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Working Together for Rural America: 2000 and Beyond

Part B Implementation Plan

A Strategic Plan for the USDA Forest
Service ~ Economic Action Programs



USDA Forest Service Economic Action Programs

Economic Action Programs (EAPs) help rural communities and businesses dependent on forest-based resources become sustainable and self-sufficient.

◇ *Rural Community Assistance* programs help rural communities build skills, networks, and strategies to address social, environmental, and economic changes.

◇ The *Forest Products Conservation and Recycling* program helps communities and businesses find new and expanded business opportunities based on forest resources.

◇ The *Market Development and Expansion* program helps develop new markets for forest-based goods and services.

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Working Together for Rural America: 2000 and Beyond

Part B Implementation Plan

A Strategic Plan for the USDA Forest Service ~ Economic Action Programs

Prepared by
USDA Forest Service, Cooperative Forestry,
Rural Community Assistance
in Conjunction with Numerous Partners and Communities

August 2002

“Sustainable forest management connects the health of the land to people and communities, transcending the boundaries of ownership and management to take advantage of what each forest owner can offer toward achieving sustainability.”

— *Charting our Future: A Nation’s Natural Resource Legacy, 1999*

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Key Terms

Collaboration ~ The act of working together with one or more people/groups to achieve something. This term most often is used to depict a depth of commitment for long-term action even though the formal definition is essentially the same as “cooperation.”

Cooperation ~ The act of working together to achieve a common goal.

External ~ Includes any partners: State agencies, other Federal agencies, Resource Conservation and Development (RC&D) councils, universities, private sector, local and regional communities, or economic development organizations.

USDA Forest Service Assistance ~ Encompasses USDA Forest Service staff services, funding for grants, contracts, technical assistance, and the like.

Internal USDA Forest Service ~ Any USDA Forest Service unit, staff, or employee, including National Forest System, State and Private Forestry, Research and Development, and Administrative personnel.

Key Concepts

Collaboration ~ Reflects the intention of flexibility in approaches to working together to accomplish activities such as research and development, training, strategic planning, technical assistance, and technology transfer.

Goods and Services ~ Encompasses the full range of wood products such as chips, pulpwood, and saw timber, “special forest products” such as mushrooms and ginger, and clean water, recreation, wildlife viewing, hunting, tourism, and others.

Markets and Marketing ~ Encompasses local, regional, national, and global markets; short-term and long-term markets; and wholesale and retail markets.

Natural Resources ~ Includes forest, range, water, wetlands, wildlife, and other resources.

Research and Development (R&D) ~ These activities are not restricted to conventional research on vegetation management, marketing and products, efficiency studies, or technology development, but also include research and technology transfer associated with concepts of sustainable forest management and natural resource use, community capacity building, and other work needed to meet the needs of present and future generations.

Technology Transfer ~ Delivering research results from USDA Forest Service R&D efforts, as well as other related sources, to the interested public, as well as incorporating other parties and activities in addition to research results. For example, product deployment includes setting research into the marketplace, entrepreneurial training, and business-to-business networking.

Introduction

Process Summary

From September 1998 through April 1999, the U.S. Department of Agriculture (USDA) Forest Service conducted a series of 11 multi-State action research workshops and 1 consolidation workshop. Through these workshops, the USDA Forest Service gathered information and learn from the experience of knowledgeable people who will live with the consequences of an updated and expanded national strategy for the USDA Forest Service's Economic Action Programs (EAPs)—either as implementers, beneficiaries, or collaborators. The action research workshops collected information directly from people who know and care about rural communities, collaborative stewardship, economic diversification, forest products and technologies, sustainable forest management, special forest products, National Forest System (NFS) lands, State and local government, and many other topics.

The question used to guide the action research workshops was, “What should be the USDA Forest Service's role in community-based natural resource use/management, socioeconomic, and ecological processes in the year 2005?” The process included consideration of the interactions of the USDA Forest Service with tribes; State foresters; other Federal, State, and local agencies; and other partner organizations. Coordination occurred throughout the process with the National Association of State Foresters (NASF) Committee on Forest-Based Economic Assistance. This committee is responsible for a parallel, interconnected NASF strategy, the *Forest-Based Economic Assistance Initiative*, which speaks to the role of State foresters. Coordination also has been ongoing with the Communities Committee of the Seventh American Forest Congress as a means of maintaining the voice of communities in developing action plans for implementing the EAPs Strategic Plan, “Working Together for Rural America: 2000 and Beyond.”

The consolidation workshop used a subgroup of participants from all the previous workshops to analyze the data and compile a report on the situation of rural America and the potential for USDA Forest Service efforts to achieve the long-term vision of “vital rural communities as part of healthy ecosystems.” The report provided the primary source of data for developing the new strategic plan, which is intended to guide the agency over the next 5 to 10 years. The consolidation workshop also resulted in the preliminary work on a set of action plans, designed to collectively make up an Implementation Plan for the EAPs Strategy.

Plan Implementation Overview

Participants in the consolidation workshop chose to develop specific action plans to address multiple outcomes and goals in an integrated approach. The action plans are intended to leverage available resources and make progress toward long-term goals by cutting across the different categories of outcomes, thereby integrating efforts at various levels. The action plans developed at the consolidation workshop have been updated, edited, and supplemented to match up with the final EAPs strategic plan and to take into consideration any significant changes or advances in the larger environment since the workshop. The action plans are intended to be dynamic and timely tools; they are kept separate from the primary strategic plan for ease of updating, showing

accomplishments, and providing interactive access to all parties interested in assisting with implementing the strategy. Both hardcopy and Web-based versions of the implementation plan are available; however, the electronic version will be updated more frequently than the printed one. To view the electronic version, go to the following Web site address: <http://www.fs.fed.us/spf/coop/eap.htm>

The integrated Action Plans initiated during the consolidation workshop are as follows:

1. Research and Technology Transfer
2. Internal Support
3. Program Management and Accountability
4. External Support and Education/Information Sharing
5. Reaching Previously Underserved Communities
6. Collaboration and Partnership
7. Training and Education

Subsequent to the consolidation workshop, the following Special Action Plans have been added to the Implementation Plan:

8. Community/Collaborative Stewardship
 - 8A. Hazardous Fuels, Wildfire, Ecosystem Restoration, and Restoration Byproducts
 - 8B. Large-Scale Watershed Restoration and Management

Using the Action Plans

Participants in the consolidation workshop developed actions and activities for both the USDA Forest Service and its many partners and community beneficiaries. Therefore, the Integrated Action Plans include items that the USDA Forest Service can not or will not accomplish; accomplishments of those items will be documented by other groups or individuals. These non-USDA Forest Service actions or activities will be designated by the use of an *italicized typeface*. Actions or activities in plans 1 through 7 that support or directly correlate to the Special Action Plans are designated with an **[F]** or a **[W]** for A FIRE or B WATERSHEDS, respectively.

Action Plans

**1
Research and
Technology Transfer**

By providing products processing, marketing, research, development, and technology transfer, the Economic Action Programs help communities and natural resource-based businesses to better use their natural, human, financial, and social resources to improve local economies, support effective natural resource stewardship, and enhance quality of life.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
<p>EAPs will support internal USDA Forest Service and external basic and applied research and development on natural resource goods and services, watershed restoration, hazardous fuels reduction, community stewardship, harvesting, manufacturing and processing technologies and practices, markets and marketing, social capital development, natural resource-based community development, special forest products, etc.</p> <p>The timetable is tied to the budget process, but projects can move as quickly as funding or service providers are available. [F] [W] Need to reflect flexibility in approaches to accomplish R&D and technology transfer; for example, use of local knowledge/skills/people</p>	<p>USDA Forest Service will survey (regionally) communities and/or other partners for input on community-defined and supported research and development needs (focus in FY 2001 and FY 2002 on fire/fuels).</p>	<p>Developed survey or other method.</p> <p>Analyzed survey results; included them in R&D program for FY 2002. Set priorities.</p>	<p>Feb. 2001</p> <p>May 2001</p>	<p>Accomplished by Susan Odell working with John Sebelius, Dave Cleaves, and others.</p>

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	R&D and EAPs will collaborate with communities and other partners to determine priorities for attention.	Set priorities. [F]	FY 2001 FY 2002 FY 2003	In progress
	R&D and EAPs will work with interested parties to identify the best way to address research and development needs (e.g., funding; who will do the work?)	Identified action strategy and funding. Funded R&D action strategy in R&D budget.	FY 2003 FY 2003	
	R&D and EAPs will work with interested parties to accomplish priorities.	Initiated research projects.	Oct. 2001 [F] Oct. 2002 [F]	Done
	R&D and EAPs will publicize research and development plans, strategies, activities, results, and community-based applications/ success stories.	Publicity is out on a continual, periodic basis regarding research and development projects, results, and community-based outcomes.	Begin fall 2002; then ongoing	
EAPs will support internal USDA Forest Service and external technology transfer efforts relative to natural resource goods and services, watershed restoration, hazardous fuels reduction, community stewardship, harvesting, manufacturing and processing technologies and practices, markets and marketing, restoration practices, natural resource-based rural community development, social capital development, special forest products, etc.	Same activities as above activities for R&D.	Same/similar outcomes as above for R&D.	Same dates as above	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
<p>Develop a broader network for information exchange on natural resource goods and services, utilization of restoration byproducts, markets, and community stewardship research, technology, and development (new and existing) opportunities. [F] [W]</p>	<p>The USDA Forest Service will work with States, USDA Forest Service Regions, RC&Ds, Madison Forest Products Laboratory (FPL), Cooperative State Research, Education, and Extension Service (CSREES), special centers, and others to build a dedicated workforce for forest products utilization and marketing, restoration, and community stewardship activities, etc.</p>	<p>States, USDA Forest Service Washington Office, FPL, special centers, etc., establish structure and concepts for implementation.</p>	<p>Annually, beginning in FY 2001 [F] FY 2002</p>	<p>A partial network exists; still needs updating and expanding. Concept paper drafted in Spring 2002; some positions are established.</p>
	<p>Participating States, USDA Forest Service units, special centers, etc., will identify at least one point of contact to be included in a national network listing. As an incentive, the USDA Forest Service will work with partners to try to provide financial or other types of support for that person. [F] [W]</p>	<p>Identified contact persons to USDA Forest Service. Produced and placed National Network Listing on Web site(s).</p>	<p>Updated June 2002 Updated June 2002</p>	<p>Gathering list of names associated with Fire Plan implementation efforts.</p>
	<p>The USDA Forest Service will support skill-building and information-sharing programs and technical training for network members and others via Forest Products Utilization and Marketing (FPU&M) Council meetings, National Rural Community Assistance (RCA) Partnership Conferences, etc. [F] [W]</p>	<p>EAPs and others make workshops and programs available immediately and provide funding/organizational support.</p>	<p>At least annually</p>	<p>Several modules, field trips, and workshops included in the Oct. 2000 RCA Conference in VT, with outstanding support from FPL and NA, as well as <i>National Network of Forest Practitioners (NNFP) via their annual meeting.</i></p>

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	<p>USDA Forest Service and partners will develop and publish a periodic publication of past and present success stories then distribute to communities and other stakeholders via print, Web, press releases, and Exhibit. [F] top priority</p>	<p>Collected stories from EAPs grantees.</p>	<p>Summer 2002</p>	<p>As of Spring 2002, stories are being collected and edited.</p>
	<p>Published stories and put them on line.</p>		<p>Fall 2002</p>	
	<p>Make pubs available for distribution.</p>		<p>Fall 2002</p>	
	<p>Send out press releases.</p>		<p>Fall 2002</p>	
	<p>Exhibit demonstrates selected success stories. Show exhibit in USDA Whitten Bldg., USDA Forest Service offices, targeted conferences, and professional meetings, etc.</p>		<p>Spring 2003</p>	
	<p><i>To promote awareness and participation, State/university specialists and partners, as well as program beneficiaries, brief political and other stakeholders on the programs and opportunities and the services they provide.</i> [F].</p>	<p><i>EAPs partners and beneficiaries communicate with political and other stakeholders via a coordinated effort. Stakeholders and legislative members are informed and aware of programs and available services; specifically, they are able to steer others to EAPs and can provide key support for continuing the work of the programs.</i></p>	<p>At least annually, beginning in Feb. 2000</p>	<p>Hearing testimony during oversight of FY 2000 and the development of FY 2001 USDA Forest Service budgets.</p> <p>NNFP “Washington Week” 2000, 2001, 2002.</p>

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	<p>The USDA Forest Service, in collaboration with the national Rural Information Center (RIC), RC&Ds, and other partners, identify and publicize non-FS sources of funding that can be used for research and technology transfer projects as matching (or direct) support that can be applied to community-identified projects.</p> <p>[F] [W]</p>	<p>Establish database/other list of funding sources and opportunities and make them available via RIC and links to multiple sites.</p>	<p>Mar. 2001</p>	
		<p>Update Database.</p>	<p>Regularly</p>	

2

Internal Support

Economic Action Programs and methods are institutionalized and integrated into USDA, the National Forest System, State and Private Forestry (S&PF), Research and Development, and Operations/Administrative Systems—in policies and procedures. The National Forest System is fully committed to a new way of doing business, with the support of EAPs.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
<p>Develop an internal marketing awareness and action plan to develop understanding, awareness, and support for EAPs.</p>	<p>Plan includes briefing, field trips, success stories, and other elements.</p> <p>At least two major contacts per level (e.g., one field visit and one briefing). Create ranger EAPs network and expand forest supervisor network.</p>	<p>Each USDA Forest Service ranger understands and supports the program. The Chief, regional leadership teams, and Cabinet understand and are aware of the program.</p>	<p>Ongoing</p>	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Designate target USDA Forest Service audience Washington Office (WO) to forest levels.			Ongoing	
Develop external partners to help with action plan.			Ongoing	
Use the Congress, National Association of Development Organizations (NADO), and others to do the briefings and meet with high-level USDA Forest Service. Use existing market to develop and implement			Ongoing	
Develop briefing papers with supporting data on benefits of the EAPs. Use information from Pacific Northwest (PNW) and Northeast Station (NE) to show EAPs success on private and public lands.			Annually	
Use Civil Rights Implementation Team (CRIT) to tie in and validate USDA Forest Service involvement. Provide direction to national forests to use local community, economic development district, and other appropriate plans in developing program of work and revising forest plans.		Complete forest monitoring and evaluation report.	Annual experiments	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
<p>Develop a few good examples of success at combining local and USDA Forest Service planning efforts. At the national forest level, pilot attempt through FSIS to coordinate with local action plans. Forest Supervisors encourage rangers to participate on local action plans. National Environmental Policy Act (NEPA) and forest plans review and incorporate local economic development plans. Research potential to use EAPs on National Forest System lands. Make leadership aware of effective “nontraditional” partnerships.</p>		<p>Use skills of USDA Forest Service employees in EAPs roles on forests and many ranger districts. Research and S&PF also have skilled EAPs coordinators who coordinate with plans and projects on the National Forest System side and with communities.</p>		
<p>Continue to strengthen national RCA conferences—increase NFS staff participation. Supervisors: Make community development a performance element.</p>	<p>Forest plan revision and strategic plans are coordinated with community economic development plans and action plans.</p>	<p>Projects integrating EAPs, NFS, R&D, and S&PF are more common.</p>		
	<p>As part of regional training for all employees, provide training in community development, EAPs’ role in meeting USDA Forest Service goals, consensus building, and how USDA Forest Service decisions affect communities. Collaborate with other agencies to develop sufficient utilization and market specialists. Conduct district “team building” activities, ranging from formal work to going into the field and accomplishing real</p>	<p>Tie EAPs to Continuous Improvement Process (CIP) program. Western urban areas actually get some forestry money.</p>		

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	<p>restoration work or work on local community projects.</p> <p><i>Request and analyze feedback from communities on individual and regional basis.</i></p>			
	<p>Staffing requests go in from the field and from community and State partners. Memo from Undersecretary to Chief on importance of EAPs. Send RCA newsletter to all employees.</p>	<p>Distribute a newsletter widely.</p>	<p>Semiannual or annual</p>	
	<p><i>Encourage communities to recognize USDA Forest Service employees.</i></p> <p>Encourage supervisors to recognize employees for community involvement.</p>	<p>Institute award programs in each forest.</p>	<p>Annual</p>	
		<p><i>Communities actively recognize national forest employees.</i></p>	<p>Ongoing</p>	
	<p>Concentrate on forest supervisor level. Pilot in supervisors', network FLT meetings; include discussion of EAPs/community. Include EAPs in each area management team meeting.</p>	<p>Forest supervisors have an EAP meeting to focus on program merits and coordination opportunities.</p>	<p>Monthly</p>	
	<p>Encourage National Forest System employees to attend RCA national conferences.</p>	<p>An increased number of district and forest employees are involved and attending RCA conferences.</p>		
	<p>Develop measure of number of districts and forests involved.</p>			

3

**Program Management
and Accountability**

The USDA Forest Service and its program delivery system can effectively manage the Economic Action Programs, provide accountability for the agency, and provide information and support to communities, partners, employees, and others.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Integrate USDA Forest Service program and electronic integrated data management system at all levels of the agency.	Complete predesign inventory of existing field software. <i>Need to coordinate on current status; may need detailer to accelerate.</i>	Complete inventory.	May–mid-June 2000	Done.
	Obtain go-ahead from Cooperative Forestry managers to proceed with design and implementation. Emphasize need for “data mining” approach to software; cannot meet management and partner needs with anything less.	Provide “Go” decision to EAPs staff via message or memo from the Washington Office Cooperative Forestry director.	Start next phase July 2000	Done.
	Design process (detailer/contractor), keeping in mind the need for narrative documentation, audiovisual needs, links, and the like.	Complete software and other items.	60 days from start of detail or contract	
	Field test and revise as needed. Will need field people who will champion this; no time to convince people to “try it”—need people who want to use this tool to give it a real test. Need to have people exposed to this for use during FY 2000, so a system needs to be available as early as possible in the year.	Workable system is in place.	Spring 2001	Roll out occurred in summer 2001.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
<p>Build stronger skills for narrative reporting and qualitative documentation through employee training and awareness actions. (See also next action.)</p>	<p>Activate small task group to develop implementation action plan, including introduction of the tool(s) and training for employees and partners.</p> <p>Need regional and forest people involved, as well as Information System and Technology (IS&T), training, and communications people. This work would run parallel to the technical development.</p>	<p>Signed off completed plan.</p>	<p>Task group active during summer 2001.</p>	<p>Ongoing.</p>
	<p>Introduce system and tools, and begin training.</p> <p>Training needs to include EAPs field coordinators and partners, but also other USDA Forest Service employees who can help with data entry, since a backlog will be created immediately. May be able to use RC&Ds to help disperse training, work with States, and the like.</p>	<p>There is high demand for training sessions, and all regions are using materials.</p>	<p>Summer 2001</p>	
		<p>All units have enough people trained and using the system to assure full reporting of FY 2001 accomplishments.</p>	<p>September 2001</p>	<p>Done.</p>
	<p>Report FY 2001 EAPs accomplishments.</p>	<p>All units use the electronic data system for basic reporting to meet the annual due date.</p>	<p>Nov. 1, 2001</p>	<p>Most regions completed on time.</p>
	<p>Reduce backlog and have data available for trend analyses, case studies, and the like.</p> <p>Field units may need help getting data entered. Historical information may go back only 1 or 2 years, but some will go back 6 or 7 years.</p>	<p>Majority of field units have data entered for all communities, organizations, or businesses to whom they currently provide assistance or with whom they carry on multiyear relationships for outcome reporting.</p>	<p>Fall 2002</p>	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
<p>Provide regional offices and the Washington Office with timely, consistent narrative project- or community-based information on a year-round basis in support of program management and accountability, along with external communication and information activities.</p>	<p>Engage regional EAPs coordinators in clearly identifying source of problems and determining key field partners to work with the agency.</p> <p>May need to set the next face-to-face EAPs working meeting to move further on this topic. Use information from presentation called "Documenting the Work," as recommended by Joan Chamberlain,</p>			
<p>Ensure that documentation system or link to integrated database allows for including photos, videos, and other non-numerical data that will be usable on Web sites.</p>	<p>Activate small task group to develop an awareness-building and training effort for USDA Forest Service field employees and delivery partners on "What's in it for me?" to improve project-level and community-based documentation of the work being done and outcomes being gained. Help build demand for implementing EAPs program database and documentation training.</p> <p><i>Possible partners and contractors include: RC&Ds, Economic Development Councils (EDCs), nonprofit organizations, agricultural colleges, extension services. Training must be based on a few key components that need to be addressed consistently across regions.</i></p>	<p>Complete Documentation program and training design. Start implementation.</p>	<p>Winter 2002</p>	
		<p>Complete basic awareness campaign.</p>	<p>Summer 2003</p>	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	Provide training to USDA Forest Service and delivery partners on “Documenting the Work” using a combination of venues.	Develop schedule of various meetings and conferences.		
		Complete core training.		
		Make training materials available for new coordinators.	Ongoing	
	Field-level EAPs coordinators and delivery partners provide narrative information via USDA Forest Service integrated database system.	Accomplishment reports include substantial number of narratives as well as numerical data.	Annual	
	USDA Forest Service coordinators and partners use narrative and quantitative information to create high-quality presentations (such as PowerPoint®) for marketing, briefings, outreach, exhibits, and the like.	Use two or three locations to pilot test the system to create high-tech presentations for use at local, State, regional, or national level.	6 months after the database is on line and fully populated with information.	
Offered good-quality presentations.		Within 2 to 3 months of pilot tests.		
<p>Complete a national EAPs management review focused on financial management for the field level and for regional offices.</p> <p>Purpose is to learn (not to blame); to change course where needed; to provide feedback, direction, and better tools for program managers; and to increase consistency of program management.</p>	<p>Set review objectives and design process for implementation in FY 2003.</p> <p>Need to establish operating plan budget for FY 2003 to conduct review. Team leader(s) need to be from the Washington Office; also involve people from Grants and Agreements and Budget. Process may require more than one team to cover the country in a timely way. Need high-level USDA Forest Service staff involved.</p>	Establish objectives and design.	March 2003	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	<p>Set schedules and assemble review team(s).</p> <p>Availability of people may be biggest constraint, but funding will be critical. May need Office of General Counsel (OGC), Office of Inspector General (OIG), or others involved for better learning. May need to contract certain parts of the review.</p>	<p>Assign teams and make schedules supported by funds ready to be put into play.</p>	<p>Apr. 1, 2003</p>	
	<p>Create logistics team (as part of scheduling effort) to handle travel and other details.</p>			
	<p>Implement review process.</p> <p>Team leaders from each team must be prepared to work on the consolidated report and must be using consistent methods and approaches for their individual teams.</p>	<p>All teams have completed the field reviews and the individual reports.</p>	<p>Nov. 2003</p>	
	<p>Consolidate team reports and create action plan to address key items (including S&PF, NFS, etc.)</p> <p>Devoting time to this must be a top priority from the beginning of the process. People assigned to the review must be able to follow through to the end. Action planning needs to be able to tie into the capabilities of the new integrated EAPs data management system.</p>	<p>Complete consolidated report and action plan.</p>	<p>Jan. 15, 2004</p>	
	<p>Implement action plan.</p>	<p>Field units are fully involved in implementing changes.</p>	<p>March 2004</p>	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	Monitor action plan implementation.	Regional office and area coordinators check on progress.	During summer field visits	
		Submit progress report with fiscal year annual accomplishment reports.	FY 2004 and FY 2008	
Have an action plan in place for a community-based measurement system in support of EAP data, program management, and accountability needs.	Complete EAPs staff draft action plan in conjunction with key partners.	Plan is available to implement.	Sept. 2002	
	Determine best alternative for deriving lessons learned and training trainers to implement training component of action plan.	Award contract or sign cooperative agreement.	Nov. 2002	
	Establish linkages with other training and/or awareness sessions associated with database/program management systems.	Schedule workshops or training sessions.	Within 4 to 6 months of contract award	
	Increase the number of USDA Forest Service employees and others who are capable of training and assisting communities in outcome measurement related to community strategic plans.	An increased number of employees and others have completed the training.	During FY 2003	
	Increase the number of rural communities that are using indicators and measures to monitor and evaluate their progress toward local goals.	An increased number of communities have measurement systems in place, reported in annual accomplishment system.	End of FY 2003	
		Track actual progress or decline with indicators.	Ongoing	

4

External Support and Education/Information Sharing

Economic Action Programs and approaches are understood and used in communities, by tribes, and at State, Federal, and local levels. As a result, communities are able to plan with an understanding of sustainable forest management and community development. Key stakeholders and political decisionmakers are committed financially and philosophically to long-term support of the Economic Action Programs.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Develop an annual outreach plan at the agency level (see some components below).	Washington Office RCA staff include message, method, audiences, feedback, and priorities.	Using feedback, develop annual plan.	2003, then annually, on calendar year	
Identify stakeholders.	National forest and regional coordinators start with active participants and work outward to less active: National Association of Counties (NACo), NASF, rural development partnerships, National Association of Development Organizations (NADO), environmental groups, and local leader.	Compile complete and comprehensive list.	FY 2003	
Gather key components of messages.	Marketing system developers at the Washington Office document financial impact, success stories, leverage, ecosystem benefits, and the like.	Make available enough information to support a message to each audience.	2003	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Create talking points for media (print, electronic, slides) and personal communication.	R&D and national forest public information officers produce quality annual report, brochure, Web page, hot links, and the like.	Adequately convey key messages in selected media.	2nd quarter 2003	
Use free media and distribution.	R&D and national forest public information officers create events and use stakeholder events to deliver messages. Use organizations' newsletters and fax or e-mail networks.	Write and deliver articles and speeches.	Ongoing	
Develop grassroots relationships.	RCA coordinators, district rangers, forest supervisors learn about joint interests with local organizations and become involved. <i>NASF and other partners can tap into grassroots network that local USDA Forest Service staff develops.</i>	Organizations respond to USDA Forest Service needs.	Ongoing	

**5
Reaching Previously
Underserved Communities**

Distressed and formerly underserved communities are fully informed and involved in Economic Action Programs.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Define “underserved” and “distressed.”	Encourage each regional office to work with at least two agencies or organizations (optional).	Define criteria or standards for underserved and distressed in each region.		
	Review and consider existing Federal definitions; e.g., Housing and Urban Development (HUD), etc.			Done fall 2001
Determine which communities in each region are underserved or distressed.	Regional forester or forest supervisor works with State forester to determine underserved and distressed communities.	Issue reports from forest supervisor and State forester containing a list of recommendations; send determinations to regional forester.		
	Forest supervisors and State foresters network with different levels of government agencies, civic organizations; and community organizations; e.g. RC&Ds, Community Development Councils (CDCs), etc. <i>Pilot Project and Parallel Plan now proceed simultaneously.</i>			

6

Collaboration and Partnership

Economic Action Programs use collaboration, coordination, and partnerships to effectively accomplish community goals.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Encourage a system in each State that includes Federal, State, tribal, and local partners and allows focus on community needs for more efficient service delivery.	Get USDA Forest Service, NASF, and others to initiate joint efforts.	State-wide coordination groups or processes exist.	May 1, 2002	
	National Rural Development Partnership (NRDP) builds commitment across other Federal agencies <i>Environmental Protection Agency (EPA), Bureau of Land Management (BLM), Bureau of Indian Affairs (BIA), (USDA).</i>	Develop and use a streamlined, uniform pre-application.		
		Make a one-stop contact for technical assistance available.		
	Involve nontraditional partners in partnerships and programs. <i>Continue National Endowment for the Arts (NEA)-USDA Forest Service partnership by region and seek private funding to expand.</i>	Additional partners and money are in hand.		
Initiate a thorough evaluation of PNW.	Initiate a thorough evaluation of EAPs efforts in the Pacific Northwest (PNW) before the pilot. <i>EAPs would do or contract with a partner.</i>	Issue a report of lessons learned.		
	Support independent study.		May 1, 2002	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Establish community stewardship collaborative efforts at multiple levels.	Get Federal/State lead partner; e.g., State Rural Development Councils (SRDC).	Writing and signing of Federal/State/tribal Memorandum of Understanding (MOU).		
	State lead partner (e.g., SRDC).	Secure contribution of State resources through MOU.		
	Identify tribal, local, and public interest group partners.	Maintain attendance records (not just list of willing partners') or sign a partnership agreement.		
	Identify community needs and opportunities.	Complete community pre-application.		
	Provide collaboration and partnership training for all Federal/State/local participants. <i>Make available existing courses or link with local partners such as Extension Service to conduct locally.</i>	Verify training event.		
	Collaborate to problem-solve and access program resources; consolidate and streamline practices, procedures, and applications; remove barriers.	Develop community plan; complete steps.		
	Monitor and hold the partnership accountable to local needs.	Develop measurable outcomes (2 years) that demonstrate shared staffing, resources, and expertise.		
	Report success stories.	Public press is forthcoming on successes of the project, awards from EAPs to top 50 collaborative partnerships.		

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Develop links among collaborations and partnerships (State, Federal, local, private, tribal). Database of resources links to programs.	Inventory agencies for rural development programs. Ensure private sector participation.	Establish a partnering network.		
	Link through e-mail network, periodic agency meetings on collaborative action (national, State, local).	Federal, State, local, private, and tribal groups use well-known networks. Check number of "hits."		
	Link to USDA Forest Service data tracking program to track multiagency participation in projects.		Oct. 1, 2002	
Provide technical assistance to communities and agencies in the guiding of local and regional partnerships.			Ongoing	
Establish ongoing multi-year projects.	Provide information to increase awareness on existing partnerships and networks. Public, tribal, private, local area efforts.	Federal, State, local, private, and tribal groups use well-known networks.	Ongoing	
	Increase readiness through workshops on networking skills, resources, and relevant area issues. <i>Partners: BLM, Pinchot Institute, USDA Forest Service, Extension Service, nongovernmental organizations (NGOs), community business organizations (CBOs), State Rural Development Councils (SRDCs).</i>	Workshop agenda participant evaluation.	FY 2003	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	Facilitate linkages among communities, tribes, local and national forests, State forestry, universities, and operative extensions. <i>Lead partner at local level.</i>	Promote success stories; initiate action plans and projects.		
	Provide seed money based on readiness for partnership formation and regional networking. <i>Use multisource funding: EAPs, EPA, Extension Service, foundations, State agencies, tribes, NFS, SRDCs, USDA-Rural Development, (RCDs).</i>	Grant reports demonstrate that objectives and outcomes were achieved.		
	Facilitate multisource, multiagency funding and diverse technical assistance and resources for partnership and regional network expansion.			
Promote success stories that emphasize collaboration.	Distribute study of partnership projects (e.g., R. McWilliams, Keown Study) to public interest groups, USDA Forest Service, SRDCs, State agencies, RCDs, State foresters, State DNRs, other Federal agencies, cultural heritage organizations. Issue a press release on the report.	Write and distribute study report.	Done	
		Develop models to replicate.	Done	
		Generate new ideas for projects.	Ongoing	

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
		Create awareness of programs.	Ongoing	
		Create awareness of collaborative processes.		
		Create awareness of program.		
		Create understanding of program availability and outcomes.		
	Distribute the study to foundations.	Additional partnerships and more dollars are in hand.	Ongoing	
	Distribute the study to local education coordinators.	Create awareness of program ideas for new projects.	Ongoing	
Establish “Top 50 Collaborators” Awards	Recognize partnership successes.			
Track emerging community partnership efforts.	Recognize partnership successes.			
	Create new models for building community capacity.			
Provide training to a cross-section of entities on partnership development, collaborative methods, models, etc.	<p>Develop a database of existing collaborations, partnerships, stewardship development models, and training programs.</p> <p>Reasons why USDA Forest Service should do data links. EAPs are involved in field of development —</p> <ul style="list-style-type: none"> • Have database tracking projects. • Adjust the database to show collaborations and gain a leadership role in developing partnerships. 	<ul style="list-style-type: none"> • EAPs database expands to include partnership information. <p>Database is accessible to people in the field.</p>		

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
	<ul style="list-style-type: none"> • Develops good community relations. • Targeted to a cross-section of tribes, local governments, Federal agencies, communities, universities, State Rural Development Councils (SRCDs), business staff, and others. 			
	Convene regional conferences tied to other events.	Complete program agendas and evaluations.		
	Use and implement training.	Training evaluations from cross-section of entities demonstrate increased understanding and commitment to use.		

7

Training and Education

Economic Action Programs increase leadership training and educational programs provided to community leaders; development specialists; tribal, State, and local government officials; and business and industry leaders to improve their capacity to develop sustainable natural resource-based strategies and improve the quality of life in rural and urban areas.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Develop a program resource and handbook—rural development, such as a catalog of assistance providers and programs.	RCA coordinators evaluate what exists.	Feedback indicates that information is being used.	Oct. 2002	
	Link EAPs information to other resource/catalog pages.			
	Develop electronic and hardcopy of information.			
Ensure that leadership and community development training is available to intended audiences, including agency employees.	Assess training needs, such as— - meeting management. - public participation. - consensus building. - conflict resolution. -grant writing. - Web search/technical training. - effective advocacy. <i>Do local survey. NADO has developed book on advocate.</i>	As part of the plan process, skills needed to carry out the plan are identified.	Initiated in summer 2000	Ongoing
	Identify training partners.			
	Make it happen.			

A. Hazardous Fuels, Wildfire, Ecosystem Restoration, and Restoration Byproducts

The EAPs provide capacity building and networking assistance needed to develop sustainable natural resource-based strategies and improve the quality of life in both rural and urban areas.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Develop "toolkit" for use with implementing the National Fire Plan. Catalog of assistance providers and programs.	RCA coordinator evaluate what exists. Feedback indicates that information is being used.	Feedback indicates that information is being used.	Sept. 2002	
	Link EAPs information to other resources.			
	Develop electronic and hard copy of information.			
Ensure that training is available to intended audiences.	Assess training needs, such as— - public participation. - consensus building. - conflict resolution. - grant writing. - Web search/technical training.	Skills needed to carry out the plan are identified.	Ongoing	
	Identify training partners.			

B. Large-Scale Watershed Restoration and Management

The EAPs provide capacity building and networking assistance needed to develop sustainable natural resource-based strategies and improve the quality of life in both rural and urban areas.

Action	Activities	Measurable Outcome(s)	Date Due	Progress Report
Develop a resource toolkit on rural development and watershed work. Catalog of assistance providers and programs.	RCA coordinator evaluate what exists.	Feedback indicates that information is being used.	Jan. 2003	
	Link EAPs information to other resources.			
	Develop electronic hard copy of information.			
Ensure that training is available to intended audiences.	Assess training needs, such as— - public participation. - consensus building. - conflict resolution. - grant writing. - Web search/technical training.	Skills needed to carry out the plan are identified.	Ongoing	
	Identify training partners			

Links/Appendixes

A. Information and Design Needs *1. Design Considerations for EAPs Program Management Database*

TRACK

- Funding needs for projects compared to available funds (local level—to be aggregated at State/regional office and Washington Office levels)
- Fund expenditures for projects

USDA Forest Service dollars

EAPs

Non-EAPs

Non-USDA Forest Service dollars

\$ Match

In-kind Match

- Regular project/activities for on-the-ground management and monitoring results
- Annual accomplishments
- Community-based indicators of success/outcomes

RECORD

- Pertinent local demographic data
- Narrative project descriptions
- Local project contacts

2. Design Considerations for EAPs Documentation Process

Design must include ways for people to document information about the following:

- Trends,
- Contextualization,
- Environmental scans, and
- Quotes.

Design must allow each region or area some flexibility to work with the various partners and processes that are effectively contributing to documenting the work. Certain key components, however, must be expected from all units to attain some level of consistency and quality of documentation.

3. Design Considerations for EAPs Program Management and Financial Management Review

The review needs to look at the following:

- Type of database and information tracking system currently being used (regional office, forest, district levels),
- Records on the leveraging ability of USDA Forest Service funds,
- Comparison of the funding authorities with how or where the funds were actually expended,
- Criteria used for allocating funds below the regional office or area level and how those criteria match with authorities and overall program direction, and
- Documentation of the lessons learned by regional and forest coordinators as they have implemented the program over time.

B. External Support Methods

The following external support methods may be useful for developing annual outreach plans:

Brochure	E-mail	Partner lobby
Celebrity spokesperson	Established networks: meetings,	Photo operation for congressional
Clear, concise, progressive	newsletters	members
description	Fact sheets	Presentation at NADO Conference
Community Business Organizations	Field briefings	June 1999
(CBOs) group letter	Hired “lobbyist-consultant-	Success stories (content)
Conferences	produced” support strategy	Tours
Cooperators’ legislation priorities list	Hot-links to EAPs Web site	Trade shows
(add EAPs to it)	In-office briefings	Training
Demonstrations	Joint EAPs/RD	Video
Development of congressional	organization meetings	VIP grand presentations
relationships	Letters of support	(photo/media operation)
Educational efforts	Newsletters	Web page with regional highlights
Electronic bulletin boards	News releases	

C. Education and Information-Sharing Advocates

The following are examples of potential stakeholders and advocates:

- | | | |
|---|--|---|
| Academics | Heritage | Political leaders |
| American Forests | Industry | Quail Unlimited |
| Arts | Institute for Public Participation | Rocky Mountain Elk Foundation |
| Aspen Institute | Journal of Forestry | Rocky Mountains Institute |
| Black Mayors | Local government | Scientists |
| Chambers of Commerce | NADO | Society of American Foresters |
| Citizens | National Association of Counties (NACo) | Sonoran Institute |
| Colleges and universities | National Association of State Foresters | State foresters |
| Communities | National Conference of National Federation of Garden Clubs | States |
| Communities Committee of the 7th American Forestry Congress | | The Nature Conservancy |
| Community Action Teams | | Trades people |
| Community-based organizations | | Trout Unlimited |
| Conservation leaders | National Network of Forest Practitioners | Unions |
| Ducks Unlimited | National RC&D councils | USDA Forest Service |
| Economic Development Councils | National Wild Turkey Foundation | Western Governor's Conference |
| Electric cooperatives | Native/Indian organizations | Western Legislation Forestry Task Force |
| Extension services | Opinion leaders | Women in Agriculture |
| Farm bureaus | Organizations | Women in Timber |
| Forestry associations | Planning officials | Woods Institute |
| Foundations (e.g., Kellogg) | | |

D. Outreach Pilot Project and Parallel Plan

Pilot Project				Parallel Plan			
Action	Activities	Measurable Outcome(s)	Date Due	Action	Activities	Measurable Outcome(s)	Date Due
Determine how to more effectively reach communities that are underserved or distressed.	Region/Area assign or hire an outreach coordinator to initiate contact and assistance with identified communities. Need funding or part of existing employee's time.	Part-time, designated outreach person is appointed.	1st quarter, FY 2003	Use existing resources and networks to reach underserved and distressed communities.	Regional EAPs coordinators get list of community reps from 11+1 meetings.	List of "initiators" is completed (community reps, grantees, etc.)	3rd quarter FY 2003
	Orientation for outreach coordinator by USDA Forest Service EAPs coordinator.			Region sends letter, including progress report and request for additional information and help with identifying underserved or distressed communities.			
	Outreach coordinator consults with group of community representatives (network from forest supervisor and State forester—see above).	Advisory group is established—ongoing, grassroots, community-level.				Request contacts also with public and private groups that work with or serve underserved or distressed communities.	Database and network of people who work with and can help communities are developed.

Pilot Project				Parallel Plan			
Action	Activities	Measurable Outcome(s)	Date Due	Action	Activities	Measurable Outcome(s)	Date Due
	Outreach coordinator develops and implements action plan; markets EAPs to priority communities.	Plan of work is completed.	2nd quarter FY 2003	Market EAPs through expanded network and database.	EAPs coordinators and community reps contact underserved and distressed communities and explain program.		3rd and 4th quarters FY 2003
	Evaluate pilot project. Decide whether to implement in another region.	Measures of success, lessons are developed.	2nd quarter FY 2005		Place articles and information on EAPs in expanded networks' newsletters, with contact information.	Applications from and grants to distressed and underserved communities increase.	
				Educate communities about expectations.	Prepare educational materials (brochures, videos, slide shows) that inform local folks about community planning, goal identification processes, EAPs application process, reporting requirements, etc.		4th quarter FY 2003

Pilot Project				Parallel Plan			
Action	Activities	Measurable Outcome(s)	Date Due	Action	Activities	Measurable Outcome(s)	Date Due
					Establish partnerships between interested communities and mentor groups (former or current grantees) who will help during planning, application, and implementation processes.	There is increased understanding among “old” and “new” rural communities about EAPs.	
				Dedicate a portion of EAPs funds for first-time applicants and distressed communities.	EAPs coordinators provide or arrange for technical assistance to local groups to help prepare community plans and applications.		1st quarter FY 2004
					Target unsuccessful applicants for technical assistance immediately after denial and throughout next year so that next		

Pilot Project				Parallel Plan			
Action	Activities	Measurable Outcome(s)	Date Due	Action	Activities	Measurable Outcome(s)	Date Due
					application is successful. Make sure USDA Forest Service doors are not closed to communities that were unsuccessful the first time around.		
					Allow alternative application processes, cycles, and deadlines that are sensitive to community values, cultures, demographics, educational levels, age levels, etc.		
					Make it a win-win situation. If the community is not ready, do not ask them to apply. Work with them until they are ready.	There is an increased number of first-time grants and an increased number of new grantee communities.	

Pilot Project				Parallel Plan			
Action	Activities	Measurable Outcome(s)	Date Due	Action	Activities	Measurable Outcome(s)	Date Due
				Encourage and enable alternative reporting.	Enable use of videos, tape recordings, storytelling, events, etc.	There is an increased number of alternative reports.	1st quarter FY 2005
				Report case studies and examples of community projects, successes, and failures from community perspective.	Annual case study report completed.		2nd quarter FY 2005

E. Outreach Strategies

1. USDA Forest Service EAPs people continue presenting and exhibiting at State and regional conferences (for rural economic development organizations, community development corporations, 4-H/Cooperative Extension Service groups, arts councils, land trusts, river groups, colleges that send kids out on spring breaks, church groups that send groups out to distressed communities, and the like) to reach people who know and work with underserved and distressed communities. Involve grantees who can tell stories of how EAPs helped them.
2. Ask existing and former grantees to sponsor a half-day outreach workshop in their area and invite representatives from distressed and underserved communities. Have USDA Forest Service people conduct presentations, work one-on-one with invitees, and develop and cultivate relationships with interested groups.
3. Ask applicants to submit community stories instead of statistics in applications to make them more user-friendly. Stories and oral histories could be compiled by the USDA Forest Service and turned into a marketing-to-Congress piece, with help from National Endowment for the Arts (NEA) and the National

Endowment for the Humanities (NEH), to increase targeted funding for distressed and underserved communities.

4. Ask existing and previous grantees to mentor a community in their area for project ideas, planning, application, and implementation.
5. Get and/or set aside funds at the national level to support retired USDA Forest Service people who are helping with outreach.
6. Partner and pool money with other Federal agencies that already know and work with distressed and underserved communities. Examples: HUD (forest products use in housing); Appalachian Regional Commission (economic development in Appalachia); Bureau of Indian Affairs (economic development with tribes); NEA/NEH/National Trust for Historic Preservation (for heritage and heritage tourism-related initiatives that celebrate culture); and the Department of Education (for youth-related programs), etc. EPA is working with tribes (through the former Office of Sustainable Ecosystems and Communities); check also with the Department of Commerce.
7. Get help, partnerships, and money pools from within USDA. Can the USDA Forest Service get money, technical assistance, and/or positions under the Civil Rights Implementation Team (CRIT)? Are there ways to help black farmers find other funding from other parts of USDA? Youth Conservation Corps (YCC) program within the USDA Forest Service? USDA liaisons with historically black colleges and universities (HBCUs), land grant colleges, Native American or Hispanic educational institutions? USDA Forest Service volunteer program?
8. Partner and pool money with State agencies and organizations that are just starting to explore sustainable development but do not know what it is or how to do it. They are also more likely to know, or already be working with, distressed or underserved communities (for example, North Carolina Rural Economic Development Center), and they may have granting programs and processes in place.
9. Call and/or meet with contacts in underserved and distressed communities to see why they have not applied. Look for other networks within communities (churches, PTAs, scout groups, 4-H, civic groups, and the like) that might be interested but which have never seen EAPs application packets. Provide technical assistance to groups.
10. Partner with private foundations that have strong social focus and/or are supportive of “smart growth/sprawl” programs. They will know or have contacts in underserved and distressed communities and will appreciate a natural resource-based approach and assistance for their poorest rural communities. They may have small amounts of discretionary money for outreach, technical assistance workshops, travel costs, etc. The USDA

Forest Service can also help educate foundation people about ways to blend environmental, economic, and social issues. Also target community foundations. (For example, the Ford Foundation has a special community foundation initiative.)

11. Send out a Request for Proposal (RFP) for local agencies and organizations to provide technical assistance (maybe target previous grantees or mentors) if enough USDA Forest Service people are not available to provide assistance.
12. Tell the stories of the distressed and (previously) underserved communities that have been served by EAPs. Sometimes it is easy to overlook or forget the good work that has been done.
13. Partner with heritage and cultural organizations: Hispanic community groups, migrant worker groups, tribes, black churches, State cultural resource agencies, craft guilds, festivals, community theaters, historical or genealogy societies, interpretive groups, and the like.
14. Tap into the pool of Empowerment Zone/Enterprise Communities (EZ/EC) Champion Communities with which the USDA Forest Service has already worked.
15. Keep providing the scholarships to annual Rural Community Assistance conferences to help representatives from distressed communities.

F. Potential Partners

- RC&Ds
- Regional and national organizations
- Hunger coalitions
- Housing nonprofits
- Federation of Southern Cooperatives
- National Congress of Neighborhood Women
- National Association of Forest Practitioners
- Local governmental and nongovernmental organizations
- Regional environmental groups attracting membership from distressed communities
- National Neighborhood Associations
- Churches

G. Special Notes

The following are the original list of goals or umbrella statements developed during the Consolidation Workshop:

- A. EAPs help communities to better use their natural resources to improve local economies through products, processing, marketing, research, development, and technology transfer.
- B. The USDA Forest Service is fully committed to EAPs community-based approaches and methods as an integral component to achieving ecosystem health and rural community vitality.
- C. EAPs have decentralized and flexible management with flexible project eligibility.
- D. EAPs funding is linked to accountability and measurable outcomes that are of value to communities.
- E. Communities plan with an understanding of sustainable forest management and have the capacity to increase natural resource-based and other community development opportunities.
- F. Key stakeholders and political decisionmakers recognize the result (value) of the EAPs and are committed financially and philosophically to long-term support.
- G. The National Forest System program of work fully integrates and involves local sustainable community development efforts.
- H. EAPs are well understood and used within the USDA Forest Service and in local communities. EAPs are also understood and used at the State and Federal executive and legislative levels.
- I. Formerly underserved and distressed communities are fully informed and involved.
- J. EAPs support rural community-based initiatives to promote economic vitality and opportunity. EAPs are fundamentally community-based programs.
- K. EAPs continue to be appropriately funded to provide unique, flexible, financial (e.g., gap funding), and technical support that helps communities build capacity to identify issues and to solve problems in response to locally developed plans.
- L. The EAPs use collaboration, coordination, and partnerships to maximize effective and efficient accomplishment of community goals.
- M. The USDA Forest Service has permanent full-time, knowledgeable, well-trained EAPs coordinators, depending on workload and community needs.
- N. The EAPs provide more leadership training and educational programs to community leaders, development specialists, State and local government officials, and industry leaders to improve their capacity to develop sustainable natural resource-based strategies and improve the quality of life in rural and urban areas.

H. Cross-Walk: Outcomes and Action Plans

The following table illustrates the connections among the strategic plan outcomes presented in *Part A—Integrating Natural Resource Management and Rural Community Assistance* and the action plans presented in this document.

Strategic Plan Outcomes	
Outcome	Relates to Action Plan(s)
I. Rural communities with capacity to manage change	1, 4, 5, 7
II. Sustainable resource management via collaborative stewardship	1, 2, 5
III. Appropriately diverse economies	1, 5, 6, 7
IV. Effective USDA Forest Service Institutional Infrastructure	2, 3, 4, 6, 7
V. Effective communication and outreach	2, 5, 6, 7

I. Cross-Walk: Action Plans and Workshop Goal List

The following table illustrates the connections among the action plans presented in this document and the original goals or umbrella statements developed during the Consolidation Workshop.

Action Plans	
Action Plan	Relates to Consolidated Workshop Goal(s)
1. Research and technology transfer	A
2. Internal support	B, G, J, M
3. Program management and accountability	C, D, K
4. External support and education and information sharing	E, F, H
5. Reaching previously underserved communities	I
6. Collaboration and partnership	L
7. Training and education	N

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Over 250 **workshop participants** contributed significant personal and professional knowledge and expertise to produce, analyze, and craft useful information and action plans for policy makers, program managers, and beneficiaries of the Forest Service’s Economic Action Programs (EAPs). Sincere appreciation is offered to each and every person who so willingly gave of his or her time and who so passionately committed themselves to taking action to implement the EAPs national strategy for “Integrating Natural Resource Management and Rural Community Assistance.”