

**National Advisory Committee for
Implementation of the National
Forest System Land Management
Planning Rule**

- Mike Anderson, *The Wilderness Society*
- William Barquin, *Kootenai Tribe of Idaho*
- Susan Jane Brown, *Blue Mountains Forest Partners*
- Robert Cope, *Lemhi County Commissioner, ID (Ret.)*
- Adam Cramer, *Outdoor Alliance*
- Daniel Dessecker, *Ruffed Grouse Society*
- Russ Ehnes, *National Off-Highway Vehicle Conservation Council*
- James Magagna, *Wyoming Stock Growers Association*
- Joan May, *San Miguel County Commissioner, CO*
- Peter Nelson, *Defenders of Wildlife*
- Martin Nie, *University of Montana*
- Candice Price, *Urban American Outdoors*
- Vickie Roberts, *Shelton Roberts Properties*
- Greg Schaefer, *Arch Coal, Inc.*
- Angela Sondenaa, *Nez Perce Tribe*
- Rodney Stokes, *Michigan Governor's Office (Ret.)*
- Christopher Topik, *The Nature Conservancy*
- Thomas Troxel, *Intermountain Forest Association*
- Lorenzo Valdez, *Rio Arriba County, NM*
- Ray Vaughan, *Noted Author and Raconteur*
- Lindsay Warness, *Boise Cascade Company*

March 13, 2015

Tom Vilsack
Secretary, Department of Agriculture
1400 Independence Ave., SW
Washington, D.C. 20250

Thomas L. Tidwell
Chief, U.S. Forest Service
1400 Independence Ave., SW
Washington, D.C. 20250-0003

Dear Secretary Vilsack and Chief Tidwell:

The National Advisory Committee for Implementation of the National Forest System Land Management Planning Rule (hereafter Committee) is pleased to offer our recommendations on the ***Transition Process for Forest Service Leadership and Forest Planning Team Members***. Based on the Committee's learning over the past two years, we have concluded that in order for the 2012 Planning Rule to be successful, there is a very pressing need to improve transitions between outgoing personnel and incoming personnel who will assume the responsibility for working directly with these partners and publics.

The Committee established a Turnover Workgroup to gather information on agency turnover and effective handover techniques. Consensus recommendations were then developed using the 2006 Handover Memo as a starting place, which was originally developed in 2006 by the National Leadership Team (NLT) on recommendation by the Collaboration Action Team, a national-level group of governmental and non-governmental organizations. Based on our learning, the Handover Memo should contain information about relationships with partners, collaborative efforts underway, commitments that have been made, and any work agreements or procedures that partners are using with the agency/unit. The Handover Memo should be completed by the outgoing leaders and planning team members prior to their departure and addressed to the incoming personnel. It should also be copied to the outgoing leader's supervisor and key subordinate staff on the unit, as well as external partners as appropriate.

Given the increased importance and prevalence of collaboration involving the Forest Service and the public, it is the Committee's view that the time is ripe to update and redistribute the Handover Memo to those forests currently undergoing or anticipating initiation of the plan revision process; and we believe the Memo should also be used by any National Forest unit involved in collaboration and extensive public engagement. Specifically, the Committee recommends that the agency:

1. Distribute the Handover Memo to Forest Supervisors, District Rangers, Research Program Leaders, State and Private Forestry field representatives,

Forest Plan Interdisciplinary Team members, resource specialists that are integral to important planning efforts such as forest plan revision or large landscape restoration projects, *as well as any other Forest Service personnel who work extensively with partner and cooperator networks*. The Committee requests assistance from the agency leadership, National Partnership Office, and Regional Planning staff in distributing and monitoring the implementation of the Handover Memo.

2. Prior to initiating the plan revision process, forests should develop and use a “Roles and Responsibilities” document for the planning team that clearly outlines the responsibilities for each position. An example is included with this transmittal letter.
3. Prior to initiating the plan revision process, forests should develop and continually update a spreadsheet/database of current and past agreements (both written and verbal) to ensure a history of public engagement and agreements is maintained. Forests should also maintain and update a comprehensive list of other important contacts who may not be close partners and collaborators. Maintenance of the database and contact list should be assigned to a member of the planning team, and should be made available to the public as appropriate.
4. The Committee requests a progress report from the Forest Service in July 2015 and every six months thereafter that discusses how the Handover Memo and Roles and Responsibilities document have been used, lessons learned, and any early assessments of whether the use of these or similar document has improved personnel transitions and sustained relationships with collaborators and partners.

An example of the Handover Memo is enclosed for your reference as well as Region 5’s “Forest Plan Roles and Responsibilities.” We are also transmitting to you an example of how the Handover Memo has been used on one forest in Region 4 in the past, and request that you make this document and other similar resources available at the National Partnership Office.

Our ability to solve natural resource related problems over the long run depends on the quality of long-term relationships. We ask that the agency leadership support the use of these important tools for ensuring improved transitions between outgoing and incoming leaders, planning teams, and the communities they serve. We believe that successful implementation of the 2012 Planning Rule hinges on maintaining and fostering productive partnerships with the public, and that this advice will assist in achieving that goal.

Respectfully submitted on behalf of the National Advisory Committee,

Susan Jane Brown
Co-Chair



Rodney Stokes
Co-Chair



Attachments:

APPENDIX 1- Handover Memo Template

APPENDIX 2- Sample Memo “Pete_Handover_Memo_1-3-06”

APPENDIX 3- Region 5’s “Final DEIS and Forest Plan Roles and Responsibilities”



File Code:

Date: January 3, 2006

Route To:

From: Pete Karp, outgoing Forest Supervisor, Uinta NF

To: Dan Dallas, Acting Forest Supervisor and the yet-to-be selected Forest Supervisor, Uinta NF

“Handover Memo”

The purpose of this memo is to help improve transition between outgoing leaders and incoming leaders specifically in the area of partnerships and collaborative efforts. I followed a template given to me by Mary Wagner, Deputy Regional Forester, R-4, at our December Regional Leadership Team (RLT) meeting. We agreed that this “first handover memo” would serve as a test basis for future memos. Also due to the time of year, we recognized that coordination with key forest Staff and Rangers would be minimal (i.e. Annual Leave, holidays, etc.). I was only able to coordinate with Loyal Clark, Public Affairs Officer, for input.

- **Describe the current partnership and collaborative efforts underway on your unit**

In no particular order, here are a list of key partners and partnership efforts.

Timpanogos Cave National Monument – recreation fee program partnership, future co-location of agencies in one facility, management of American Fork Canyon in partnership with Utah Department of Transportation and the Utah County Sheriff’s Department. Forest Supervisor and Pleasant Grove District Ranger are the lead contacts. Partnership has been in existence for 8 years.

Utah Department of Transportation/Local County Transportation Agencies – agreements to maintain parts of the Forest transportation system. Forest Engineer and District Rangers are the lead contacts. Critical to maintaining Forest Service (FS) roads to provide quality customer service within shrinking budgets. Ongoing partnership for many, many years.

Congressional Staff – at least monthly briefings with staff from Senator Bennett, Senator Hatch, Congressman Cannon and Congressman Matheson offices. These offices are located in Provo and Salt Lake City. Congressman Bishop’s staff is included when his district is affected. Forest Public Affairs Officer (PAO) is the lead contact. Important for Forest Supervisor and sometimes other Staff and/or Rangers to attend depending on significance of topics.

County Commissioners/County Council/Mayors – regular briefings as needed. There are four county governments that are directly affected by the Forest’s programs and decisions. Three are in the form of county commissions and one is a county council. There are 23 mayors that are part of the Forest communication network. The most common



communication method is the monthly Council of Governments meeting. Forest Supervisor, District Rangers, and PAO coordinate responsibility for contacts.

State Agencies - Tim Garcia, Utah Statewide Coordinator is the primary contact for the Forest Service. Forest Supervisor and Leadership Team are involved as needed. Local State agency contacts are coordinated by the Leadership Team.

Tribal Contacts – briefings as requested and needed. There are two Tribes that are affected by Forest programs and decisions; Confederated Tribes of the Goshute Reservation located in Ibapah, and the Ute Tribe located in Fort Duchesne. PAO is responsible for Forest-wide program. Forest Cultural Heritage specialist and District Rangers are the lead contacts for specific project information.

Utah County Convention and Visitor's Bureau – office and visitor center are located in Provo. Forest Service information is provided at the visitor center. Partnership Specialist is the lead contact. Coordinates events and information requests with PAO and other Forest staff.

Provo/Orem Chamber of Commerce – Partnership Specialist is the lead contact. Coordinates events and information requests with PAO and other Forest staff.

Media – 3 daily and 11 weekly newspapers, 6 television stations, and 10 radio stations are part of the Forest communication network. PAO is the lead contact.

Friends of Strawberry Valley (FOSV) – a very key group of people that help in various ways to make Strawberry Valley (Heber RD) a better place. Group was started about five years ago. Jim Carter is the Executive Director (a real jewel!) and backbone of the group. The District Ranger at Heber is the key forest contact, although long-term strategies should be set with Forest Supervisor involvement. “Strawberry Watershed Report” is the key guiding document.

Trout Unlimited – key group to work with primarily in American Fork Canyon (decommissioning of American Fork Hydroelectric Plant, and abandoned mine land reclamation and restoration, Diamond Fork Creek restoration, Strawberry Valley Project Lands). Great organization, very productive partnership over the last 5-8 years in particular. Ted Fitzgerald, retired FS person, is key contact for abandoned mine work in North Fork of American Fork Canyon.

Rock Canyon Land Exchange Proposal – fairly recent “opportunity” to acquire 80 acres near mouth of Rock Canyon, Pleasant Grove Ranger District. I was approached by Provo City Mayor, Lewis Billings, and asked to work with City and landowner Richard Davis, and other interested parties (including President of the State Legislature, State Senator John Valentine, Orem) to explore possibilities to acquire this land and have it become part of the National Forest System (land exchange, purchase, etc.). John Logan is the key forest contact.

Volunteer Program – an absolutely unique and invaluable partnership on the Uinta NF. The program always leads the nation in number of participants (generally 8,000 – 10,000 per year, as many as 17,000 one year). As importantly, this program allows the Forest Service to maintain close contact with communities and is extremely effective in communicating Forest Service programs and learning what our National Forest owners want. The positive Forest

Service working environment for the Uinta NF is a direct result of our staying connected through our volunteers. Never let this program disintegrate! PAO is the Human Resource Program (SYVP) coordinator. Each Ranger District has a full-time HR coordinator position.

- **Commitments or schedules associated with current partnership and collaborative efforts**

Timpanogos Cave National Monument (NM)– main efforts involve recreation fee program and construction of Timpanogos Interagency Center (will be new location for the Pleasant Grove Ranger District office). Pam Gardner is the key contact on the forest and is working with Kit Mullen, Superintendent, Timpanogos Cave NM. The ball is in the National Park Service (NPS) court on design and incorporation into the NPS budget for construction. The Forest Service provided the land (37 acres) through a land exchange for a construction site. Senator Bennett is interested in getting funding through NPS budget. Spring should be the next checkpoint. NPS process is slow right now. The FS will need to stay on top of this one and move for funding in FY-07 or FY-08 at the latest. The estimated cost is \$5.8 million, which has been conceptually “agreed” to by NPS Acting Director in Denver.

Friends of Strawberry Valley (FOSV) – commitments are pretty well described in the Strawberry Watershed Report (copy is in bookcase in my office). Some projects are scheduled in FY-06. The Uinta will need to coordinate and plan for projects in FY-07 and beyond. There are great opportunities here for additional partnerships with Blue Ribbon Fishery Council, Utah Division of Wildlife Resources Habitat Council, other user groups and possibly Wasatch County. Jim Carter is a key person to work with on this. Julie King, Heber District Ranger is the key forest contact.

Rock Canyon Land Exchange – informal commitment to work with Provo City Mayor, Lewis Billings, to try to find a win-win solution to get 80 acre piece of private land in Rock Canyon on National Forest System lands. No specific timeframe has been discussed. The next coordination meeting is January 25, 7:30 a.m. in Salt Lake City. John Logan is the key forest contact.

- **Current working agreements or procedures**

I encouraged Staff and District Rangers to be the key contacts for local elected officials (i.e. Mayors, County Commissioners, etc.) and local partnership groups. This helped maintain direct communication at the lowest organizational level of the Forest Service. I am kept up-to-date by Staff and Rangers on current and emerging issues, jointly develop strategies with them, and become personally involved when issues were forest-wide or larger in nature. I think this strategy helped develop leadership skills in Staff and Rangers too. Staff and Rangers can provide additional information and any formal agreements. Include this in your transition.

- **Strategy for meeting and getting to know your community**

Work with the PAO on possible media opportunities as a way for the local public to get to know you as a person. Monthly evening meetings with Council of Governments is a way to meet local Mayors (Utah County). The PAO can schedule you on the agenda. Visits with four County Commissioners/Council is encouraged. A transition meeting with Forest

Leadership Team is important early on. This will also result in a larger list of key contacts for you to make. Meet with forest employees as soon as possible. These are some of the finest employees you will ever know! Meet with the Regional Forester's Team as soon as you can and get the highest Regional/National priority items for you to address during your assignment. Finally, make sure you enjoy something from each and every day in this job. The Uinta NF is one of the best in the entire system. Help ensure it stays at the top of the pack!

/s/ Peter W. Karp
PETER W. KARP
Forest Supervisor

cc:
Jack Troyer
Cathy Beaty
Mary Wagner
Uinta Forest Leadership Team

Transition of Agency Personnel
During Important Planning Processes

The “Handover Memo”

Purpose: Today, communities of place, local governments, Tribes, external agencies, and other groups are increasingly convening and facilitating collaborative efforts that directly involve our agency. In turn, our agency is recognizing the need for improved transitions between outgoing leaders and incoming leaders who will assume the responsibility for working directly with the public and partners. Good transition management between the agency leader these groups have been working with, and the leader they will now rely on, is especially important. Our ability to solve natural resource related problems over the long run depends on the quality of long-term relationships between agencies, other organizations, and the public. Often, what makes collaboration work is a combination of formal and informal working agreements and commitments between various participants.

Collaboration and enhanced public engagement is also a central focus of the Forest Service’s 2012 National Forest Management Act Planning Rule, as well as other large planning efforts such as the Collaborative Forest Landscape Restoration Program. Consequently, we will be expected more often on more landscapes to have closer relationships with many of our partners.

Change, the essence of a transition, can leave people unsure of their future and create undue stress. While this may sound obvious, we have learned over time that some actions and behaviors work better than others during transitions, which involve more than just outgoing and incoming leaders: employees, partners, stakeholders, families, and communities are also affected. It makes a lot of sense then, that everyone involved in the transition be included in the transition process.

The purpose of this “Handover Memo” is to help communicate agreements and commitments not only between the departing leader and the new leader, agency staff and superiors, and involved stakeholders who will continue to support such cooperative efforts in the interim and into the future. This Memo also provides some tips for how to engage partners and stakeholders during leadership transitions. The very act of writing or finalizing this memo will emphasize the importance of, and pass along a better understanding of the relationships and cooperative efforts you have helped develop, so they can continue to grow and evolve.

This memo is intended to focus on establishing and maintaining community relationships associated with ongoing partnerships and collaborative work. It is not intended to be a comprehensive list of activities and/or projects.

Template

To: Address memo to the new agency unit leader and any interim leaders.

From: Completed by you as the outgoing leader prior to your departure. At a minimum, memo should be developed with the participation of your primary staff. At your discretion, you may find it useful to also have others, including your external partners, review it prior to finalization.

cc: At a minimum, the letter should be copied to your primary staff and supervisor. You should also copy your collaborative partners to better meet the purposes of this memo. You may want to consider posting your letter to the Forest's website, if there is significant public interest in the leadership transition.

The memorandum should cover the following five areas:

- **Describe the current partnership and collaborative efforts underway on your unit**

Briefly describe any specific projects or programs that each partnership or collaborative effort is currently engaged in. This memorandum should largely focus on describing key aspects of ongoing partnerships and collaborative relationships that may not have any formal, written agreements that are readily available for your successor to review. Partnerships and collaborative efforts that do have formal agreements (e.g. Resource Advisory Groups, Memorandum's of Understanding, Cooperative Agreements, etc.) can simply be referenced with a description of the activities, projects or goals that are currently underway. Some basic information about the length of time a partner or collaborative effort has been underway may also be useful. Some relationships will be in their infancy while others may have evolved over a period of time. When appropriate, consider having your key partners assist with crafting this section and include their signatures on the memo.

- **Commitments or schedules associated with current partnership, collaborative, and planning efforts**

For each of the above relationships, describe any formal or informal commitments you have made to key partners or groups leading or engaged in collaborative efforts with you or your unit. Be sure to include any shared understandings about specific schedules for accomplishing joint projects or implementing shared programs. Commitments may include but are not limited to time agreements, financial arrangements, accomplishments or personnel commitments. These commitments may or may not need to be renegotiated with your departure. However, the current state of any agreement is key information to pass on to your successor, supervisor and staff.

It may be helpful to also develop a "Key Roles and Responsibilities" document that outlines which Forest Service staff is responsible for specific planning and other tasks, so that internal and external stakeholders are aware who will be stepping up during the transition period. This is especially important if agency staff not typically associated with a particular issue (a fuels planner stepping in to cover planning work involving botanical resources, for example) will be in an "acting" role during the transition.

Again, when appropriate, consider having your key partners jointly craft this section and include their signatures.

- **Current working agreements or procedures**

Describe any local communication norms or procedural agreements that help keep relationships active and well-functioning. This may include information about regular meetings, formal and informal expectations or working agreements that partners and the agency have developed during your tenure. This may include but are not limited to information about communication frequency, timing, particular subjects or issues of interest and key contacts etc.

Because this memo will function in concert with other transition activities and an on-site visit with your successor, this memorandum can be reasonably brief and focused on factual information about current partnerships and collaborative efforts that are active and underway during the transition period.

- **Develop, maintain, and share your contacts**

The outgoing leader should identify and maintain a list of contacts, as well as short description about each contact, and share that list with incoming leaders (a virtual or actual Rolodex). These contacts may be close partners, or they may be individuals and organizations with which you only rarely communicate (but are important to know who they are, their interest in National Forest management, and how to get ahold

- **Strategy for meeting and getting to know your community**

Describe a potential outreach and engagement strategy for incoming staff to foster and maintain relationships within the surrounding community. Include information on potential venues, regularly scheduled events (if there are any), community social gatherings, and contacts for each. Where possible, engage your key partners in development of this section. To help incoming and outgoing leaders help the community and your stakeholders during the transition, we have developed the following guiding principles:

Incoming Leaders

- Meet as many people as you can: it lets them know *they're* important.
- Learn the issues and the programs: it shows you care.
- Let your employees and stakeholders see you for who you are, figuratively and literally: you'll build trust faster.
- Maintain your enthusiasm and make a few friends in the process: people want to hang around others with a positive, upbeat attitude.
- Build a solid relationship with your staff because without it, collaboration with our stakeholders or customers isn't possible.
- Let your employees' help you get up to speed, especially those who've been in place a long-time: they'll feel appreciated.
- Build on your predecessor's successes: those involved will feel valued for their past contributions.

- Don't assume your employees are on the same page: they span generations, experience, and knowledge. The same goes for your partners and stakeholders.
- Every group has informal brokers, central connectors and peripheral players. Learn the difference and figure out who they are: this will improve the group's communication and your overall effectiveness.¹
- Pay attention to the budget process, it's linked to employee and community morale: for employees it's about respect and empowerment, for the community it's about trust.
- Take time to learn a little about the history and culture of the new place before arriving: people take pride in their history.
- Think of some good questions (Appreciative Inquiry²): they help make a connection with both stakeholders and staff.
- Direct communication is better than indirect in a transition process: there's less room for rumor and misunderstanding.

Outgoing Leaders

- Don't forget where you've been: it helped you get where you're going.
- Include the community in outreach efforts for your replacement (this includes "acting" positions): it improves the chances they'll continue to communicate with the Forest Service.
- Have your leadership team develop a "30/60/90 day" list of priority actions in advance of your departure: the change will be less stressful for those you leave behind.
- Direct communication is better than indirect in a transition process: there's less room for rumor and misunderstanding.

Forest Service Staff and Communities of Place, Interest, and Culture

- Make time to introduce yourself to the new leader: they'll remember you faster.
- Volunteer: you'll broaden your perspective and gain valuable insight into how your expertise contributes to your unit's and/or your community's success.
- Leverage people in your existing network to establish new contacts: you'll be more efficient and expand your knowledge base.
- When interacting, ask questions to find commonalities: common ground is more likely to exist in *why* someone wants something, less so in *what* they want.
- Treat network building as integral part of your day: you'll have a better sense of what's going on.
- Attend "meet and greet" activities: putting a face with a name is always helpful.
- Engage in activities that promote trust and collaboration: you'll be viewed as more collaborative and trustworthy yourself.
- Direct communication is better than indirect in a transition process: there's less room for rumor and misunderstanding.

¹ These terms reflect the informal linkages among group members and can, for example: eliminate information bottlenecks, bridge disconnected individuals or groups, recognize and support key stakeholders, and pull in people with untapped expertise. Cross, R. & Parker, A. (2004). *The hidden power of social networks: Understanding how work really gets done in organizations*. Boston, MA: Harvard Business School Press.

² Appreciative Inquiry starts with the belief that every organization, and every person in that organization, has positive aspects that can be built upon. It asks questions like "What's working well?", "What's good about what you are currently doing?"

ROLES AND RESPONSIBILITIES: DRAFT ENVIRONMENTAL IMPACT STATEMENT AND DRAFT FOREST PLANS PHASE

Purpose

Our purpose is to efficiently and effectively lead and assist the Region with defensible land management plan revisions that support the attainment of our ecological restoration goals, are developed in collaboration with our internal and external stakeholders and are completed within expedited timeframes.

Overarching Responsibility

We will hold ourselves and others accountable to all responsibilities listed here, to the accompanying schedule, and to decisions made and priorities established by leadership.

Regional Forester and Deputy Regional Forester

Role

The role of the Regional Forester and Deputy Regional Forester is to provide overall strategic guidance.

Responsibilities

- According to the Steering Committee Charter, the Deputy Regional Forester is the decision-maker when the Steering Committee needs resolution on an issue.
- Approve requests for extensions or time or significant changes to the schedule.

Responsible Official

Role

The Forest Supervisors will oversee the planning process for their units and are responsible for approval of revised forest plans and the draft environmental impact statement (DEIS) in accordance with the 2012 Planning Rule.

Responsibilities

- Follow responsibilities identified in the 2012 Planning Rule.
- Ensure that plan components and plan content are within Forest Service authority, the inherent capability of the plan area and the fiscal capability of the unit.

- Manage the scope of the DEIS, identifying significant issues, range of alternatives, ultimately selecting an alternative and the monitoring program.
- Be the ultimate authority for reviewing and ensuring that the content of the environmental analysis is consistent with agency objectives, appropriate in tone and characterizes agency goals and mission correctly.
- Be the “face of revision” to the public and the champion of plan revision for the forest.
- Ensure that the distinctive role and contribution of the forest is adequately captured and communicated in environmental documents and with the public.
- Approve the issues that will drive alternatives for the forest, as well as adjustments to the proposed action.
- Identify forest priorities, budgets and work plans.
- Assign work to forest staff as agreed upon in the timeline and process/staffing analysis plan, and balance the workload to meet forest plan revision staffing needs.
- Provide leadership, resources and decision-making to keep revision on schedule and on budget.
- Provide oversight and leadership for collaborative efforts according to the forest collaboration and communication plan.
- Ensure that official government-to-government consultation occurs.
- Make decisions on resource allocation if there is a significant change in resource needs being requested.
- Make decisions on document format, process methodology and approach.
- Make decisions on public meetings management, approach and information dissemination.

Forest Plan Revision Steering Committee

Role

The directors who serve on the Steering Committee are Ecosystem Management, Ecosystem Planning and Public Services. The Office of General Counsel serves in an advisory role. Budget and Information Management serve as ex officio members. The Steering Committee guides the revision process, offers strategic direction for collaboration, thinks critically and collaboratively to provide direction and develops strategies for accomplishing plan revision and resolving emerging issues of process, substance and organization.

Responsibilities

- Ensure that forest plans are revised in a timely, consistent and cost effective manner.
- Create shared expectations for collaboration and public engagement.
- Provide leadership in the development of forest plans in a collaborative atmosphere with communities of interest, place and culture, guided by the communication and collaborative plans.
- Coordinate so that appropriate resources are available to accomplish tasks.
- Assist the responsible official in the development of a revised forest plan that meets regional objectives, including identification of the project scope, the need for change, identifying significant issues, determining range of alternatives, and an effective and cost efficient monitoring program.
- Make decisions to reconcile differences in approach and resolve disputes arising from them.

- Ensure consistency across administrative boundaries, considering the effects of early adopter decisions on upcoming revision efforts of other forests nationally and in the Region. Elevate any issues that are unresolvable at the Steering Committee level to the Deputy Regional Forester.
- Ensure adequate communication is occurring with Steering Committee, Forest Planners and forest staff, so appropriate forest staff are knowledgeable and understand the current situation and assignments.

Director of Ecosystem Planning

Role

The Ecosystem Planning Director provides the strategic vision, overall leadership and management of the forest plan revision process for the national forests of California.

Responsibilities

- Manage internal and external processes to ensure timely decisions are made by the appropriate decision-making body.
- Coordinate efforts with state and federal agencies to align planning processes.
- Facilitate resolution of issues raised by the Steering Committee, Forest Supervisors, Regional Directors and Core Team.
- Communicate planning goals internally and externally.
- Chair Steering Committee meetings, and design and coordinate the agendas for Steering Committee meetings.
- Develop and execute the budget for forest plan revision, in consultation with the Steering Committee.
- Advocate for resources to ensure plan revision progresses on schedule.
- Ensure that Regional Forester and Washington Office expectations are met.
- Coordinate with the Office of General Counsel.
- Makes decisions about when to bring issues before the Steering Committee or the Responsible Officials.

Regional Directors and Pacific Southwest Research Station

Role

All Regional Directors and staff from the Pacific Southwest Research Station are responsible for ensuring that their programs and staff support are consistent with the strategy and processes outlined by the Regional Forester for forest plan revision.

Responsibilities

- Provide staff and logistical support for forest plan revisions as identified in work plans.
- Establish work priorities with their staffs to support forest plan revision consistent with Regional Forester expectations.

- Direct program staff to provide technical guidance under appropriate timelines for program area as requested.

Forest Planners

Role

Forest Planners participate in drafting forest plan revision documents and lead forest-level coordination and communication with the Forest Supervisor, the forest leadership team, forest staff, stakeholders and the Core Team on forest plan revision.

Responsibilities

- Bring issues impacting work plans, budgets and timelines to the Forest Supervisor and Team Leader.
- Serve as single point of contact for forest employees involved in forest plan revision.
- Identify and resolve issues regarding policy and procedural requirements for the Forest Supervisor and Team Leader.
- Coordinate with the Regional Social Scientist, Public Affairs Officers and the Core Team on collaboration and communication plans and scheduling and conducting public forums.
- Work with forest specialists to provide necessary data, information, analyses and documentation to the Core Team for specific work products.
- Coordinate with the forest specialists and the Core Team to develop forest plan revision work products, including specialist reports.
- Maintain the administrative record for forest plan revision work products in the following ways: the forest will maintain the public/tribal outreach information and documents related to the project that are unique to the forest, including public notice flyers, mailing lists, sign-in sheets, newspaper articles, website or Facebook screen shots, notes from meetings with elected officials or other stakeholders hold with forest staff, copies of tweets, handouts at the meetings, feedback captures, and maps generated by the forest. This will be placed on the O drive in the forest's file with the same file structure as the Regional Office.
- Prepare products as defined in forest work plans and the forest plan revision timeline.
- The Sequoia Forest Planner is responsible for hosting and coordinating the posting of products on the CARA database.
- Provide completed conversion documents to the Core Team and create a strategy between the three forests for the appropriate level of consistency and alignment.
- Respond to questions from forest staff.
- Participate in national early adopter planning calls.
- Coordinate with Team Leader on resource needs for discrete tasks and conflicts.

Regional Social Scientist

Role

The Regional Social Scientist provides leadership for the full range of public participation activities as directed by the 2012 Planning Rule. Public participation strategies will be designed to:

- Build and maintain working relationships, trust, capacity and commitment to the plan.
- Allow for shared learning and understanding between and among the Forest Service and public participants.
- Promote a common understanding of the context for planning and the planning process.
- Encourage public feedback through the planning process.
- Support development of plans through an inclusive, transparent process that increases the integrity of plans and adds clarity to the decision-making process and the rationale for decisions.

Responsibilities

- Provide strategic guidance to the Steering Committee to ensure synchronization of public participation with plan processes and timelines.
- Coordinate with the Regional Tribal Program Manager and Forest Tribal Program Managers to ensure collaborative opportunities with the tribes exist outside of consultation.
- Coordinate with Public Affairs Officers and Forest Planners to develop and implement public participation plans in consideration of:
 - interested individuals and entities, including those at the local, regional and national levels;
 - youth, low-income populations and minority populations;
 - private landowners whose lands are in, adjacent to or otherwise affected by, or whose actions may impact, future management actions in the plan area;
 - federal agencies, states, counties and local governments, including state fish and wildlife agencies, state foresters and other relevant state agencies; and
 - interested or affected federally and non-federally recognized Indian tribes.
- Serve as strategic advisor for the Core Team.
- Supervise the Team Leader.
- Provide FACA guidance.
- Develop public participation strategies for future rounds of forest plan revision.
- In conjunction with the Sustainable Forest Action Coalition (SFAC), develop a series of socioeconomic roundtables.
- Administer the Center for Collaborative Policy agreement and work with them to design a series of workshops.
- Oversee development and implementation of Sierra Cascades Dialogs, and serve as chair of the Sierra Cascades Dialog Steering Committee.
- Provide national-level expertise on social science issues such as: understanding and responding to changing values, beliefs, and attitudes; the role of networks and network governance structures; and collaboration and interest-based problem solving.

Team Leader

Role

The Team Leader ensures timely completion of planning process documents in compliance with legal and regulatory requirements, coordinates all phases of work between Forest Planners, the Extended Team and the Core Team, and ensures planning documents reflect a scope and scale appropriate to the requirements of the 2012 Planning Rule and directives and responsible official direction.

Responsibilities

- Overall coordination and development of forest plan revision products.
- Coordinates with the Pacific Southwest Research Station on science consistency review.
- Facilitates Core Team meetings.
- Participates in weekly Steering Committee meetings and provides necessary staff work for those meetings.
- Tracks progress and ensures assignments meet objectives and due dates.
- Manages and supervises activities of the Core Team.
- Holds authority to uncover facts in conflict situations and create appropriate and timely plans for resolution.
- Coordinates plan revision needs with Directors and with Extended Team and their supervisors, as appropriate.
- Coordinates with Forest Planners regarding assignments needed for plan revision by Extended Team members.
- Facilitates the weekly forest plan revision calls, develops agendas, notes, speakers and work products.
- Helps develop out year budgets.
- Collaborates and works with cooperating and regulatory agencies on forest plan revision.
- Drafts and maintain work plans, project implementation plan and Microsoft Project timeline.
- Prepares day-by-day, two week schedule for Steering Committee and Early Adopters.
- Supervises Core Team members.
- Participates in national early adopter planning calls, and reports on key information useful to the Region's planning efforts.
- Identifies resources to accomplish tasks that are handled by the Regional Office staff.
- Coordinates the updating of the Roles and Responsibilities for next phases of forest plan revision as soon as possible and before needing to be implemented.

Core Team

Roles

The Core Team is made up of an ecologist, an economist, a social scientist, a wildlife biologist/regional analyst, a fire/fuels planner, a recreation planner, a hydrologist, the regional planner and a writer/editor.

Responsibilities

- Prepare sections of the environmental analysis documents, as assigned.

- Daylight conflicts that will require Team Leader assistance with resolution.
- Work closely with the Team Leader and the Regional Planners to meet requirements of the 2012 Planning Rule.
- Participate in public meetings and collaborative activities as identified in collaboration and communication plans.
- Write specialist reports in accordance with the means/ends analysis.
- Strategically update Roles and Responsibilities for next phases of forest plan revision as soon as possible and before needing to be implemented.
- Develop ecological planning for future rounds of forest plan revision.
- Strategically develop the DEIS proposed alternatives and a strategy to limit the alternatives and meet the identified issues.
- Respond to questions and issues raised by the Forest Planners and Extended Team members.
- Establish and maintain relationships with scientists and subject matter experts in other units, agencies and organizations to apply state of the art knowledge and science in land management planning across all lands and environmental analysis practices that apply best available science.
- Establish and maintain relationships across disciplines within the Extended Team, Region and forests to foster interdisciplinary planning.
- Participate in strategic planning for future improvement of planning process, including efficiencies that will streamline the process.
- Develop, evaluate and document lessons learned throughout the planning process.
- Create templates and examples for assessments, plans and environmental analyses that can be used by other revision efforts in the future.

Specific Core Team Member Responsibilities

Regional Planners

- Provide information on other national forest planning efforts that would benefit the efficiency of the R5 planning process.
- Lead authors on the draft forest plans.
- Draft overall environmental content, bringing together various products which make up the DEIS, using the specialist reports and conversion products.
- Document processes and procedures in development of plan revision work products.
- Provide technical expertise in the understanding and intent of the 2012 Planning Rule.
- Monitor progress of other forests in plan revision and reports out as needed.
- Ensure processes are consistent with regulation and policy and document processes and procedure for their use in the project record and project documents.
- Identify vulnerabilities, risks and weaknesses in documents and approaches.
- Provide advice and counsel to ensure that Responsible Officials' intentions are met.
- Monitor national planning calls and reports to the Core Team and the forests through notes, briefings and reports.
- Participate in national early adopter planning calls.
- Participate in monthly Regional planners call.

Ecologist

- Acquire Climate-Fire Trend Benchmark Analysis from Dr. Westerling. Interpret results and develop output products at appropriate technical levels of detail to describe modeled future wildfire outcomes given various restoration scenarios related to potential alternatives.
- Coordinate and exchange information with owl and fisher conservation strategy teams.
- Provide examples of project-level compliance with revised forest plan vegetation desired conditions (i.e. vegetation types and large tree distributions).
- Write the terrestrial ecosystem portions of forest plan revision documents in coordination with and support from forest specialists.
- Contribute to the cumulative effects analysis for terrestrial ecosystems.
- Coordinate with cooperating and regulatory agencies on ecological issues.
- Provide ecological expertise during the issue identification, alternatives development and analysis period.
- Respond to and revise documents based on stakeholder comments received.
- Manage cost-share agreement 14-CS-11052006-025 between USFS and UC-Merced.

Economist

- Write the economic portions of assessments as well as the economics specialist report and economic information for inclusion in the DEIS.
- Develop and implement a strategy for integrating ecosystem services into forest plan revision.
- Contribute to the DEIS cumulative effects analysis for economics.
- Coordinate with cooperating and regulatory agencies on economic issues.
- Provide economic expertise during the analysis period.
- Respond to and revise economics portions of documents based on stakeholder comments received.
- Lead the process and works with the Forest Planners to write the “Forest Roles and Contributions” component of forest plan revision documents.
- Coordinate with programs that have economic effects, and proactively seek areas that are economically affected to provide modeling and effects analysis appropriate to the timeline and resources available.
- Integrate into plan revision associated duties developing project-level NEPA guidance for economics; serving as Regional representative to the Forest Climate Action Team for ecosystem services; contributing to the Southern California Ecosystem Services Project; contributing to the Regional Climate Change Socioeconomic Vulnerability Assessment Project; serving as representative to the Regional Economic Roundtable and developing the Regional economic program.

Social Scientist

- Participate in the development of the Regional Social Science Program.
- Write the social science portions of forest plan revision documents, including the DEIS and forest plans.
- Contribute to the cumulative effects analysis for social science.
- Coordinate with cooperating and regulatory agencies on social science issues.

- Provide social science expertise during the analysis period.
- Respond to and revise documents based on stakeholder comments received.
- Lead environmental justice analysis for forest plan revision.
- Lead the civil rights impact assessments, in partnership with the civil rights and forest staff.
- Coordinate with programs that have social science effects, and proactively seek areas for modeling and effects analysis.
- Coordinate with cultural resources, tribal, recreation and others as needed for integration of social science into forest plan revision documents.
- Serve on the Regional Climate Integration Team.

Wildlife/Regional Analyst

- Carefully evaluate potential analysis issues related to biological resources (wildlife, fish, plants) and coordinate with Team Leader and Core Team on potential adjustments in alternatives to mitigate issues or streamline the analysis process.
- Coordinate preparation of biological assessments prepared by biological assessment team composed of Greg Schroer (w/ Sacramento FWS Office) , Leeann Murphy (w/ Reno USFWS Office) and Michelle Slaton and facilitate consultation with USFWS with Greg and Leeann taking the lead.
- Coordinate Regional strategy for addressing Sierran amphibians with Ecosystem Management staff.
- Write or coordinate (TBD – may bring in additional outside assistance) 2012 Planning Rule specialist report for compliance with species of conservation concern process.
- Lead for coordination and information exchange with spotted owl and fisher conservation strategy teams.
- Write the biological (fish, wildlife, plants) portions of forest plan revision documents, including the DEIS and forest plans, in coordination with Extended Team Aquatics Ecologist and Botanist and with the Biological Assessment Team.
- Write the cumulative effects analysis for at-risk species.
- Coordinate with the monitoring coordinator on monitoring program components related to biological resources.
- At the Regional level, coordinate with cooperating and regulatory agencies on ecological issues, particularly the California Departments of Fish and Wildlife and Nevada Department of Wildlife.
- Provide biological expertise during the analysis period.
- Contribute to and revise documents based on response to comments.
- Coordinate geographic information system (GIS) analyses and modeling needed to support the planning process and official documents.
- Participate with writing on various work products, included but not limited to modeling, analysis and monitoring.
- Coordinate and manages The Living Assessment as a collaboration support tool providing updated information from this tool at strategic periods of time.
- Serve as the chair of the California Biodiversity Council's Interagency Alignment Team.
- Participate with related external planning processes such as the Indicators Work Group of the California Biodiversity Council, the California Wildlife Action Plan, California Forests and

Rangelands Assessment, and the California Water Plan, and identify opportunities for alignment and integration of interagency planning.

- Serve on the Steering Committee for the Sierra Cascades Dialog.

Fire/Fuels Planner

- Coordinate fire behavior and wildfire risk analyses and modeling needed to support the fire planning process and official documents.
- Respond to and revise documents based on stakeholder comments received.
- Write the fire management portions of forest plan revision documents with support and input from forest fire specialists.
- Move the Region to spatial fire management planning from the old narrative fire management plan.
- Responsible for fire behavior modeling technical and data transfer for the Region.
- Connection between the Regional Fire Management staff and the Ecosystem Planning staff.
- Responsible for coordination with air quality specialist.

Recreation Planner

- Lead the development of instructions for forests to complete new or additional tasks needed for forest plan revision (e.g. how to complete an ROS layer consistency check).
- Lead ROS consistency check for existing ROS layers.
- Lead Visual Management System (VMS) to Scenery Management System (SMS) update.
- Write the sustainable recreation portions of forest plan revision documents pulling from the scenic character and recreation access specialist reports.
- Contribute to the cumulative effects analysis for sustainable recreation pulling from the scenic character and recreation access specialist reports.
- Coordinate with the Public Services staff and forest-level recreation planners on sustainable recreation issues.
- Provide sustainable recreation expertise to core team during the analysis period.
- Respond to and revise documents based on stakeholder comments received.
- Lead the writing of the “places” component of forest plan revision documents pulling from the scenic character specialist report.
- Coordinate with any program that has recreation effects and proactively coordinate with other resource effects analysis.
- Provide sustainable recreation expertise and planning support for early adopter forests.

Hydrologist

- Develop analysis of proposed action and alternatives for forest plan NEPA documents.
- Provide expertise on soil and water-related issues.
- Coordinate and collaborate with Regional EM staff and Extended Team members on plan components and analysis.
- Coordinate and oversee efforts of aquatic and ecological specialists involved in forest plan revision.
- Facilitate communication with non-government and government entities that have an interest or directly manage or regulate water and soil resources.

- Provide expertise on existing regulation and law concerning water and soil resources and forest plan revision.
- Assist public services with water-related issues such as wild and scenic river plan components.

Writer/Editor

- Electronically file non-forest specific products as requested into the project record in partnership with the Regional Planner.
- Record minutes of Early Adopter meetings and Steering Committee meetings, and disseminate them as appropriate. Keep electronic copies filed appropriately.
- Support the Director on Steering Committee business.
- Edit planning and environmental documents for consistency and ease in understanding.
- Provide editing services as deemed appropriate by the EP Director or Deputy Director.
- Lead the “lessons learned” process.
- Establish appropriate format and stylistic requirements and hold writers accountable for submitting products that meet those requirements.
- Assure products are 508 compliant when necessary.
- Obtain official document numbers prior to document publication.

Regional Public Affairs Specialist

Responsibilities

- Coordinate with the Regional Social Scientist, Forest Public Affairs Officers and Forest Planners to assist with the development and implementation of public and tribal participation plans.
- Coordinate with the Regional Social Scientist, Team Leader, Forest Public Affairs Officers and Forest Planners with regard to planning and support for public and tribal forums.
- Coordinate with the Regional Social Scientist, Team Leader and Forest Public Affairs Officers on creating, updating, and implementing collaboration and communication plans and the associated supporting documentation (e.g., talking points, key messages, media strategies and presentations).
- Work and coordinate with the Regional Social Scientist, Core Team, and Forest Public Affairs Officers to provide necessary data, information, review and feedback on specific public involvement work products.
- Work and coordinate with the Regional Social Scientist, Core Team, and Forest Public Affairs Officers and Forest Planners to develop forest plan revision work products.
- Ensure products are reviewed and delivered to meet assigned timelines and advise the Regional Social Scientist and Team Leader when timelines or products may not be met.
- Suggest solutions to missed deadlines in terms of public perceptions.
- Offers proactive actions to mitigate public and tribal perceptions of possible delays in process.
- Work with applicable staff to maintain and update the Regional planning website specific to the Region’s forest plan revision effort, offering suggestions for clear communication and additional information needs.
- Work with applicable staff to maintain and update the “Our Forest Place” blog about the Region’s forest plan revision effort.

- Build and maintain working relationships, trust, capacity and commitment to the Region’s forest plan revision effort.
- Contribute to shared learning and understanding between and among the Forest Service and public and tribal participants.
- Encourage and support public feedback through the Region’s forest plan revision process.
- Counsel the Regional Social Scientist, Team Leader, Forest Public Affairs Officers and Forest Planners with regard to messages and presentation content.
- Ensure that all milestones and public involvement work is communicated to the national Office of Communications as appropriate via weekly report items and “People, Places and Things”.
- Coordinate media coverage and outreach with PAC media officer, facilitating interviews with appropriate forest plan revision staff as appropriate.
- Participate in weekly PAO calls that include the Regional Social Scientist and Forest Public Affairs Officers. .

Forest Public Affairs Officer

Responsibilities

- Coordinate with the Regional Public Affairs Specialist and their Forest Planner to assist with the development and implementation of public and tribal participation plans.
- Coordinate with the Regional Public Affairs Specialist and their Forest Planner with regard to planning and support for public and tribal forums.
- Coordinate with the Regional Public Affairs Specialist and their Forest Planner on creating, updating and implementing collaboration and communication plans.
- Work and coordinate with the Regional Public Affairs Specialist and their Forest Planner to provide necessary data, information, review and feedback on specific public involvement work products as applicable to their specific forest’s needs.
- Work and coordinate with the Regional Public Affairs Specialist and their Forest Planner to develop forest plan revision work products.
- Ensure products are reviewed and delivered to meet assigned timelines and advise the Regional Public Affairs Specialist and their Forest Planner when timelines or products may not be met.
- Work with applicable staff to maintain and update forest planning webpages specific to their forest’s forest plan revision effort.
- Build and maintain working relationships, trust, capacity and commitment to their forest’s plan revision effort.
- Contribute to shared learning and understanding between and among the Forest Service and public participants.
- Encourage and support public feedback through their forest’s plan revision process.
- Participate in weekly PAO calls that include the Regional Social Scientist and Regional Public Affairs Officer.

Regional Geospatial Data Manager

Responsibilities

- Coordinate with forest GIS specialists, the Remote Sensing Laboratory and other GIS specialists to provide advice on methods of GIS analysis, particularly focused on ensuring analysis is within the limits of GIS capability at the forest or regional level.
- Ensure products are delivered to meet assigned timelines and advises the Regional Analyst when timelines or products may not be met.
- Coordinate the consistent use of GIS data, regardless of who conducts the analysis.
- Document steps and develop metadata that meets minimum data quality standards on or before the final product deadline.
- Ensure GIS data is filed in the administrative record.

Extended Team

Role

Extended team members assist with the development of forest planning work products as necessary. There may be others called on as needed to accomplish forest plan revision work. The Team Leader maintains the organizational chart of Extended Team members.

Responsibilities

- Provide program leadership for planning topics in their program area.
- Provide analytical support to the Core Team as necessary.
- Help identify and document the best available science.
- Provide advice and counsel when requested throughout the process.
- Review and provide feedback on intermediary work products as requested.
- Prepare appropriate sections of forest plan revision and environmental documents.

Specific Extended Team Member Responsibilities

Tribal Liaisons

- Provide support to Responsible Officials in engaging in formal, meaningful tribal consultation and collaboration with tribal officials.
- Write the tribal relations and uses portions of forest plan revision documents in coordination with forest tribal liaisons assigned to forest plan revision.
- Review and provide input on environmental justice analysis.
- Participate in public meetings and collaborative activities as identified in collaboration and communication plans.

Soils Specialists

- Coordinate through the Team Leader and Forest Planner assistance from other forests in acquiring soil and water information needed for analysis.
- In consultation with Regional and forest staffs, support forest plan revision and objectively evaluate lands suitable for timber management.

- Develop soil and water analysis in consultation with Core and Extended Team members for the proposed action, alternatives and other plan components.
- Provide a specialist report for soil quality.
- Assist the Core Team Hydrologist in providing a specialist report for water quality including meadows and other riparian areas.
- Provide regular updates on status and timelines to the Regional Soil Specialist.

Botanist

- Provide support and input to the Core Team on at-risk and species of conservation concern plants, and on vegetation analyses that pertain to the viability of those species.
- Identify needed input from forest botanists to Core Team, and coordinate with forests botanists to assist with assigned tasks.
- Coordinate the development of forest species of conservation concern plant lists, with assistance from forest specialists.
- Provide input to Core Team on development and feasibility of special habitat areas and species-specific plan components as needed.
- Share information and products with the Regional Botanist and forest specialists for needed input and review.

Cultural Resources

- Lead the State Historic Preservation Office (SHPO) consultation effort in coordination with forest archaeologists and cultural resources specialists assigned to forest plan revision.
- Write the cultural and historic resources portions of forest plan revision documents in coordination with forest archaeologists and cultural resources specialists assigned to forest plan revision.

Wilderness and Wild and Scenic River Coordinator:

- Coordinate and oversee the development of the wilderness evaluation.
- Coordinate and direct staffing resources to develop the wilderness appendix.
- Write the wilderness section of the EIS and forest plans.
- Coordinate with Forest Planners and Extended Team members, and oversee the development of wild and scenic river evaluation and suitability.
- Coordinate and direct staffing resources to develop the wild and scenic river evaluation and suitability appendix.
- Write the wild and scenic river section of the EIS and forest plans.
- Provide policy and process guidance, templates, and map and dataset specifications.
- Work with Forest Planners to identify the types of resources needed for the different phases.
- Train and direct in order to complete the processes.
- Review and edit documents, web content, maps and metadata.

Monitoring

- Coordinate and oversee the development of the monitoring program.
- Coordinate and direct staffing resources to develop the monitoring program.
- Write the monitoring portion of the forest plans.

Scenic Character

- Inform the Forest Planners, Extended Team members and the Core Team Recreation Planner on national and regional direction and trends.
- Provide expertise on national and regional direction for recreation team discussions.
- Coordinate all efforts with the Core Team Recreation Planner.
- Provide base line conversion of existing VMS layers to SMS layers.
- Contribute to discussions on sustainable recreation.
- Provide specialist report for scenic character including place descriptions and analysis of alternatives.
- Lead the development of instructions for forests to complete new or additional tasks needed for scenic character (e.g. how to complete conversion of existing forest VMS layers to SMS).

Recreation Access

- Inform the Forest Planners, Extended Team members and the Core Team Recreation Planner on national and regional direction and trends.
- Provide expertise on national and regional direction for recreation team discussions. Coordinate all efforts with Core Team Recreation Planner.
- Contribute to discussions on sustainable recreation.
- Provide a specialist report for recreation access including analysis of alternatives.
- Lead the development of instructions for forests to complete new or additional tasks needed for forest plan revision (e.g. how to complete a ROS layer consistency check for roads and motorized trails).

Timber Specialists

- Provide forest-specific timber and vegetation management data such as volumes, acres or information pertaining to treatment methods in support of EIS and forest plan development.
- In consultation with Regional and forest staffs supporting forest plan revision, objectively evaluate feasibility of the range of proposed alternatives given known constraints and opportunities.

Terrestrial and Aquatic Ecological Specialists

- Develop a method of comparison between desired and current fire severity proportions.
- Assist the Core Team in developing a shared understanding of how vegetation desired conditions will be applied at the project level.
- Assist the Biological Assessment Team, as needed, by providing information regarding federally -listed species.
- Provide support and input in refining information related to species of conservation concern relevant to each forest.
- Provide support to develop and evaluate feasibility of special habitat areas and species-specific plan components if they are needed.
- Provide input and review evaluation of benefits to people from biological resources (e.g. multiple uses) and from the range program.

Fire Management Specialists

- Review the fire behavior and wildfire risk analyses and modeling needed to support the fire planning process and official documents.
- Provide local knowledge in the development and validation of the strategic fire management zones.
- Provide validation and local knowledge in the development of fire management “containers”.
- Bring forth suggestions to the Core Team Fire/Fuels Planner on revising documents based on stakeholder comments received of local forest concerns that may have been missed at the large scale.
- Provide support and input to the Core Team Fire/Fuels Planner in completing the fire management portions of forest plan revision documents.
- Provide support and input to the Air Quality Specialist in completing the air management portions of forest plan revision documents.
- Serve as the connection between the Forest Fire Specialists and the Core Team Fire/Fuels Planner.

Air Quality Specialist

- Coordinate air quality analyses and modeling needed to support the forest planning process and official documents. Level of analyses will be based on means/ends for the management actions in the alternatives analyzed.
- Respond to and revise documents based on stakeholder comments received.
- Write the air quality portions of forest plan revision documents with support and input from Forest Fire Specialists and the Core Team Fire/Fuels Planner.
- Connection between the air quality staff and the Core Team Fire/Fuels Planner.
- Responsible for coordination with other specialists as needed.

Biological Assessment Team

Role

The role of the Biological Assessment Team is to work with the Wildlife/Regional Analyst on the Core Team in the preparation and finalization of the biological assessment. The team consists of Greg Schroer representing the Sierra and Sequoia National Forests and Leeann Murphy and Michelle Slaton representing the Inyo National Forest. Consultation will be conducted with both the Sacramento and Reno Fish and Wildlife Service Offices.

Responsibilities

- Prepare biological assessment templates.
- Participate in meetings with the respective Fish and Wildlife Service offices in the development of the draft biological assessment.
- Coordinate the analysis for the listed Sierra amphibians.
- Provide updates on the progress for completing the draft biological assessment to the Wildlife/Regional Analyst on the Core Team and the Forest Planners.
- Meet with responsible officials in coordination with the Forest Planners and Wildlife/Regional Analyst on the Core Team when draft biological assessment is completed.
- Work with the Fish and Wildlife Service in completion of a final biological assessment.

Forest Staff

Role

The role of the forest staff is to assist in the development of forest planning work products as necessary.

Responsibilities

- Provide technical and logistical support for forest plan revision as identified in work plans.
- Prioritize to support forest plan revision consistent with Forest Supervisor expectations.
- Identify work that will not be done in order to accomplish forest plan revision responsibilities.
- Provide technical review, information and implementability feedback under appropriate timelines for program area as requested.
- Implement guidance on wilderness inventory and evaluation.
- Implement guidance on wild and scenic river inventory.
- Implement IDT support for no action alternative and the conversion of existing plan language into the new plan consistent with 2012 Planning Rule direction.
- Staff public meetings and have sufficient knowledge of the subject areas to answer public questions.
- Respond to forest-specific public comments.
- Implement instructions for forests to complete new or additional tasks needed for scenic character (e.g. how to complete conversion of existing forest VMS layers to SMS).
- Support the writing of the tribal relations and uses portions of forest plan revision documents in coordination with the Regional Tribal Liaison assigned to forest plan revision.
- Support the writing of the cultural and historic resources portions of forest plan revision documents in coordination with the Regional tribal liaison assigned to forest plan revision.
- Provide staffing resources to develop the DEIS wilderness appendix.
- Provide staffing resources to develop the wild and scenic river evaluation and suitability appendix.
- Provide staffing resources to develop the monitoring program.
- Provide forest-specific timber and vegetation management data such as volumes, acres or information pertaining to treatment methods in support of EIS and forest plan development.