

# Mill Creek A to Z: Bringing Stewardship Contracting into Planning



**Colville National Forest  
Northeastern Washington State**



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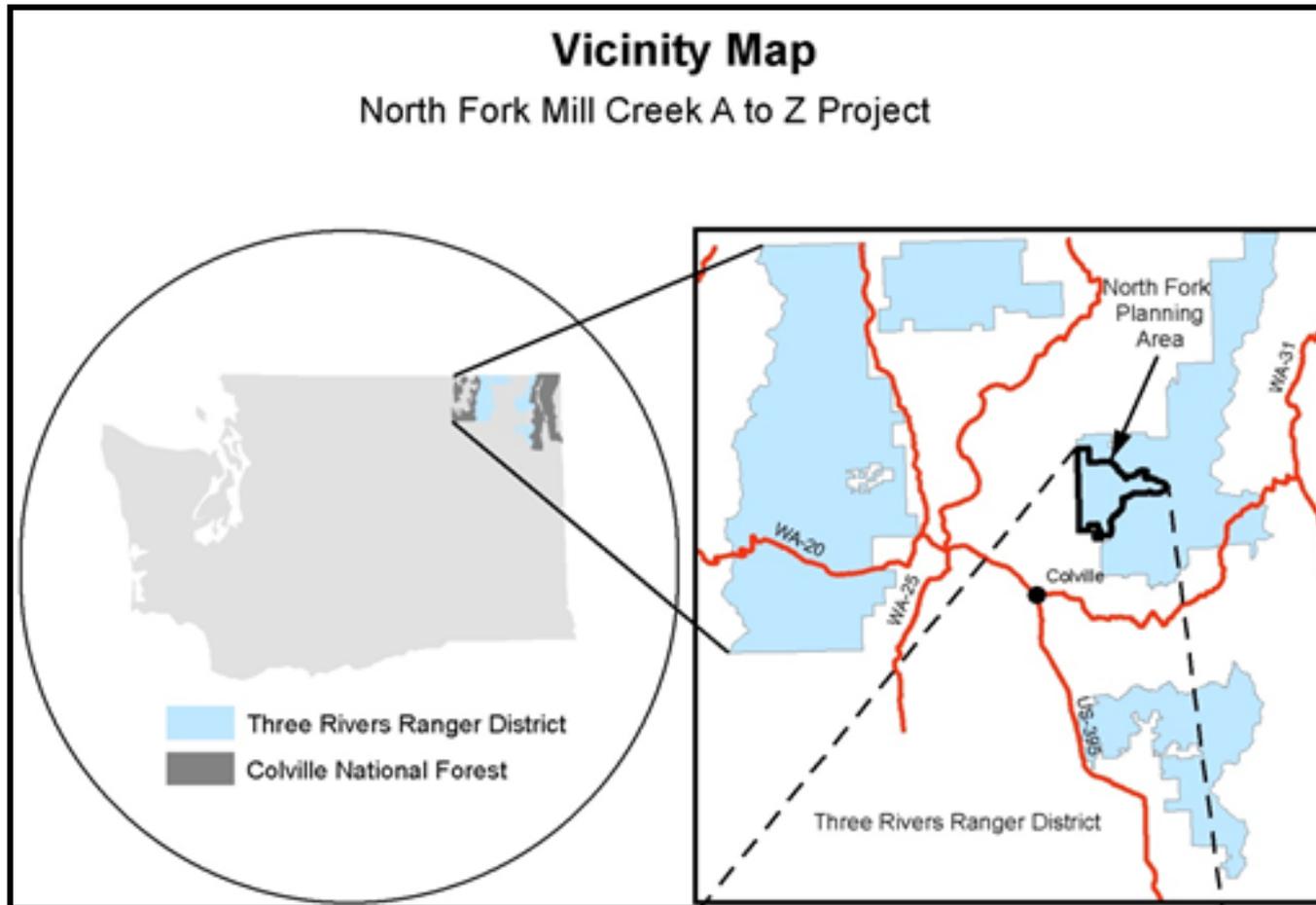
# Project Specs



- 54,000 acres (two planning areas)
- Stewardship Contract (IRSC)
- Estimated Volume ~ 50 MMBF
- Goods for Services: Task Orders
- Restoration Opportunities Abound
- Timeline: Up to Ten Years



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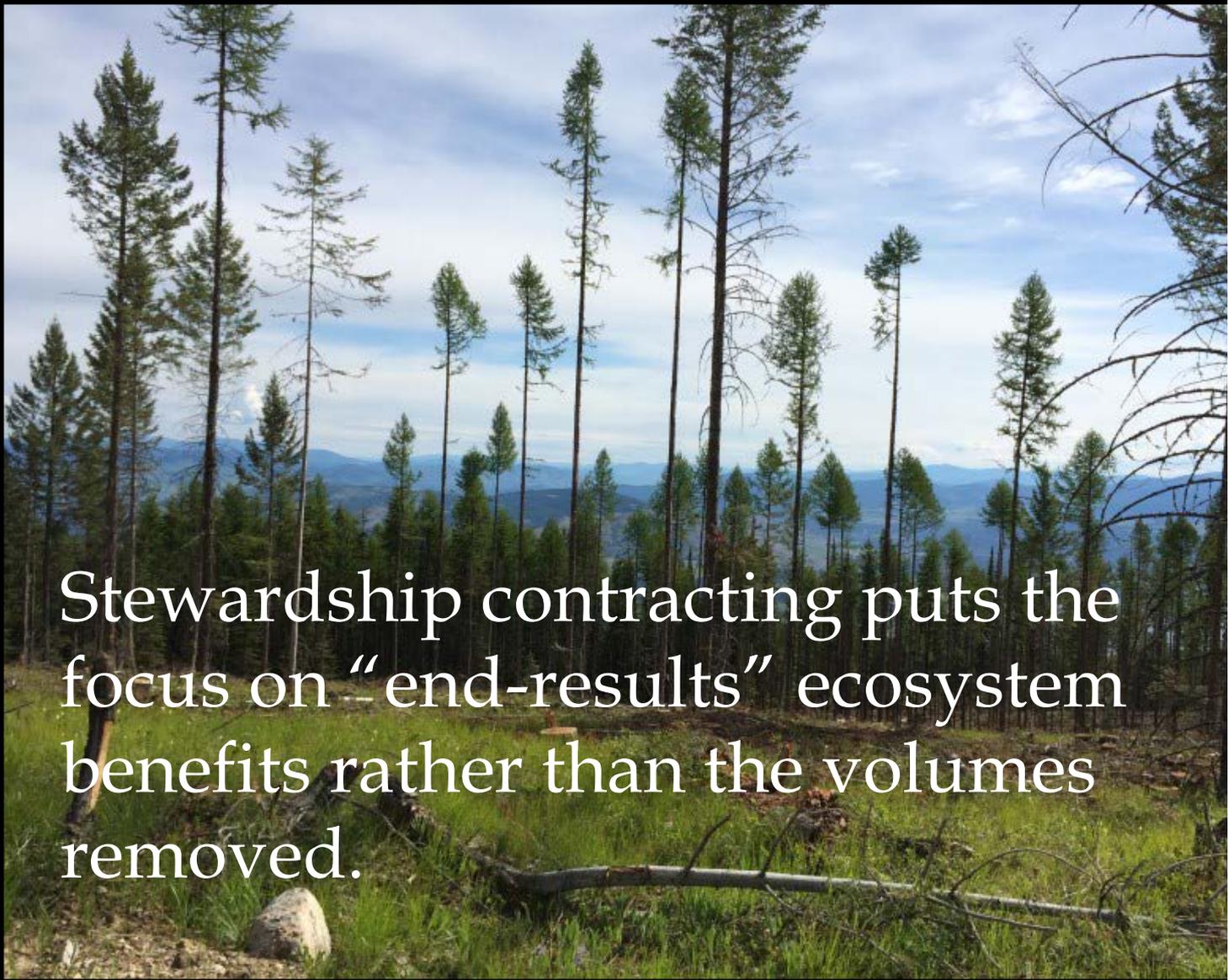
## Two Planning Areas:

△ North Fork

△ Middle/South Fork



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Stewardship contracting puts the focus on “end-results” ecosystem benefits rather than the volumes removed.



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# What's Different about A to Z?

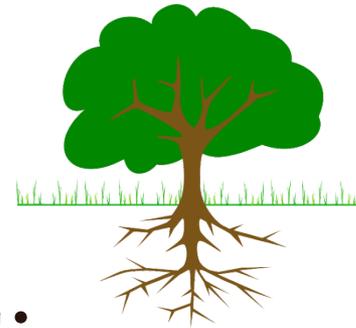
## Contractor responsible for:

- Collaboration
- NEPA
- Unit Layout
- Cruising and Marking
- Boundary Lines
- Design of Restoration Activities

All at the contractors expense!!!



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## The Contractor gets:

- Timber at appraised rates with no competition
- Profit from restoration activities



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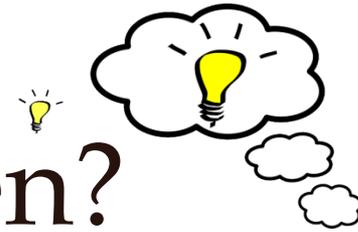
# The Forest Service gets: Increased Pace and Scale of Restoration!

At a low cost of  
employee time: up to 24 hrs/mo.



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# How did it happen?



- Forest NEPA, specialists, and prep staff already maxed out on green program.
- Discussions with industry and local congresswoman generated concept.
- Undersecretary of Agriculture confirmed it could be done.
- Line item added for \$300K to develop and administer the stewardship contract.



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# Contract Required WO Approval

Development of unique solicitation took 1.5 years using a cadre of WO, RO, Forest, and TEAMS personnel.

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**Integrated Resource Service Contract (IRSC)—Construction – FAC 66**

SOLICITATION OFFER AND AWARD		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 350)		RATING	PAGE 1	OF PAGES 59
2. CONTRACT NO.	3. SOLICITATION NO. AG-05GG-S-13-9001	4. TYPE OF SOLICITATION <input type="checkbox"/> SEALED BID (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFP)		5. DATE ISSUED 04/12/2013	6. REQUISITION-PURCHASE NUMBER	
7. ISSUED BY USDA Forest Service Okanogan-Wenatchee National Forest 215 Melody Lane Wenatchee, WA 98801			8. ADDRESS OFFER TO (if other than Item 7)			

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder".

9. Sealed offers in original and three copies for furnishing the supplies or serviced in the Schedule will be received at the place specified in Item 8, or if handcarried in the depository located in 215 Melody Lane, Wenatchee, WA until 4:30 pm local time 06/19/2013

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section I, Provision No. 52.214-7 or 52.215-10. All Offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL:	A. NAME Carl Ericksen	B. TELEPHONE (NO COLLECT CALLS) AREA CODE 509	NUMBER 664-9316	EXT.	C. E-MAIL ADDRESS cericksen@fs.fed.us
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(X)	SEC.	DESCRIPTION	PAGE(S)	(X)	SEC.	DESCRIPTION	PAGE(S)
PART I - THE SCHEDULE				PART II - CONTRACT CLAUSES			
X	A	SOLICITATION CONTRACT FORM		*	I	CONTRACT CLAUSES	
X	B	SUPPLIES OR SERVICES AND PRICES/COSTS		PART III - LIST OF DOCUMENTS, EXHIBITS AND OTHER ATTACH.			
X	C	DESCRIPTION/SPECS. WORK/STATEMENT		X	J	LIST OF ATTACHMENTS	
X	D	PACKAGING AND MARKING		PART IV - REPRESENTATIONS AND INSTRUCTIONS			
X	E	INSPECTION AND ACCEPTANCE		X	K	REPRESENTATIVES, CERTIFICATIONS AND OTHER STATEMENTS OF OFFERORS	
X	F	DELIVERIES OR PERFORMANCE		X	L	INSTRS., CONDS., AND NOTICES TO OFFERORS	
X	G	CONTRACT ADMINISTRATION DATA		X	M	EVALUATION FACTORS FOR AWARD	
X	H	SPECIAL CONTRACT REQUIREMENTS					



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- This is an Integrated Resource Service Contract (IRSC), not an Integrated Resource Timber Contract (IRTC).
- IRTC: Receipts exceed service costs.
- IRSC: Service costs exceed receipts.



# IRSC

- Use receipts to re-invest back into project.
- AQM CO (Timber CO at the table.)
- IRSC expands through subsequent Task Orders.
- Keep track of services vs receipts.



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# What does FS Provide?

- Check Cruise
- Appraisal
- Contract Package
- Contract Administration
- Timber at Advertised Rates



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# Forest Service Provides:

- Approval and Decisions throughout the NEPA Process
- In-person meetings with FS, TEAMS COR, and NEPA subcontractor at NEPA decision points.



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## Considerations...hmmm...

- Contractor pays the NEPA subcontractor
- Contractor benefits from the outcome of NEPA
- Contractor on the Board for local Collaborative



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# “Conflict of Interest”

Appearance inherent in the design of the contract.

Strategy: **Recognize and Manage**



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# Recognize and Manage

- “Third party” NEPA subcontractor communicates directly with FS.
- NEPA Subcontractor to limit contact with Contractor to matters of task orders and invoicing.
- TEAMS COR communicates with Contractor.



## Recognize and Manage (cont.)

- All other communications must go through TEAMS COR.
- Contractor to still participate in the local Collaborative but would refrain from voting on issues with the project.



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# Project Objectives



- Provide wood fiber that contributes to the socio-economic well-being within the local communities.

- Generate revenue to finance restoration activities identified within the NEPA document.



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## Project Objectives (cont.)

- Manage timber stands to improve productivity and move toward the desired conditions as per Forest Plan direction.
- Reduce risks of severe, stand replacement wildfire.
- Increase resiliency to insects and disease.



# Project Objectives (cont.)

## Restoration Activities

- Commercial & precommercial thinning
- Shelterwood harvest
- Post-harvest rx burning
- Road easements
- Site prep and planting
- Road realignment & maintenance
- Temp road construction
- Stream rehabilitation to historic
- Culvert replacement
- Invasive species treatments



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# Contract Administration

## North Fork Mill Creek Project

- TEAMS Contracting Officer Representative
- TEAMS Environmental Coordinator
- AQM Contracting Officer
- TEAMS Inspectors ( 11 specialists)



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# Contract Administration

## Middle/South Fork Mill Creek Project

- TEAMS Contracting Officer Representative
- TEAMS Environmental Coordinator
- AQM Contracting Officer
- *Colville NF Specialists (13) are the inspectors*



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# ◦ Contract Administration

## Colville NF

- Forest Supervisor
- NEPA Coordinator
- Forest Specialists (13)
- Engineer
- Sale Administrator
- Timber Contracting Officer
- Sale Prep Forester (detailer)



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# How to Measure Success of A to Z?

David Seesholtz, Research Liaison,  
PNW Research Station

- Participates in monthly calls
- Records lessons learned
- Authors final product



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# Current Status?



## 1) North Fork Project

- Field data collected summer, 2014
- Draft EA out for public comment March, 2015
- Out for objection period July, 2015
- Lengthy objection received
- Draft brought back
- Region provided guidance
- NEPA subcontractor strengthened analyses
- Out again for objection period this month



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# Current Status?



## 2) Middle/South Fork Project

- Field data collected summer, 2015
- Completing data analyses
- Meeting with stakeholders
- Compiling chapter 1 of EA for FS review



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# Highlights of Lessons Learned



- Local industry now understands why NEPA takes so long!
- Would they do A to Z again? Yes!
- TEAMS COR a critical liaison between FS, subcontractor, and contractor. BIG success!
- TEAMS NEPA Coordinator excellent review and guidance!
- NEPA subcontractor's specialists did a quality job!



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# Lessons Learned (cont.)



- Involving local county commissioners a big asset!
- Biweekly coordination calls with COR, Line Officer, Staff Officer, and NEPA subcontractor – out of the park!
- Monthly calls with larger group including contractor and AQM CO also essential for problem-solving.



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# Lessons Learned (a lot of thought went into contract but still...)



- Define the NEPA subcontractor's Statement of Work.
- Include the unknowns. Outline the assumptions.
- Define “public involvement” and “collaboration”.
- Define expectations and roles for public meetings and signatories.



# Lessons Learned (cont.)



- Provide a robust glossary of FS terms.  
(A road is not a road)
- Define expectations for the final product.
- Specify NEPA subcontractor's role in the objection process (contract mute...).
- Avoid the implicit assumption that outsourced NEPA services need to be held to a higher level of scrutiny than FS products.





- ✓ Lessons learned from North Fork contract were incorporated into Middle/South Fork contract

Result: More cost- and time-effective!

- Adding Lessons Learned as we go on.
- Final document will be Gold!



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# Implementation: North Fork



- First task order, Onion Mountain, being crafted now.
- Initial meetings with COR and contract administration folks completed.
- Appraisal in progress.
- Next up: contract prep and review.
- Contractor: implement, “as soon as the ink is dry on the Decision Notice!”



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# Summary

- 1) We can increase the pace and scale of restoration despite limited budgets and staffing.
- 2) Third party NEPA can be an effective and efficient product.
- 3) Having local sawmill infrastructure and successful collaboration are a plus, along with good communication.
- 4) There is much more to learn (and share) as we go forward.



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*Mill Creek A to Z: Bringing Stewardship  
Contracting into Planning*

Contact info for questions:

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