands are suitable for timber production?
- Which lands are suitable for livestock grazing?
- Which lands are suitable for minerals and energy production?
- Which lands are suitable for special uses, communications sites or other social infrastructure needs?
- Which lands are suitable for OHV and other backcountry recreation use?
- What are the appropriate roads and trail system and access management needs?
- What is our desired land ownership pattern?

Which areas should receive or be proposed for special designation (wilderness, wild and scenic river eligibility and recommendations, research natural areas)?

Appendix 1 – Health and Safety Recommendations

Forest plan revision is a major undertaking and requires a large commitment of time and resources. It is important for those overseeing and participating in the process to be aware that job stress poses a threat to the health of workers and, in turn, to the health of the organization.

The regional forester and forest supervisors need to be clear how and why the plan revision is important to the forest. They need to clarify where plan revision fits with other regional and forest priorities. All employees need to understand how plan revision will affect and benefit their resource areas. Changes in the priorities will affect programs of work and potentially employee stress levels.

Working conditions that may cause stress are:

- **The Design of Tasks.** Constantly changing workload, long work hours, strategic versus tactical conflicts, and new complex tasks.
- **Management Style.** Lack of participants' involvement in setting timelines and deliverables, conflict between expectations and reality, and poor collaboration/communication within the Forest Service.
- **Interpersonal Relationships.** Poor social environments, lack of support or help from regional and forest leadership, supervisors, and coworkers, and lack of balance between work and personal lives.
- **Work Roles.** Conflicting or uncertain job expectations, too much responsibility, too many "hats to wear."
- **Change beyond control.** Changes in administration, natural disasters, appeals and litigation, etc.
- **Career concerns.** Job insecurity (competitive sourcing and sunset positions) and lack of opportunity for growth, advancement, or promotion; rapid changes for which workers are unprepared.

Listed below are some organization guidelines that can prevent job stress during plan revision:

- The regional leadership team and forest leadership team must be actively engaged in prioritizing forest work plans in order to balance plan revision and program of work duties.
- The regional leadership team and forest leadership team needs to recognize the impact plan revision will have on a regional and forest's program of work and that the resulting workload is commensurate with workers' capabilities and resources.
- Clearly define participants' roles and responsibilities.
- Set truly attainable goals and timeframes.
- Include revision team in creating the timeline and schedule.

- Maintain open communication between revision IDT, forest leadership team, and Southwestern Region's Regional Office.
- Establish work schedules that are compatible with personal demands and responsibilities.
- All employees need to understand how forest plan revision affects and will eventually benefit their resource areas.
- The regional forester and forest supervisors must communicate and develop agreement with other agencies, governments, tribes, and groups on how plan revision will impact Forest Service programs of work.

This check list should be part of the job hazard analysis for plan revision and the plan revision work plan. At each check point of the revision process, the health and safety of the plan revision team will be analyzed and evaluated.

It is recommended that there will be weekly safety meetings with the core and active members of the extended team that address stress and other safety issues affecting the plan revision team.

SAMPLE