

United States  
Department of  
Agriculture

**Forest Service**

FS-665

April 2000



# USDA Forest Service Interim Strategic Public Outreach Plan

*Reaching Out to America*





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Department of  
Agriculture

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# Executive Summary

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Outreach is an integral part of delivering programs and activities. The U.S. Department of Agriculture (USDA) Forest Service Strategic Public Outreach Plan provides the corporate umbrella for many national efforts and local activities already under way. It also provides new opportunities to work and learn together, ensuring that all Americans, including the underserved, participate in natural resource management and benefit from agency programs and services.

Our Nation is rapidly changing and becoming more diverse. This increases our need to find common ground and build relevance with all segments of society, including underserved populations and communities, so we can effectively carry out the agency's mission, plans, programs, and activities.

The plan supports the civil rights and outreach efforts of the USDA and tiers to the long-term Forest Service Strategic Plan. It is a plan of action, organized by the agency's four long-term strategic goals of ecosystem health, multiple benefits to people, scientific and technical assistance, and effective public service. It details how the agency will put outreach into daily practice. For each long-term strategic goal, it presents an outreach goal, outcome measures, existing and desired future conditions, and strategies and actions.

The plan is designed to achieve the following outreach-related outcomes, tiered to the agency's four long-term goals. All focus on underserved populations and communities.

- Ecosystem-based activities increasingly reflect the priorities of underserved populations.
- Underserved communities and populations increasingly benefit from Forest Service decisions, programs, and services.
- Underserved populations effectively utilize Forest Service research and technical assistance to address problems endemic to their urban and rural communities.
- Effective public service is improved by skilled and diverse employees and partners using resources and technologies designed to benefit underserved populations and communities.

The implementation schedule presents 25 actions (listed beginning on the following page) for implementing the public outreach goals. All are linked to other corporate processes; hence, significant progress is expected in the first year.

Implementing the Strategic Outreach Plan requires a combination of coordinated efforts involving employees throughout the agency at all levels working with a variety of partners. The plan guides employees in taking action and monitoring progress on the ground and in communities, strengthens our relationships with diverse people and underserved populations, encourages effective dialogue and collaboration, and ensures that corporate systems are in place to facilitate outreach and action.

Through implementation, outcomes related to conservation and ecosystem health will reflect a mix of social, cultural, and scientific perspectives. The interdependency of communities and the environment will be better understood, and outreach efforts will be proactive and fully supported by leadership. When the underserved participate, their issues, needs, and priorities will be incorporated in decisions and work. Outreach will increase the agency's capacity and help strengthen the capacity of others to achieve sustainable ecosystems and communities through partnerships.

## **Implementation Actions**

### **Ecosystem Health**

1. Guide and direct the integration of social information with land and resource management for all units through a national cross-Deputy area team.
2. Ensure that oversight and monitoring is done by a national team reflecting all Deputy areas.
3. Each Forest Service unit will develop an outreach analysis and plan for underserved communities.
4. All line officers will ensure that performance standards are established to measure accomplishment of the outreach goals identified in their units' outreach plans.
5. Ensure that formal external advisory groups related to land management include and involve representation of underserved communities in team membership, participation, and implementation of decisions.
6. Develop a nationally coordinated effort to establish dialogue with underserved communities about Forest Service programs and land management.
7. Expand financial and technical support for underserved communities' participation in land management activities.

### **Multiple Benefits to People**

8. Develop relationships by establishing a Forest Service presence within networks of urban and rural community-based organizations representing underserved people, making face-to-face contact with underserved people (from neighborhoods to water-

sheds) and conducting community sensing with underserved populations by working closely with existing leadership and resources.

9. Partner with a broad range of nongovernmental organizations to increase benefits to underserved communities and establish a national “barrier buster hotline” to facilitate the use of grants and agreements (under the appropriate authorities) and other Forest Service resources to help underserved groups organize, engage underserved people in developing the national and more localized programs of work to reflect their priorities, and collaborate with underserved populations to create customized delivery systems.
10. Establish a coordinated online interagency data base of key contacts, resources, and federally supported projects done with other agencies.

### **Scientific and Technical Assistance**

11. Conduct a research and development review with the direct involvement of underserved people to identify their concerns. Use community-based approaches to collect input (such as is being done by the Forest Service’s Forest Products Laboratory).
12. Analyze the percentage of research and development resources allocated to underserved populations and refocus priorities using corporate baseline information and georeferenced national census data on people and places.
13. Create an annual Chief’s award for the best research or technical assistance promoting forest and community sustainability that incorporates the priorities of underserved populations.
14. Share and conduct collaborative social science research through a Federal Center of Excellence to share information across organizations, foster effective use of Federal research resources, and include the needs of underserved communities in setting social science research priorities.
15. Through two pilot projects, engage underserved communities in identifying, designing, and conducting research or technical assistance in rural and urban places, focusing on social science research in areas such as ecosystem management activities and decisions.
16. Redirect Forest Service-supported research at colleges and universities that use Forest Service funds to address the priorities of underserved communities and recruit students representing underserved populations for that research.
17. Improve access to and distribution of information, including research findings, and technical assistance through

partnerships with existing public and private networks involving cities and counties (such as the Joint Center for Sustainable Communities), Federal agencies (such as the Sustainable Development Network), culturally sensitive employees (such as employee resource groups), and professional marketing specialists with expertise that benefits underserved communities.

### **Effective Public Service**

18. Develop training programs that strengthen the capabilities of employees and partners to engage underserved communities.
19. Increase scholarship, education, and work experience opportunities to train employees and partners in how to engage underserved groups.
20. Based on results of listening and learning sessions and other dialogue strategies, expand the availability of cross-Deputy and region, station, area, and institute program materials in a variety of languages and alternative formats to reach underserved populations.
21. Expand and make permanent the existing authority, currently in annual appropriation language, that allows all agency employees to interact with and provide technical assistance to communities for sustainable development purposes.
22. Complete a civil rights review of directives and update related agency manuals and handbooks that address program delivery and environmental justice as needed.
23. Develop and make available for agency and public use a corporate geographically referenced data base on people and places using census data.
24. Each Washington Office Staff commits each year to a set of actions, including adjustment of administrative processes, to expand implementation of programs to underserved populations.
25. Implement grants and agreements training for employees along with representatives of underserved communities.

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# Introduction and Background

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## Introduction

This document is a plan of action. The outreach goals and actions it outlines advance the USDA Forest Service mission and tie to the agency's long-term strategic goals of ecosystem health, multiple benefits to people, scientific and technical assistance, and effective public service. They also support the mission, goals, and outreach efforts of the USDA.

The USDA Forest Service Strategic Public Outreach Plan is specifically designed to include underserved populations in rural and urban America, including women, minorities, persons with disabilities, and low-income people, as well as tribal governments in government-to-government ways, in natural resource management activities, and as beneficiaries of the agency's programs and services accorded to all Americans.

This plan does not describe a civil rights program. It describes how the Forest Service builds a corporate approach and corporate systems to facilitate outreach as a routine part of the agency's day-to-day operations.

The statement "caring for the land and serving people" expresses in a few words the following ideals and ideas that guide the agency and its employees:

**The mission of the Forest Service is to sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.**

As employees of the Forest Service, we are committed to "caring for the land and serving people" — that is, serving all Americans. Yet we know that many Americans do not share in the management and benefits of the Nation's forests and grasslands, nor do they benefit from the programs funded by Congress and administered by the Forest Service. Forest Service employees, partners, visitors, and other customers do not fully reflect the diversity that is America.

Employees in all parts and levels of the agency will be involved in carrying out the actions outlined in this plan, and more people, representing the diversity of the Nation, will learn along with us and hopefully see how agency programs and services are relevant to them and to the issues they care about where they live, work, and play. The consequences of not acting are significant, including loss of public support.

## Background

Throughout his State of the Union Address in January 1999, President Clinton referred to the challenges facing the Nation resulting from changes in demographics. In addition to the fact that most Americans now live in metropolitan areas, the population is becoming more racially, ethnically, and culturally diverse; families and households are changing; the overall population is aging; population growth is redistributing from the Northeast and Midwest to the South and West; and the overall population growth rate is decreasing. At the same time, concern about poverty in the United States is increasing.

These trends provide challenges and opportunities for Forest Service employees and delivery partners to work together to reach out and include many others in “caring for the land and serving people.” In reaching out to America, the overall goal is not to lessen old relationships, but to strengthen existing relationships while building new ones.

Agency efforts are supported by many laws, policies, and directives that promote outreach and collaboration (see appendix C). Many concurrent national efforts have been set in motion. They include the National Partnership Strategy, National Marketing Strategy, and National Conservation Education Vision to Action Strategy; the proposed new Forest Planning Regulations, including the recommendations in the Committee of Scientists Report, *Sustaining the People’s Land*; the National Continuous Improvement Process; the National Customer Service and National Demographics and Natural Resources initiatives; and the Human Dimensions portion of the Forest Service Natural Resource Agenda.

More localized activities are under way (for example, *Commencement 2000* and *Green Links* in California), but they all lack a corporate umbrella to facilitate sharing and learning nationwide. Some structures, including the employee resource groups and Special Emphasis Program Managers and Liaisons, are in place and can serve as corporate change agents. Other corporate systems, including integrated databases and coordinated mechanisms for dialogue, are needed.

The Forest Service’s long-term Strategic Plan provides the overall framework for managing what the Forest Service does and measuring results, as envisioned by Congress in passing the Government Performance and Results Act (GPRA) in 1993. Involving stakeholders in the process, even in defining agency missions and goals and drafting long-term strategic plans, underpins the GPRA. Other plans, including the Forest Service’s Natural Resource Agenda, program strategies, and activity-related plans, including this Strategic Outreach Plan, tier to the Forest Service Strategic Plan.

The Forest Service’s outreach goals and actions are supported by USDA policies. In December 1996, Secretary Glickman announced his commitment to eradicating the vestiges of discrimination at USDA and ensuring equal opportunity for all. He established a Civil Rights Action Team (CRAT) to change the culture and reform the Department’s civil rights practices, including those needed to implement Title VI of the

Civil Rights Act of 1964, which require that programs and activities receiving Federal funds be delivered free of discrimination.

The need for targeted outreach was substantiated by the CRAT, which found that a significant segment of society was not being served. A Civil Rights Implementation Team (CRIT) was formed to ensure that the CRAT recommendations are carried out by USDA agencies. The Department's Civil Rights Policy is stated in Secretary's Memorandum 4300-7, dated 28 February 1997, in which Secretary Glickman emphasizes that "every customer and every employee must be treated fairly and equitably and with dignity and respect" and that "by our words and actions, each of us must demonstrate a commitment to equal opportunity for all individuals."



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# Forest Service Strategic Public Outreach Plan Hierarchy

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This section of the USDA Forest Service Strategic Public Outreach Plan is organized by the agency's four long-term strategic goals of ecosystem health, multiple benefits to people, scientific and technical assistance, and effective public service. It details how the Forest Service will put outreach into daily practice through our actions. It presents outreach goals and outcome measures, describes existing and desired future conditions of outreach, and offers strategies and actions for ten outreach objectives.

The plan is designed to achieve the following outreach-related outcomes, tiered to the agency's four long-term goals:

- (1) Ecosystem-based activities increasingly reflect the priorities of underserved populations.
- (2) Underserved communities and populations increasingly benefit from Forest Service decisions, programs, and services.
- (3) Underserved populations effectively utilize Forest Service research and technical assistance to address problems endemic to their urban and rural communities.
- (4) Effective public service is improved by skilled and diverse employees and partners using resources and technologies designed to benefit underserved populations and communities.

The implementation schedule presents 25 actions for implementing the public outreach goals. All are linked to other corporate processes; hence, significant progress is expected in the first year.

Each goal is presented using the following planning hierarchy:

- GPRA goal
- Outreach goal
- Outreach outcome measure
  - Existing condition
  - Desired condition
- Outreach objective
  - Performance measures
- Outreach strategies and priority action items

The strategies and actions are presented in narrative form and the actions are outlined in a matrix in section 3 of this document. The matrix presents the actions, who is responsible, the linkages to other

Forest Service activities, first-year implementation during fiscal year 2000, and implementation beyond in following years.

**Forest Service Goal:  
Ecosystem Health**

GPRA Goal Promote ecosystem health and conservation using a collaborative approach to sustain the Nation's forests, rangelands, and watersheds.

Outreach Goal Forest Service efforts to promote healthy ecosystems through forest planning and management are a product of community collaboration, with emphasis on underserved communities and local and indigenous knowledge, and scientific and technical research. Ecosystem conservation, maintenance, restoration, and enhancement are carried out in a way that diverse populations, including underserved communities, benefit.

Outreach Outcome Measures Ecosystem-based activities increasingly reflect the priorities of underserved populations.

**Existing Condition of Outreach**

Forest Service efforts to achieve full collaborative participation in ecosystem health programs and activities have been limited in scope, narrow in focus, and varied in success. A limited number of Americans have participated in our planning, assessment, and decisionmaking processes, and some communities have not benefited from the outcomes of Forest Service programs.

Urban and rural communities not in proximity to the Nation's forests, rangelands, and watersheds may not be in touch, may not find relevance, or may not be aware of these lands and their benefits. We have not paid sufficient attention to the concerns and needs of underserved communities. We have not provided an effective connection between the needs of rural and urban communities and ecosystem health.

**Desired Future Condition of Outreach**

Participation and outcomes related to conservation and ecosystem health reflect a mix of social, cultural, and scientific perspectives. The interdependency of communities and the environment is recognized. There is a strong connection between ecosystem health and issues and the needs of the diverse communities the Forest Service serves. Outreach efforts with underserved communities are proactive and fully supported by Forest Service leadership. Participation by underserved communities is facilitated with appropriate approaches, information, and resources. Issues and needs of diverse communities are valued, addressed, and incorporated within the decisionmaking process. Implementation processes enable underserved communities to participate in the annual programs of work.

### **Outreach Objective 1.1**

To gather and use information about the characteristics, needs, and concerns of underserved communities related to ecosystem health in planning and implementing healthy ecosystem practices.

#### ***Performance Measures for 1.1***

1. Forest-, landscape-, or watershed-level social and civil rights assessments are completed.
2. A Social/Civil Rights Impact Analysis (CRIA) is completed and documented in planning and implementing land management decisions.

#### ***Outreach Strategies and Priority Action Items for 1.1***

- *Strategy A.* Incorporate and monitor the use of social information in accomplishing land and resource management.
- *Action 1.* Guide and direct the integration of social information with land and resource management for all units through a national cross-Deputy area team.
- *Action 2.* Ensure that oversight and monitoring is done by a national team reflecting all Deputy areas.

### **Outreach Objective 1.2**

To include underserved populations and communities in public involvement associated with land management processes.

#### ***Performance Measures for 1.2***

1. Compare program participation levels to latest census data.
2. Report the number of stewardship, partnership, and other projects implemented that focus on underserved communities annually.
3. Report the total dollars allocated to projects that focus on underserved communities annually.
4. Complete outreach plans at each unit.
5. Integrate unit outreach plans into planning and management processes.

#### ***Outreach Strategies and Priority Action Items for 1.2***

- *Strategy A.* Develop or use available mechanisms for including underserved populations and communities directly in land management processes.

- *Action 1.* Each Forest Service unit will develop an outreach analysis and plan for underserved communities.
- *Action 2.* All line officers will ensure that performance standards are established to measure accomplishment of the outreach goals identified in their units' outreach plans.
- *Action 3.* Ensure that formal external advisory groups related to land management include and involve representation of underserved communities in team membership, participation, and implementation of decisions.

### **Outreach Objective 1.3**

To develop the capacity to initiate and sustain full integration of underserved communities in land management processes (internal and external capacity).

#### ***Performance Measures for 1.3***

1. Outreach Coordinators are in place at the Washington Office, regions, stations, areas, and institutes.
2. The percentage of partnerships with land-grant institutions, extension organizations, and others focused on building community capacity to participate in land management planning, implementation, and monitoring is reported annually.
3. The number of grants, agreements, memoranda of understanding (MOU's), contracts, conservation education activities, and other service delivery opportunities used to increase the capacity of underserved communities to become involved and contribute to land management planning decisions and implementation is reported annually.

#### ***Outreach Strategies and Priority Action Items for 1.3***

- *Strategy A.* Provide assistance to representatives of underserved populations and organizations to facilitate nationally coordinated dialogue and participation in land management activities.
- *Action 1.* Develop a nationally coordinated effort to establish dialogue with underserved communities about Forest Service programs and land management.
- *Action 2.* Expand financial and technical support for underserved communities' participation in land management activities.

**Forest Service Goal:  
Multiple Benefits to  
People**

GPRA Goal	To provide a variety of uses, values, products, and services for present and future generations by managing within the capability of sustainable ecosystems.
Outreach Goal	Ensure equity to underserved populations in the variety and distribution of products, services, and other benefits.
Outreach Outcome Measures	Underserved communities and populations increasingly benefit from Forest Service decisions, programs, and services.

**Existing Condition of Outreach**

The Forest Service has not adequately adjusted all of its policies and programs to reflect demographic changes in society. This has resulted in inequity in the variety and distribution of products and services to underserved populations and communities. Select groups who understand the Forest Service system have been better served by the agency's programs and benefits. The agency's reputation suffers from a history of inactivity and inadequate investment in underserved communities, resulting in dysfunctional relationships and lack of trust. The long-range outcomes of this imbalance can impede environmental justice and social and economic equity.

**Desired Future Condition of Outreach**

The Forest Service is responding to the changes in the demographic characteristics of the American people. The variety of uses, values, products, and services derived from properly managed sustainable ecosystems are equitably and fairly distributed. Inclusion of historically and currently underserved people and communities is an integral part of accomplishing the Forest Service mission. Demographic information about the population-at-large and the population we actually serve is readily available to help enable their participation in key Forest Service processes. We have an effective process to adjust our programs to the changing needs of the public. Through collaborative relationships with community-based organizations (CBO's) and other agencies, we are addressing the priorities of the underserved and utilizing customized delivery systems to meet their needs. Underserved communities benefit when environmental justice is served, and investment in all our communities promotes economic and ecosystem health.

Outreach Objectives,  
Performance Measures,  
Strategies, and  
Priority Action Items

**Outreach Objective 2.1**

To match programs and services to the needs of the underserved with the most effective delivery systems, including nongovernmental organizations (NGO's).

### ***Performance Measures for 2.1***

1. Underserved populations participate in the development of programs of work.
2. Program dollars are allocated to underserved populations and communities.

### ***Outreach Strategies and Priority Action Items for 2.1***

- *Strategy A.* Identify and gain access to affected underserved communities using existing demographic information and community-based resources as identified within the unit strategic outreach plan.
- *Action 1.* Develop relationships by establishing a Forest Service presence within networks of urban and rural community-based organizations representing underserved people, making face-to-face contact with underserved people (from neighborhoods to watersheds), and conducting community sensing with underserved populations by working closely with existing leadership and resources.
- *Strategy B.* Develop and institutionalize alternative delivery systems that respond to the priorities of underserved communities.
- *Action 1.* Partner with a broad range of NGO's to increase benefits to underserved communities and establish a national "barrier buster hotline" to facilitate the use of grants and agreements (under the appropriate authorities) and other Forest Service resources to help underserved groups organize, engage underserved people in developing the national and more localized programs of work to reflect their priorities, and collaborate with underserved populations to create customized delivery systems.

### ***Outreach Objective 2.2***

To maximize resources by partnering with other agencies and NGO's.

### ***Performances Measures for 2.2***

1. The unmet needs of underserved populations are reduced through shared resources.
2. More project objectives are met through use of shared resources.

### ***Outreach Strategies and Priority Action Items for 2.2***

- *Strategy A.* Pool resources with other agencies to maximize effort.

- *Action 1.* Establish a coordinated online interagency data base of key contacts, resources, and federally supported projects done with other agencies.

**Forest Service Goal:  
Scientific and Technical Assistance**

GPRA Goal

Develop and use the best scientific information available to deliver technical and community assistance and support ecological, economic, and social sustainability.

Outreach Goal

Integrate diverse people, emphasizing underserved communities, in setting research priorities and delivering technical assistance to achieve place-based solutions.

Outreach Outcome Measures

Underserved populations effectively use Forest Service research and technical assistance to address problems endemic to their urban and rural communities. (Effectiveness of this outreach will be measured using social science research methods such as surveys and focus groups).

**Existing Condition of Outreach**

The Forest Service does not adequately focus on research and technical assistance needed to achieve solutions and foster sustainable development in places ranging from urban neighborhoods to rural watersheds. Hence, Forest Service approaches to identifying, developing, prioritizing, using, and delivering research, science, and technical assistance to communities, especially the underserved, for ecological, economic, and social sustainability are limited and not rewarded. The research and technical assistance needs of communities are not well integrated into the identification of Forest Service research priorities. Forest Service research, and forestry research in general, is heavily focused on biophysical sciences, with insufficient emphasis on obtaining necessary information related to the social and economic aspects of sustainability.

**Desired Future Condition**

The Forest Service integrates scientific and technical assistance to communities in a manner that is responsive to community needs and priorities, especially those of the underserved. The Forest Service works with underserved communities and their organizations to develop a comprehensive and dynamic system to identify what research information exists, what is needed, and what is actually done. Through coordinated approaches, the priorities of these communities will be included in agency efforts to support forest as well as community sustainability. Information, including that from Forest Service research and other sources, is essential to serving the public. Social science research is conducted to further an understanding of underserved communities, their priorities, and their relationships to the products and services provided by ecosystems.

### **Outreach Objective 3.1**

To more equitably distribute research and development resources to focus on community sustainability and the priorities of underserved rural and urban populations and to improve agency social science research capacity.

#### ***Performance Measures for 3.1***

1. More research projects reflect the priorities of underserved communities.
2. A greater percentage of research and development budgets is devoted to the research priorities of underserved communities.

#### ***Outreach Strategies and Priority Action Items for 3.1***

- *Strategy A.* Focus the agency's research and development priorities and budget requests to include serving the needs of underserved rural and urban communities.
- *Action 1.* Conduct a research and development review with the direct involvement of underserved people to identify their concerns. Use community-based approaches to collect input (such as is being done by the Forest Service's Forest Products Laboratory).
- *Action 2.* Analyze the percentage of research and development resources allocated to underserved populations and refocus priorities using corporate baseline information and georeferenced national census data on people and places.
- *Action 3.* Create an annual Chief's award for the best research or technical assistance promoting forest and community sustainability that incorporates the priorities of underserved populations.
- *Strategy B.* Elevate and link the Forest Service's disparate social science research across all Deputy and program areas with that of other Federal agencies, organizations, and academic institutions.
- *Action 1.* Share and conduct collaborative social science research through a Federal Center of Excellence to share information across organizations, foster effective use of Federal research resources, and include the needs of underserved communities in setting social science research priorities.
- *Action 2.* Through two pilot projects, engage underserved communities in identifying, designing, and conducting research or technical assistance in rural and urban places, focusing on social science research in areas such as ecosystem management activities and decisions.

- *Strategy C.* Use our relationships with colleges and universities, including ethnically identified institutions, to increase research capacity and ensure that research includes the priorities of underserved communities and that recruitment of students provides diverse candidates for natural resource-related research careers.
- *Action 1.* Redirect Forest Service-supported research at colleges and universities that use Forest Service funds to address the priorities of underserved communities and recruit students representing underserved populations for that research.

**Outreach Objective 3.2**

To develop and use communication systems in partnership with underserved communities to share research findings and assure access to information and technical assistance.

***Performance Measure for 3.2***

Increase the number and broaden the context of partnerships with a variety of underserved communities, improving access to and distribution of information and technical assistance that contribute to the long-term sustainability of their communities.

***Outreach Strategies and Priority Action Items for 3.2***

- *Strategy A.* Improve access to technical assistance, research findings, and other information through partnerships with existing public and private networks.
- *Action 1.* Improve access to and distribution of information, including research findings, and technical assistance through partnerships with existing public and private networks involving cities and counties (such as the Joint Center for Sustainable Communities), Federal agencies (such as the Sustainable Development Network), culturally sensitive employees (such as employee resource groups), and professional marketing specialists with expertise that benefits underserved communities.

**Forest Service Goal:  
Effective Public  
Service**

GPRA Goal

Ensure the acquisition and use of an appropriate corporate infrastructure to enable the efficient delivery of a variety of uses.

Outreach Goal

Increase organizational capacity to deliver effective public service to underserved communities.

Outreach Outcome  
Measures

Effective public service is improved by skilled and diverse employees and partners using reengineered agency resources and technologies to benefit underserved populations and communities.

## **Existing Condition of Outreach**

Organizational systems, behaviors, and historical partnership patterns have created barriers that limit the agency's capacity to deliver effective public service to underserved communities. These communities remain largely disconnected from the majority of Forest Service programs and services. Agency delivery systems are not typically fashioned to address the priority needs of underserved communities.

## **Desired Future Condition**

Demographic shifts are recognized by Forest Service employees and partners as they actively work with underserved communities and understand their values and goals. Residents and visitors are treated equitably and are valued customers. Agency programs, goods, services, and technical and financial assistance are equally available and accessible to all. The variety of social, ethnic, economic, and cultural communities, with their differing values, needs, and expectations, is recognized, and programs are designed or adjusted accordingly.

Outreach Objectives,  
Performance Measures,  
Strategies, and  
Priority Action Items

### **Outreach Objective 4.1**

To recruit, train, and fully utilize a workforce that is representative of society and culturally sensitive to the values and goals of underserved communities. Work with partners to achieve this same objective.

### **Performance Measures for 4.1**

1. Representation by race, sex, national origin, and disability groups in the workforce (total workforce and those in leadership positions) is increased.
2. The number of grants, agreements, MOU's, and partnerships with underserved communities or partners is increased

### **Outreach Strategies and Priority Action Items for 4.1**

- *Strategy A.* Implement the agency's Affirmative Employment and Workforce Management Plans to recruit and retain a diverse workforce.
- *Action 1.* Coordinate agency employment outreach and media efforts and use employee resource groups to assist in efforts to reach underserved populations.
- *Strategy B.* Develop training programs that strengthen the capabilities of employees and partners to engage underserved communities.
- *Action 1.* Increase scholarship, education, and work experience opportunities to train employees and partners in how to engage underserved groups.

### **Outreach Objective 4.2**

To create and conduct innovative, culturally sensitive communication methods to share program and service information with underserved groups.

#### ***Performance Measures for 4.2***

Fifty percent of communication materials for underserved audiences will be customized for their use by 2001 in relation to baseline data gathered in FY 1999.

#### ***Outreach Strategies and Priority Action Items for 4.2***

- *Strategy A.* Customize existing communication methods and products for conservation education and interpretive services to improve the informed sharing of information between the agency and underserved communities.
- *Action 1.* Based on results of listening and learning sessions and other dialogue strategies, expand the availability of cross-Deputy and region, station, area, and institute program materials in a variety of languages and alternative formats to reach underserved populations.

### **Outreach Objective 4.3**

To identify and use processes and systems that improve our ability to work with and understand underserved communities.

#### ***Performance Measure for 4.3***

Minority participation in the number of grants, agreements, contracts, and MOU's has increased based on the reference year of 1999.

#### ***Outreach Strategies and Priority Action Items for 4.3***

- *Strategy A.* Identify and correct internal barriers that prevent full participation by underserved communities.
- *Action 1.* Expand and make permanent the existing authority, currently in annual appropriation language, that allows all agency employees to interact with and provide technical assistance to communities for sustainable development purposes.
- *Action 2.* Complete a civil rights review of directives and update related agency manuals and handbooks that address program delivery and environmental justice as needed.
- *Strategy B.* Identify and acquire information needed to effectively reach underserved communities and make that information widely accessible through means such as the Internet and the World Wide Web.

- *Action 1.* Develop and make available for agency and public use a corporate geographically referenced data base on people and places using census data.
- *Strategy C.* Identify and adjust operational processes and systems to fully include underserved communities.
- *Action 1.* Each Washington Office Staff commits each year to a set of actions, including adjustment of administrative processes, to expand implementation of programs to underserved populations.
- *Action 2.* Implement grants and agreements training for employees along with representatives of underserved communities.

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## Implementation Action Schedule

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This section details in matrix form how the Forest Service will implement its four long-term strategic goals and objective strategies. The implementation schedule presents actions for each of those goals.

The implementation action schedule establishes Service-wide processes and develops technical systems that will be available to line and staff employees and integral to daily administration practices at the lowest organization level.

The implementation schedule presents 10 objectives and the 25 key corporate actions needed to implement them. Since all actions are linked to and support other corporate processes, we expect significant progress during the first year.

**Forest Service Strategic Public Outreach Plan  
Implementation Action Schedule**

<b>Ecosystem Health</b>				
<b>Action</b>	<b>Who</b>	<b>Linkages</b>	<b>Year 1 / FY 2000</b>	<b>Beyond</b>
1.1A.1 – Team to direct integration of social information with land and resource management	EMCT with CR	CRIA's, Social Impact Analysis, EJEEO, Departmental Regulations, CIP	1st quarter of FY 2000, monthly meeting	Ongoing
1.1.A.2 – Ensure that oversight and monitoring is done by cross-Deputy team	Jointly done by EMCT with CR	Existing program and CR reviews	4th quarter reviews	Annually
1.2.A.1 – Each unit (R/S/A/I) develops outreach analysis and plan	R/S/A/I's, down to third level of the organization; i.e., national forests, laboratories	National SOP, Public Involvement Plans, LMP's, Forest Plans, integrated with existing CIP	In place for FY 2001	Annually
1.2.A.2 – Line officers have performance standards (under collaboration element)	WO HRM	CIP	In place for FY 2000	Ongoing
1.2.A.3 – Ensure that formal external advisory groups and individuals represent underserved communities	RF and local line/CR manager with national oversight by WO – COO, OC, and CR	CR Compliance Reviews, CRIA's for Advisory Groups, local CIP	Immediately	Ongoing
Nationally coordinated dialogue with underserved communities	Management Committee, R/S/A/I's, with key WO staff, including CF, CR, EMC, Rec, R&D, OC, SPRA, and Employee Resource Groups	National Communication Strategy, Employee Resource Group Action Plans, P&L, Demographics and NR, R&D's Footprints on the Land efforts, CIP	First half linked with external communication effort	Ongoing
1.3.A.2 – Expand financial and technical assistance for land management activities	Fiscal/AQM (lead) CF, Rec./National Partnership Strategy, CR	National Partnership Strategy, Update of Authorities, CIP	Planning in FY for 2001	Ongoing

Note: Appendix B contains a list of acronyms used in the Implementation Action Schedule.

**Forest Service Strategic Public Outreach Plan  
Implementation Action Schedule (continued)**

<b>Multiple Benefits</b>				
<b>Action</b>	<b>Who</b>	<b>Linkages</b>	<b>Year 1 / FY 2000</b>	<b>Beyond</b>
2.1.A.1 – Develop relationship by establishing Forest Service presence within networks, making face-to-face contacts, conducting communication sensing to develop and implement local outreach plans	Line officers and delegated responsible officials, including partners in delivery system	Unit outreach plans (1.2.A.1), Effective Public Service Strategy/Action (4.1.B), CIP	Direction out in FY	Ongoing
2.1.B.1 – Partner with a broad range of NGO's to increase benefits to underserved communities and establish national "barrier buster" hotline to facilitate use of authorities and financial mechanisms to organize, engage, and collaborate with underserved groups and monitor use of alternative delivery system	CF with CR and Fiscal/AQM, including other cross-Deputy area, Director staffs	Fiscal Q&A's (20+ pages), National Partnership Strategy, Reinvention Lab., CIP	Immediately establish "barrier buster" position and publish quarterly report on web site, building on CF's "Working Together" document	Ongoing
2.2.A.1 – Establish coordinated online/Internet and interagency database of key contacts, resources, and projects with other agencies	CR, SPRA and IRM, OC	USDA Office of Outreach	By end of FY 2000	Ongoing

**Forest Service Strategic Public Outreach Plan  
Implementation Action Schedule (continued)**

<b>Scientific and Technical Assistance</b>				
<b>Action</b>	<b>Who</b>	<b>Linkages</b>	<b>Year 1 / FY 2000</b>	<b>Beyond</b>
3.1.A.1 – Conduct R&D review with direct involvement of underserved communities	Management Committee, Deputy Chief, R&D (lead and coordination) plus Station Directors, Technical Centers, and S&PF units	1.3.A.1 2.1.A.1	Second half or later (following 1.3.A.1)	Ongoing
3.1.A.2 – Analyze percentage of R&D resources allocated to underserved populations and refocus priorities using baseline information and national census data base	Management Committee with Deputy Chief, R&D	EMCT Infrastructure projects and human dimension module (under way), CIP	Conduct analysis, including Forest Service-supported research by colleges and universities	Ongoing
3.1.A.3 – Create an annual Chief's award for best research or technical assistance	R&D/CR (recommend to Chief)	Existing Chief's Award, CIP Processes	First in FY 2000	Annually
3.1.B.1 – Share and conduct collaborative social science research through a Federal Center of Excellence	FS/R&D with NFS and S&PF/BLM/NPS/NRCS and delivery partners	Existing collaborative research, CIP	Convene and establish infrastructure	Ongoing
3.1.B.2 – Through two pilot projects, engage underserved communities in identifying, designing, and conducting research or technical assistance in rural and urban places, focusing on social science research in areas such as ecosystem management activities and decisions	R&D leadership (Project Leader level)	FPL process, Urban Forestry Research, Social Science Research, Reinvention, CIP	Plan for two pilots in FY 2000	Ongoing

**Forest Service Strategic Public Outreach Plan  
Implementation Action Schedule (continued)**

<b>Scientific and Technical Assistance (continued)</b>				
<b>Action</b>	<b>Who</b>	<b>Linkages</b>	<b>Year 1 / FY 2000</b>	<b>Beyond</b>
3.1.C.1 – Redirect Forest Service-supported research at colleges and universities that use Forest Service funds to address the priorities of underserved communities and recruit students representing underserved populations for that research	R&D Leadership (Project Leader level)	Service-wide Outreach Recruitment Board, Compliance Reviews with Department of Education, CIP	Plan for and allocate 2001; Develop compliance review schedules with colleges and universities	Ongoing
3.2.A.1 – Improve access to and distribution of information and technical assistance, including research findings, through partnerships with existing public and private networks involving cities and counties, Federal agencies, culturally sensitive employees (including employee resource groups), and professional marketing specialists	R&D coordinates with CR, National Partnership Strategy Group, National Marketing Strategy Group, Conservation Education Program, and OC	National Partnership Strategy, Joint Center, SDEN, Employee Resource Groups, Marketing Resource Groups, CIP, Conservation Education Program	Immediately	Ongoing

**Forest Service Strategic Public Outreach Plan  
Implementation Action Schedule (continued)**

<b>Effective Public Service</b>				
<b>Action</b>	<b>Who</b>	<b>Linkages</b>	<b>Year 1 / FY 2000</b>	<b>Beyond</b>
4.1.A.1 – Coordinate agency employment outreach and media efforts and use employee resource groups and NGO's to assist in efforts to reach underserved populations	HRM and CR with Employee Resource Groups and Deputy Chiefs	10 National Recruitment Initiatives, National Workforce Plan/ CRIA, CRIT/CRAT, NAPA Workforce Plan, Conservation Education Program, Human Dimensions of Forest Service Natural Resources Agenda	Implement National Workforce Plan for coordinated employee outreach	Ongoing
4.1.B.1 – Increase scholarship, education, and work experience opportunities for training employees and partners to engage underserved groups	HRM with all staff areas, line officers, employee resource groups, and conservation education efforts	IDP's, CIP, Corporate Training Strategic Plan, Conservation Education Strategy, National Recruitment Initiatives, National Partnership Initiative	As integral part of National Workforce and Affirmative Employment Plan, CIP	Ongoing
4.2.A.1 – Based on results of listening and learning sessions and other dialogue strategies, expand availability of cross-Deputy and R/S/A/I program materials in a variety of languages and alternative formats to reach underserved populations	OC/Publications, International Programs, Employee Resource Groups, CR and Special Emphasis Program Managers with EMCT, USDA Office of Communication and CR	Nationally coordinated dialogue with underserved communities, CIP, USDA CRIT/CRAT	CR and OC reinforce policy on outreach material. Allocate national startup funds to assist units in publish-ing for diverse people and explore electronic ways of publish-ing in different languages and alternative formats	Set annual goals based on demonstrated need
4.3.A.1 – Expand, utilize, and make permanent the existing authority allowing employees to interact with and assist communities	Legislative Affairs (with CR and CF)	Farm Bill Process	On Legislative Affairs agenda for 2000	Ongoing
4.3.A.2 – Complete CR review of directives, update related agency manual and handbooks to address program delivery and outreach to underserved populations as needed	CR coordinated with cross-Deputy area representatives	Program areas	CR Manual and Handbook in 1st half; identify other directives to be updated by end of FY	Updates ongoing

**Forest Service Strategic Public Outreach Plan  
Implementation Action Schedule (continued)**

<b>Effective Public Service (continued)</b>				
<b>Action</b>	<b>Who</b>	<b>Linkages</b>	<b>Year 1 / FY 2000</b>	<b>Beyond</b>
4.3.B.1 – Develop and make available for agency and public use a corporate geographically referenced data base on people and places using census data	Management Committee and EMCT with ISM and other key staff in each Deputy area	EMCT/Infrastructure and HD module	Completed by end of FY	Ongoing
4.3.C.1 – Each WO staff commits each year to a set of actions to expand implementation of programs to underserved populations, including adjusting administrative processes	CR lead with EMCT and Deputy Chiefs and WO Staff Directors	CIP, annual performance appraisal	1st quarter of 2000	Ongoing
4.3.C.2 - Implement grants and agreements training for employees along with representatives of underserved communities	AQM and other key staffs	OIG Audits, Corporate Training	Introduce at next regional and national grants and agreements training and national program meetings	Specialized training in 2001, then ongoing



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# Acknowledgments

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# Appendix A

## Glossary

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**Applicant.** One who submits an application, request, or plan requiring approval by the Forest Service or by the primary recipient as a condition of eligibility for Federal financial assistance or employment.

**Area of Influence.** An area of influence is a delineated geographic area that includes the population most affected by the past, present, or proposed actions of a Forest Service unit. The area may be local to international in scale, depending on circumstances.

**Benefit.** Any product, service, or physical or administrative access and information the recipient receives from program delivery.

**Beneficiary.** One who receives a direct or indirect benefit from Forest Service programs, such as goods and services.

**Civil Rights.** The rights of full legal, economic, and social equality. The rights of a person's liberty established by the 13th and 14th amendments to the U.S. Constitution, statutes, and certain acts of Congress. Individuals may not be discriminated against in education, housing, voting, employment, service, and public accommodations.

**Civil Rights Impact Analysis.** A Civil Rights Impact Analysis (CRIA) analyzes any organizational changes (policies, procedures, or other such actions) for potential impacts on the public, the Forest Service's delivery of goods or services, Forest Service employees, Forest Service organizational dynamics, and the interaction among all these elements.

**Community.** Communities can be thought of as both place- and interest-based. A place-based community consists of people who reside in and identify with a specific locality, interact socially, and cooperate to meet common needs. Interest-based communities include networks and other means for people who share common interests to interact locally and globally.

**Community-Based Organizations (CBO's).** Those nonprofit NGO's with a well-defined constituency that includes all or part of a particular community, who play a role in the development and implementation of any program or project undertaken by the organization; faith-based, nonprofit, and civil and business organizations or groups. This includes recognized groups concerned with improving the quality of life for residents in local communities. Organizations that serve as project initiators and "managers," thereby providing avenues for involvement with and access to locally led processes and activities.

**Conservation Education Program.** The Forest Service Conservation Education Program helps people of all ages understand and appreciate our country's natural resources and how to conserve those resources for future generations. The program encourages people to participate with the Forest Service and other natural resource management entities to sustain our Nation's natural and cultural resources.

Conservation education programs can best be described within the two broad categories of the national conservation education program and national resource-specific education programs. The program focuses more broadly on developing and delivering education around natural resources and processes. The program is accomplished through six activities: (1) developing and providing educational materials, (2) delivering conservation education, (3) conducting education research, (4) providing natural resource and conservation education training, (5) building and using partnerships, and (6) providing program management.

**Contracts.** The principal purpose of contracts is to acquire, by purchase, lease, or barter, property or services for the direct benefit or use of Federal Government. This is Federal purchase for Federal or third-party use.

**Culture.** Culture is the way of life in a family, group, community and/or society that can be passed on from one generation to another. Culture can include language, religious practices, norms, values, and beliefs.

**Customers.** Individuals, groups, populations, communities, or organizations who receive, pay for, or are affected by a product, service, or process of the USDA Forest Service. Customers receive products and services either directly from the Forest Service or indirectly through other people or organizations, that is, recipients. Forest Service customers are the people and organizations that actually receive the intended benefit of its products and services.

**Demography.** Demography is the scientific study of population characteristics and patterns.

**Discrimination.** Discrimination is unequal treatment of persons because of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, and marital and family status. Unequal treatment may be in the quality of timing of assistance, in the method used to provide a benefit, or in the fees charged for a benefit. Any recipient receiving assistance discriminates if, on the basis of any of the above reasons, that person:

- a. Denies a person any benefit, information, or access provided under the program.
- b. Provides a person any benefit that is different or is provided in a different manner from that provided to others.

- c. Subjects a person or user group to segregation or separate or differential treatment.
- d. Restricts a person from participating in any benefit that is enjoyed by others.

**Ecosystem Health.** The term “health” may be confusing when used to describe ecosystems because human health is often described as the absence of disease. However, in ecosystems, insects, parasitic plants, and decay fungi are essential members of the forest community. When describing an ecosystem, it is more appropriate to define health in terms of the ecosystem’s capacity for renewal, ability to recover from disturbances, resiliency, and ability to meet people’s needs now and in the future.

**Ecosystem Management.** A collaborative process that strives to reconcile the formation of economic opportunities and livable communities with the conservation of ecological integrity and biodiversity.

**Environmental Justice.** It is the assurance that policies, programs, and/or procedures do not systematically and disproportionately expose communities to environmental degradation and health threats based on race, economic status, or geographic location. This assurance includes not only the distribution of pollution in poor and minority communities, but also the enforcement of laws and regulations. To the greatest extent practicable and permitted by law, all populations are provided the opportunity to comment before decisions are rendered on, are allowed to share in the benefits of, are not excluded from, and are not affected in a disproportionately high and adverse manner by government programs and activities affecting human health or the environment.

**External Advisory Committee.** An officially approved committee regulated by the Federal Advisory Committee Act (FACA). External advisory committees are not exempt from FACA requirements in their operation. External advisory committees include any committee or similar group (1) established by statute or organization plan or (2) established or utilized in the interest of obtaining advice or recommendations for the President or one or more Federal agencies and not comprised wholly of full-time Federal officers or employees.

**Ecosystem Management.** A collaborative practice that strives to reconcile the promotion of economic opportunities and livable communities with the conservation of ecological integrity and biological diversity.

**Federal Advisory Committee Act (FACA).** Regulates the formation and operation of advisory committees by Federal agencies in the executive branch.

**Federal Assistance.** Grants and loans of Federal funds and grants or donations of Federal property and interests in property. Agencies or private organizations who are recipients of Federal assistance provide

assurances of nondiscrimination in program delivery to the Federal Government.

**Forest Planning Regulation.** Regulations guiding land and resource management planning for the National Forest System.

**Government Performance and Results Act (GPRA).** In 1993, Congress enacted the GPRA (Public Law 103-62) to improve confidence in the Federal Government by holding agencies accountable for achieving program results, reforming program performance, improving program effectiveness and public accountability, improving service delivery, improving congressional decisionmaking, and improving internal management of the Federal Government.

**Grants and Agreements.** The principal purpose of grants is to transfer money, property, services, or anything else of value to the recipient to accomplish a public purpose or support or stimulation; there will be no substantial involvement between the Federal agency and the recipient during performance of the activity. Normal grant monitoring would not be considered as substantial involvement. The Federal agency is a “patron” of the grantee. Grants can be awarded for research, training services, demonstration, and construction.

**Historically Black Colleges and Universities (HBCU’s).** Those colleges and universities designated by USDA Departmental Regulation (DR) 1390-1 (ch. 80; FSM 1782). The HBCU’s are a part of the Land Grant Higher Education System that was created by the Morrill Acts of 1862 and 1890. The first Morrill Act (1862) provided for the establishment of a Land Grant Institution in each Southern State. The Second Morrill Act (1890) specifically created Land Grant Institutions for African Americans.

**Infrastructure.** Infrastructure is set of basic public and commercial facilities and support services, such as those of a community or country. Common elements include schools, stores, streets, housing, parks, telephones, water service, police and fire protection, hospitals, and social services.

**Institution.** An institution is a significant cultural organization structure and its set practices; for example, the family, the economy, government, education, and organized religion.

**Institutional analysis.** This type of analysis involves an examination of the institutions within the area of influence and their expected responses to Forest Service actions.

**Interdisciplinary team.** This team consists of persons who use an interdisciplinary approach to ensure the integrated use of the natural and social sciences and environmental design arts in planning and decisionmaking, as required by the National Environmental Policy Act (40 CFR 1502.6; FSH 1901.15, sec. 11.7).

**Memorandum of Understanding (MOU).** A service delivery mechanism (document) that consummates a working relationship, partnership, and agreement between two entities for mutual benefit.

**Minority.** Minority describes persons deprived of equal social and economic opportunities because of their racial and ethnic background (FSM 1705).

**NEPA Analysis (Environmental Analysis).** An investigation of a proposed action and alternatives to that action and their direct, indirect, and cumulative environmental impacts; the process which provides the necessary information for reaching an informed decision and the information needed for determining whether a proposed action may have significant environmental effects and determining the type environmental document required.

**Nongovernmental Organizations (NGO's).** NGO's are nonprofit organizations formally organized for tax purposes as 501(c)3.

**Outreach.** These are efforts and activities conducted to ensure that all customers, that is, individuals, groups, populations, and communities, throughout the United States and its territories are made aware of, understand, and have a working knowledge of Forest Service programs and services. Outreach will ensure that all customers have equal access to, participate in, and receive benefits of Forest Service programs and services, and that the programs and services are delivered equitably.

**Outreach Coordinator or Liaison.** The agency representative or outreach liaison responsible for coordinating and monitoring outreach goals and accomplishments.

**Partners.** Those individuals, groups, and organizations, either internal or external, who help deliver Forest Service products or services and share common concerns and goals to help carry out agency missions, such as universities and colleges, State and local governments, community-based organizations, private industry, and others.

**Programs and Activities.** Outreach efforts relating to specific Forest Service programs and activities that use partnerships with community-based organizations, land-grant and other educational institutions, and program delivery initiatives to identify and address specific needs of Forest Service customers.

**Public Involvement.** Active and focused communication and dialogue between forest users or other interested people and the Forest Service about programs, opportunities, and decisions. Another term for public involvement is public participation.

**Regional Guide.** Planning document that provides standards and guidelines for various management activities that may be carried out on the national forests. These standards and guidelines specify the actual criteria to be applied to management activities and provide

planning direction for developing individual Forest Plans, including those issues or concerns raised at the national or regional level that can only be assessed or resolved by the forests. Planning direction essentially defers the final decision on an issue to an individual forest, with limits established by the region, and displays the regional RPA program and distributes tentative resource targets among the individual national forests. RPA-assigned objectives are used as the basis for one of the alternatives examined in the forest planning process and reflect the general coordination of National Forest System, State and Private Forestry, and forest research programs.

**Regulated Parties.** Those persons, companies, and organizations with whom Forest Service personnel interact to ensure compliance with one or more law(s) and regulation(s).

**Rural Community or Place.** There is no universal definition of what “rural” means. Social scientists who study “rurality” use several perspectives, including space, population, social interaction, culture, occupations, and quality of life, to describe it. From a population perspective, rural areas are sparsely populated, and rural communities are small in comparison to urban places (see *Urban Community* for more information). Many different definitions are found in laws developed by Congress and used by the Federal Government to administer specific programs.

**Service Area.** An existing and potential geographic area that is currently served or would otherwise be served with appropriate public communication and marketing strategies. Included within the existing and potential affected environment or geographic area served (or potentially served) are specific national and local demographic census data of existing and potential user groups, communities, and individuals residing within the vicinity of the affected environment or geographic area who would be or are currently being served or benefiting from participating in National Forest System decisionmaking processes, partnerships, or contracting programs; employment opportunities; or use of the national forest. Each national forest and forest program may serve different user groups and communities, and service areas may vary from program to program.

**Social Assessment.** The systematic analysis in advance of the likely impacts of a development event (or project) will have on the day-to-day life (environmental) of persons and communities to help understand and be able to anticipate the possible social consequences of human populations and communities.

**Social Analysis.** The collection and evaluation of information about the social context and social effects of Forest Service activities [FSH 1909.17, sec. 30.5(15)].

**Social Impact Analysis.** This is the social component of the Civil Rights Impact Analysis and Assessment and Environmental Impact Analysis and Assessment process, using social science information and methodology to determine how present programs or proposed actions

affect human populations. Social analysis can also be used to address the environmental justice aspects of a proposal or decision.

**Socially Disadvantaged Group.** As defined in section 2501 of the Food, Agriculture, Conservation, and Trade Act of 1990, a group whose members have been subjected to racial or ethnic prejudice because of their identity as members of a group without regard to their individual qualities. This may include ethnic groups protected under the Civil Rights Act of 1964 and referenced in the Small Business Act [15 U.S.C. 67(a)(5)], which are as follows: Blacks, not of Hispanic origin; American Indians or Alaska Natives; Hispanics; and Asians or Pacific Islanders. This definition was modified by the Agricultural Credit Improvement Act of 1992 to include gender.

**Stakeholders.** Those individuals, groups, private and public organizations, and government agencies who have an interest in Forest Service products or services and how those products or services are produced or regulated. Stakeholders include special interest groups and organizations such as environmental, animal rights, national and state outreach councils, agencies, and so on.

**Sustainability, Sustainable Development.** Initially, these concepts found a place in the area of renewable biological resources such as fisheries and forests. *Sustainability* has meant using an incremental increase of a resource without reducing the total physical stock. The general thinking has been that the living resources should be used at levels of harvesting that allow those resources to survive indefinitely. *Sustainable Yield* has meant living on the interest rather than the capital of the resource. It was aimed to maintain essential ecological processes and life-supporting systems to preserve genetic diversity and to maintain and enhance environment qualities relevant to productivity. It seeks to avoid disadvantaging future generations. *Sustainable development* has been extended to embrace living and nonliving resources. It has been defined as development that provides economic, social, and environmental benefits in the long term. As a result, sustainable development encompasses the living and nonliving resource base, conservation of resources, the long-term character of the market, and the advantages and disadvantages of alternative courses of action for future generations.

The Brundtland Commission defined sustainable development as development that “meets the needs of the present without compromising the ability of future generations to meet their own needs.” There is much ongoing debate about these terms and concepts. The objective is viewed by most as desirable, the debate is how to pursue it.

**Technical Assistance.** Service, information, or help that enables Forest Service customers to participate in programs or better receive services, realizes designed benefits for agency activities, and promotes an understanding of the Forest Service mission, goals, and objectives.

**Underserved Customers, Populations, or Communities.** Individuals, groups, populations, or communities that the Forest Service has not

effectively protected, supported, or promoted in the delivery of programs and services on a fair and equitable basis. The underserved have been minority groups (including American Indians or Alaska Natives), persons below the poverty level, and persons with disabilities.

**Urban Community or Place.** The U.S. Census Bureau officially defines urban places as incorporated with 2,500 or more people. Rural is everywhere else. Metropolitan and nonmetropolitan counties are also used to distinguish urban and rural places. Metropolitan areas have central cities of 50,000 or more people plus adjacent counties with strong social connections (such as commuting) to the primary county.

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## Appendix B

### List of Acronyms

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AQM	Acquisitions Management
BLM	DOI, Bureau of Land Management
BOD	Board of Deputies
CF	Forest Service, Washington Office, Cooperative Forestry Staff
CIP	Continuous Improvement Process
COO	Chief Operating Officer
CR	Forest Service, Washington Office, Civil Rights Staff
CRAT	USDA Civil Rights Action Team
CRIA	Civil Rights Impact Analysis
CRIT	USDA Civil Rights Implementation Team
DOI	U.S. Department of the Interior
EJEO	Environmental Justice Executive Order
EMC	Ecosystems Management Coordination
EMCT	Ecosystems Management Corporate Team
FPL	Forest Products Laboratory
FS	USDA Forest Service
FS SPOP	Forest Service Strategic Public Outreach Plan
GIS	Geographic Information System
HRM	Forest Service, Washington Office, Human Resources Management
IDP	Individual Development Plan
IRM	Forest Service, Washington Office, Information Resources Management
LMP	Land and Resource Management Plans
NAPA	National Academy of Public Administration
NFS	National Forest System
NGO	Nongovernmental Organization
NPS	DOI, National Park Service
NRCS	USDA, Natural Resources Conservation Service
OC	Forest Service, Washington Office, Office of Communication Staff

OIG	Office of Inspector General
P&L	Forest Service, Policy and Legislation Deputy Area
Rec	Forest Service, Washington Office, Recreation, Heritage, and Wilderness Staff
R&D	Forest Service Research and Development Deputy Area
R/S/A/I	Regions/Stations/Northeastern Area/International Institute of Tropical Forestry
S&PF	Forest Service State and Private Forestry Deputy Area
SDEN	Sustainable Development Extension Network
SOP	Forest Service Strategic Outreach Plan
SPRA	Forest Service Strategic Planning and Resource Assessment Staff
USDA	U.S. Department of Agriculture

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## Appendix C

# Laws, Regulations, Executive Orders, and Directives Promoting Collaboration and Outreach

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The following laws, regulations, Executive orders, and directives facilitate collaboration and outreach to the American people (Forest Service programs). They ensure nondiscrimination in Forest Service program delivery and ensure that diverse public perspectives are included in agency decisions and activities.

### Laws (Listed Chronologically)

**Civil Rights Act of 1866.** This act provides that all citizens of the United States shall have the same right, in every State and Territory, as is enjoyed by the white citizens thereof to inherit, purchase, lease, sell, hold, and convey real and personal property.

**4th Amendment to the U.S. Constitution, ratified July 9, 1868.** Section 1 of this amendment states that all persons born or naturalized in the United States and subject to the jurisdiction thereof are citizens of the United States and of the State wherein they reside. No State shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any State deprive any person of life, liberty, or property without due process of law, nor deny to any person within its jurisdiction the equal protection of the laws.

**General Exchange Act of 1922.** This act authorized the Secretary of Agriculture to enter into land exchanges with the Department of the Interior outside the forest boundaries.

**Clark-McNary Act of 1924.** This act authorized the Secretary of Agriculture to cooperate with universities, land-grant colleges, and various State agencies to establish, renew, protect, and manage forested lands on State and private lands.

**Economy Act of 1932.** This act authorized government agencies to obtain work and services by private entities if it could be more inexpensively or conveniently performed by them through competitive bidding.

**Bankhead-Jones Farm Tenant Act of 1937.** This act authorized and directed the Secretary of Agriculture to develop a program of land conservation and utilization to protect public lands, safety, and welfare. It gave authority to the Secretary to sell, exchange, lease, or grant lands to public authorities, agencies, or private owners, and directed the Secretary to cooperate with Federal, State, Territorial, and public or nonprofit organizations in developing plans for a program of land

conservation, development, and utilization. The act authorized technical assistance.

**Sustained Yield Forest Management Act of 1944.** This act authorized the Secretary of Agriculture to enter into cooperative agreements with private owners of forest lands “in order to promote the stability of forest industries, of employment, of communities, and taxable forest wealth through continuous supplies of timber; ... and in order to secure the benefits of forests in maintenance of water supply, regulation of stream flow, prevention of soil erosion, amelioration of climate, and preservation of wildlife.” Private landowners entering into cooperative agreements may purchase stumpage at prices not less than their appraised value without competitive bidding.

**USDA Organic Act of 1944.** This act authorized the Secretary of Agriculture to provide for the sale of fire control equipment to State and private cooperators. The General Services Administration (GSA) provides that role for the Forest Service now.

**Federal Property and Administrative Services Act of 1949.** This act authorized the Administrator of GSA to prescribe policies and methods to promote the maximum utilization of excess property by Executive Agencies and provide for transfer of these properties. This paved the way for the Forest Service’s Federal Excess Personal Property Program, which loans excess property, equipment, and aircraft to States and rural communities in the fire protection programs.

**Title VII of the Consumer Protection Act of 1961 (15 U.S.C)** (The Equal Credit Opportunity Act and implementing regulations of the Board of Governors of the Federal Reserve System) (12 CFR Part 202). This act prohibits discrimination on the basis of race, color, religion, national origin, sex, marital status, or age (provided the applicant has the capacity to enter into a contract); or because all or part of the applicant’s income derives from any public assistance program; or because the applicant has in good faith exercised any right under the Consumer Protection Act.

**Civil Rights Act of 1964.** This act provides for nondiscrimination in voting, public accommodations, public facilities, public education, federally assisted programs, and equal employment opportunity. It established the Commission on Civil Rights (investigatory), provided intervention and removal authority for the Attorney General in Civil Rights Cases, and established a Community Relations Service under the Department of Commerce to provide assistance to person or communities requiring help with civil rights problems where discriminatory practices impair constitutional rights or affect interstate commerce. The Community Relations Service is authorized to cooperate with both public and private agencies, either on its own initiative or upon request from local officials or interested persons, in situations where disputes threaten peaceful relations among the citizens of a community. This law also gives a right to jury trial in criminal contempt cases arising out of Titles II, III, IV, V, VI, and VII.

**Title VI of the Civil Rights Act of 1964.** This title, Nondiscrimination in Federal Assisted Programs, as amended (42 U.S.C. 2000d through 2000d-6), prohibits discrimination based on race, color, or national origin. It covers all forms of Federal aid except contracts of insurance and guaranty. It does not cover employment, except where employment practices result in discrimination against program beneficiaries or where the purpose of the Federal assistance is to provide employment.

**The Freedom of Information Act (Public Law 89-487),** dated July 4, 1966, is an amendment to the Administrative Procedure Act, Chapter 324 (1946). The Freedom of Information Act (FOIA) is designed to make most information maintained by the Executive Branch of the Federal Government available to the public. Specifically, the act addressed issues of public access to Government information. Section 3 requires that “every agency shall make available to the public the following information: description of its central and field organizations and how, where, and from whom to obtain it; administrative staff manuals. These and other important facts, procedures, rules, amendments, etc., must be published in the *Federal Register*. There are some exceptions, such as information “specifically exempted from disclosure by statute,” or “trade secrets and commercial or financial information obtained any person privileged or confidential,” or “personnel or medical files and similar files, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy.”

USDA’s FOIA requirements are set forth in 7 CFR Part 1, Subpart A, as amended in 40 F.R. 7341, February 19, 1975. The Office of Civil Rights Enforcement’s guidelines for implementing FOIA are contained in 40 F.R. 27503, June 30, 1975. In general, the agency policy on release of program delivery records is to make available, upon written request, material such as compliance review reports, survey reports, studies, reports resulting from complaint inquiries and investigations, and records of program participation data.

**Organic Administration Act of 1897.** This act created the forest reserves. It also gave the Secretary of Agriculture authority to provide for protection of these lands as well as to determine the use of the timber, water, stone, and access.

**Twenty-five Percent Fund Act.** This act authorized the Secretary of Agriculture to extract 25 percent of forest product receipts from the area from which the products came to provide for public schools and roads in lieu of taxes for those counties in which national forests were located.

**Weeks Law of 1911.** This act authorized the Secretary of Agriculture to provide fire protection on State and private lands tiered to watersheds. In addition, it authorized the Secretary to sell or exchange National Forest System lands to States where it was in the benefit of the public interest to do so. This began to expand the Forest Service’s interests outside of the National Forest System lands.

**Granger-Thye Act.** This act authorized the Secretary of Agriculture and further, the Forest Service, to expand appropriations to erect buildings, lookout towers, and other structures on lands owned by States, counties, municipalities, corporations, or individuals. It further authorized the Secretary to cooperate with or assist public and private agencies, organizations, institutions, and persons in performing certain work on land in State, county, municipal, or private ownership situated within or near a national forest.

**Watershed Protection and Flood Prevention Act.** This act gives authority to the Secretary of Agriculture to cooperate with States and their political subdivisions, soil or water conservation districts, flood prevention or control districts, and other local public agencies for the purpose of protecting, preserving, and improving the Nation's water resources and the quality of the environment (such as conducting surveys, preparing plans, making allocations of costs, entering into agreements, and providing design and engineering services).

**Townsite Act.** This act authorizes the Secretary of Agriculture to set aside and designate as a townsite up to 640 acres for indigenous communities adjacent to public lands, where community objectives outweigh public objectives and values (such as for sewage treatment plants). These tracts would be sold at fair market value.

**McIntire-Stennis Act.** This act authorizes the Secretary of Agriculture to cooperate with the States for the purpose of encouraging and assisting them in carrying out programs of forestry research. It covers reforestation, management of forests, watershed, range, wildlife, recreation, protection, forest products, harvesting and marketing, and others to obtain the fullest and most effective use of the forest resources.

**Fish and Wildlife Conservation Act of 1960.** Provides for Department of the Interior and Agriculture coordination in cooperation with States to develop, plan, maintain, and coordinate programs for conservation and rehabilitation of wildlife, fish, and game, including but not limited to specific habitat improvement projects and protection of threatened and endangered species.

**Indian Civil Rights Act of 1968 (ICRA) (25.U.S.C. 1301).** This act extends the protections of the Bill of Rights to individual tribal members. This action was taken because the civil rights protection of the U.S. Constitution itself did not apply to Indian tribes.

**The Architectural Barriers Act of 1968 (42 U.S.C. 4157).** This act requires public buildings constructed, altered, leased, or financed with Federal funds to be accessible to persons with disabilities.

**National Environmental Policy Act of 1969.** This act directs all responsible Federal agencies to fulfill the responsibilities of each generation as the trustee of the environment for succeeding generations. It declares national policy that encourages productive and enjoyable harmony between humans and the environment. This act directs the Federal agencies to use all means practicable to enhance the

quality of renewable resources and approach the maximum attainable recycling of depletable resources. Specifically, refer to Title I—Declaration, section 101(a)(b): “... all practical measures ... in cooperation with ... to foster, promote ... general welfare ... conditions for man and nature ... productive harmony ...”; section 102(G): ... useful advice, ... information ... to localities ...; and sections 104-105: “... conflicts and coordination with other statutes.”

**Occupational Safety and Health Act of 1970.** This act establishes general duty guidelines for Federal environments and sets forth safety and health rules, regulations, and standards. Parts of this law may relate to environmental justice.

**Rehabilitation Act of 1973, Amended by Rehabilitation, Comprehensive Services, and Developmental Disabilities Act Amendments of 1978** (29 U.S.C. 794). Section 504 of this act requires that agency program services and benefits are accessible and available to persons with disabilities. Section 503 provides that employers with Federal contracts over \$2,500 not only cannot discriminate against people with disabilities, but must take affirmative action to provide employment opportunities for them. The act applies to subcontractors as well as prime contractors.

**Section 502 of the Rehabilitation Act of 1973**, as amended. This section prohibits discrimination based on physical and mental disability and requires employers to make reasonable accommodations for persons with disabilities. It establishes the Architectural and Transportation Barriers Compliance Board and provides for removal of architectural and transportation barriers.

**Section 505 of the Rehabilitation Act of 1973.** This section entitles persons complaining of disability discrimination the same remedies, procedures, and rights as provided under Title VII of the Civil Rights Act of 1964. These remedies include administrative awards of back pay to employees as well as applicants, the rights to file suit in Federal court once the complainant has met the prerequisite set forth in 29 CFR 1613.281, and the award of attorney fees or costs incurred in the processing of the complaint.

**Section 506 of the Rehabilitation Act of 1973.** This section establishes that the Secretary of Health and Human Services may provide, directly or contractually, technical assistance to rehabilitation facilities or to any public or nonprofit organization for the purpose of assisting in the removal of architectural, transportation, or communications barriers. The Secretary may provide, directly or contractually, financial assistance to any public or nonprofit organization for use in removing architectural, transportation, or communication barriers.

**Forest and Rangeland Renewable Resources Planning Act of 1974.** This act declared the public interest to be served by the Forest Service and, as such, that the renewable resource program must be based on a comprehensive assessment of present and anticipated uses, demand for, and supply of the renewable resources from the Nation’s public

and private forests and rangelands. It declared that the Department of Agriculture has both a responsibility and an opportunity to be a leader in ensuring that the Nation maintains a natural resource conservation posture that will meet the requirements of our people in perpetuity.

**U.S. Department of Justice Guidelines for the Enforcement of Title VI of the Civil Rights Act of 1964** (28 CFS 50.3), dated July 1974.

**U.S. Department of Justice Guidelines for the Enforcement of Nondiscrimination in Federally Assisted Programs under Title VI of the Civil Rights Act of 1964** (28 CFR 42.401 to 42.415), dated December 1976.

**Cooperative Funds and Deposits Act.** This act gave the Secretary of Agriculture authority to negotiate and enter into cooperative agreements with public and private agencies, organizations, and institutions, or persons, to construct, operate, and maintain cooperative pollution abatement equipment and facilities. This includes sanitary landfills, water systems, sewer systems, and job training and development programs. This act allows the Secretary to enter into these agreements when it is determined that public interest will be benefitted and there is mutual interest.

**Age Discrimination Act of 1975** (42 U.S.C. 6101, 6106 et seq.). This act directs that no person be denied participation in agency programs because of age. This does not apply where age distinctions are established under the authority of any law that provides benefits or establishes criteria for participation on the basis of age.

**Section 701 of Equal Credit Opportunity Act of 1975** (15 U.S.C. 1691). This act prohibits an agency that extends credit from discriminating against an applicant on certain prohibited bases during any aspect of a credit transaction. This act adds “income from public assistance” and “exercised right under the Consumer Protection Act” as other bases of prohibited discrimination.

**Federal Land Policy and Management Act of 1976.** This act gives authority to the Secretary of Agriculture to dispose of, by exchange, public lands within the national forests where the Secretary determines the public interest is well served by making that exchange. Additionally, the act defines multiple use as “the means of management of the public lands and their resource values so that they are utilized in the combination that will best meet the present and future needs of the American people ...”

**National Forest Management Act of 1976.** This act amends the 1974 Forest and Rangeland Renewable Resources Planning Act of 1974. The act states: “... to serve the national interest, the renewable resource program must be based on a comprehensive assessment through analysis of environmental and economic impacts ...; the Federal Government should be a catalyst to encourage and assist these [private, State, and local government] owners in the efficient long-term use and improvement of [their] lands ...; the Forest Service ... has both a re-

sponsibility and an opportunity to be a leader in assuring that the Nation maintains a natural resource conservation posture that will meet the requirements of our people in perpetuity ...”

**Outer Continental Shelf Lands Act of 1978.** This act is the first statute that defines the term “human environment” as meaning physical, social, and economic components, conditions, and factors which interactively determine the state, condition, and quality of living conditions, employment, and health of those affected directly or indirectly by resource development activities in question.

**American Indian Religious Freedom Act (PL 95-341),** dated August 11, 1978. This act establishes policy to protect and preserve for American Indians their inherent right of freedom to believe, express, and exercise the traditional religions of the American Indian, Eskimo, Aleut, and Native Hawaiians, including but not limited to, access to sites, use and possession of sacred objects, and freedom to worship through ceremonials and traditional rites. In addition, this act requires specific sections in environmental impact statements addressing the involvement of traditional Indian lands.

**Small Business Investment Act (PL 95-507),** passed on October 24, 1978. Section 211 of this act authorizes each Federal agency to provide appropriate incentives within negotiated contracts in order to encourage subcontracting opportunities with small business firms and minority-owned business.

**Cooperative Forestry Assistance Act of 1978, as amended in 1990.** This act gives authority to the Secretary of Agriculture for financial, technical, and related assistance to State Foresters or equivalent State officials to further provide technical information, advice, and related assistance to private landowners, etc., in management assistance, insect and disease control, rural fire prevention and control, urban forestry assistance, forestry incentives, and rural forestry assistance.

**Small Tracts Act.** This act authorizes the Secretary of Agriculture to sell, exchange, or interchange by quitclaim deed all right, title, and interest of National Forest System lands for specific-sized tracts of land and accept exchanged, sold, or interchanged lands or cash or interest in other lands as payments.

**Civil Rights Act of 1991 (42 U.S.C. 1981).** This act amends the old Reconstruction Civil Rights Act of 1866 to provide a remedy of compensatory damages to Federal employees who have been victims of intentional discrimination on the basis of race, color, religion, sex (including sexual harassment), national origin, reprisal, or disability.

**Indian Forest and Woodlands Act (Public Law 101-630).** This act directs and authorizes the Secretary of the Interior on businesses concerning the Bureau of Indian Affairs. Section 312(d) authorizes the Secretary of Agriculture to provide, on a nonreimbursable basis, when requested by the Secretary of the Interior, technical assistance in the form of research and evaluations for the completion of reports or

assessments on Indian forest lands and Indian forest management practices.

**The Food, Agriculture, Conservation, and Trade Act of 1990 (the Farm Bill) (Public Law 101-624), Title XXIII, Subtitle G, chapter 2 (National Forest-Dependent Rural Communities and Diversification Act of 1990).** This act directs the Secretary of Agriculture, through the Forest Service and other Department agencies, to assist eligible national forest-dependent rural communities in diversifying their local economic bases and improving the economic, social, and environmental well-being of rural America.

**Americans with Disabilities Act of 1990** (42 U.S.C., 12101, Public Law 101-336). This act prohibits discrimination on the basis of disability in public employment, public accommodations, transportation, State and local government services, and telecommunications. Congress also legislated an annual tax credit of \$5,000 “for the purpose of enabling ... eligible small business to comply with applicable requirements.”

**Title I** of the law specifies that an employer, employment agency, labor organization, or joint labor-management committee may not discriminate against any qualified individual with a disability regarding any term, condition, or privilege of employment. Title I went into effect in July 1992, covering employers with 25 or more employees. In 1994, employers with 15 or more employees were included.

**Title II** specifies that no qualified individual with a disability may be discriminated against by a department, agency, special purpose district, or other instrumentality of a State or local government. Title II includes specific requirements applicable to public transportation provided by public transit authorities. Title II became effective in January 1992.

**Title III** specifies that individuals shall not be discriminated against in the full and equal enjoyment of the goods, services, facilities, privileges, advantages, and accommodations of any place of public accommodation operated by a private entity on the basis of a disability. It also prohibits discrimination in public transportation services provided by private entities, including the failure to make new over-the-road buses accessible within 5 years from the date of enactment for large providers and 6 years for small providers. Title III's regulations were effective in January 1992.

**Title V** includes miscellaneous stipulations such as a construction clause explaining the relationship between the provisions in the ADA and the provisions in other Federal and State laws; a construction clause explaining that the ADA does not disrupt the current nature of insurance underwriting; a prohibition against retaliation; a clear statement that States are not immune from actions in Federal Court for a violation of the law; a directive to the Architectural and Transportation Barriers Compliance Board; and authority to award attorney fees.

**Unfunded Federal Mandates Reform Act (Public Law 104-4, Section 204).** This act exempts from the requirements of the Federal Advisory Committee Act meetings exclusively between State, local, tribal, and Federal officers that are solely related to the management or implementation of Federal programs that share intergovernmental administration or responsibilities.

## Executive Orders

**Executive Order 11247, Attorney General Enforcement of Title VI of the Civil Rights Act of 1964.** This Executive order establishes consistency and coordination guidelines for Federal agencies in the implementation and administration of program compliance with Title VI of the Civil Rights Act of 1964.

**Executive Order 11246, Equal Employment Opportunity, September 24, 1965.** This Executive order establishes nondiscrimination policy based on race, creed, color, or national origin in Federal employment policy and practice. It also establishes nondiscrimination in employment by Government contractors and subcontractors. Additionally, Department of Labor sanction and penalty authority is addressed and Department of Justice enforcement guidelines are included.

**Executive Order 11375, Equal Employment Opportunity, October 13, 1967.** This order adds “sex” as a category of prohibited discrimination and changes the word “creed” in the Civil Rights Act of 1964 to religion. This Executive order applies to both Federal employment and contracting.

**Executive Order 11478, Equal Opportunity in Federal Government, August 8, 1969.** This order establishes equal employment opportunity in the Federal Government. It applies to and is an integral part of every personnel policy and practice in the employment, development, advancement, and treatment of federally employed civilians; establishes affirmative action authorities and guidelines; and requires that Federal agencies allocate sufficient resources to administer integrated programs in a positive and effective manner.

**Executive Orders 12232 (September 15, 1981) and 12876 (November 1, 1993), Historically Black Colleges and Universities.** Executive order 12232 establishes a Federal program “to overcome the effects of discriminatory treatment and to strengthen and expand the capacity of historically black colleges and universities to provide education.”

Executive order 12876 is intended “to advance the development of human potential, to strengthen the capacity of historically black colleges and universities (HBCU’s) to provide quality education and increase opportunities to participate in and benefit from Federal programs.” This Executive order requires that:

- a. Federal agencies set annual goals for the amount of funds to be awarded to HBCU’s.

- b. A senior-level executive in each agency have oversight on implementing the order.
- c. The Office of Management and Budget be involved in the implementation of the order.

**Executive Order 12432, Minority Business Enterprise Development, July 14, 1983.** This Executive order requires each Federal agency identified as having substantial procurement and grant-making authority to develop an annual Minority Business Development Plan to increase minority business participation and report on the progress towards accomplishing this plan's goals and objectives

**Executive Order 12250, Leadership and Coordination of Nondiscrimination Laws, November 2, 1980.** This Executive order provides for consistent and effective implementation of various laws prohibiting discriminatory practices in Federal programs and programs receiving Federal financial assistance. The Attorney General coordinates the implementation and enforcement of various nondiscrimination provisions by executive agencies of the following laws:

Title VI of the Civil Rights Act of 1964; Title IX of the Education Amendments of 1972; Section 504 of the Rehabilitation Act of 1973; and any other Federal law which provides, in whole or in part, that no person in the United States shall, on the grounds of race, color, religion, sex, national origin, or disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal financial assistance.

**Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, February 11, 1994.** This Executive order ensures that the Forest Service conducts its programs, policies, and activities that substantially affect human health or the environment in a manner that ensures that such programs, policies, and activities do not have the effect of excluding persons (including populations) from participation in, denying persons (including populations) the benefits of, or subjecting persons (including populations) to discrimination under, such programs, policies, and activities because of their race, color, or national origin. This regulation strengthens or heightens the Forest Service focus on the impacts of our programs based on economic or minority status and requires the agency to use this information to determine whether our programs, policies, and activities have disproportionately high and adverse human health or environmental effects on minority and low-income populations. Areas of focus for the equal opportunity programs are:

- (1) *Research, Data Collection, and Analysis*—The order requires the Forest Service to conduct research, collect data, and analyze information assessing and comparing environmental and human health risks borne by populations identified by race, national origin, or income.

- (2) *Subsistence Consumption*—To assist in identifying the need for ensuring protection of populations with different patterns of subsistence consumption of fish and wildlife, Federal agencies shall collect, maintain, and analyze information on the consumption patterns of populations who principally rely on fish, vegetation, or wildlife for subsistence.
- (3) *Public Participation and Access to Information*.
- (4) *Native American Programs*—Strengthens inclusion guidance and outlines steps for coordination with federally recognized Indian tribes.
- (5) *Cost of Compliance*—Unless otherwise provided by law, Federal agencies shall assume the financial costs of complying with this order.
- (6) The Forest Service must also conduct internal reviews and take steps to monitor compliance with this direction.

This order is intended to supplement Executive Order 12250, which requires consistent and effective implementation of various laws prohibiting discriminatory practices in programs receiving Federal financial assistance.

**Executive Order 13084, Consultation and Coordination with Indian Tribal Governments, May 14, 1998.** This Executive order ensures that the Forest Service conducts its programs, policies, and activities in a manner that establishes regular and meaningful consultation and collaboration with Indian tribal governments in the development of regulatory practices on Federal matters that significantly or uniquely affect their communities as a means to reduce the imposition of unfunded mandates upon Indian tribal governments and to streamline the application process for and increase the availability of waivers to Indian tribal governments.

**Executive Order 13096, American Indian and Alaska Native Education, August 6, 1998.** This Executive order ensures that the Forest Service conducts its programs, policies, and activities in a manner that addresses the fragmentation of Government services to American Indian and Alaska Native students.

## Regulations

**Title VI Enforcement Plan for U.S. Department of Agriculture.** This plan establishes the compliance and enforcement goals and procedures of the Department of Agriculture for Title VI of the Civil Rights Act of 1964. It sets forth the procedures to be followed in determining whether recipients are in compliance with Title VI requirements and to invoke informal remedies or formal sanctions when necessary.

**USDA Equal Opportunity and Civil Rights Policy Statement,** dated April 15, 1993. This policy statement outlines the Department of Agriculture's position on equal opportunity in employment and pro-

gram delivery issues. USDA prohibits discrimination on the basis of race, color, sex, national orientation, or political affiliation.

**U.S. Department of Agriculture Regulations Implementing Title VI of Civil Rights Act of 1964 (7 CFR Part 15).** The regulations at 7 CFR Part 15 implement the provisions of Title VI of the Civil Rights Act of 1964 by prohibiting discrimination under any program or activity of an applicant or recipient receiving Federal financial assistance from the Department of Agriculture or any agency thereof.

**USDA Nondiscrimination Regulations** (7 CFR Part 15, Subpart A and B, Part 15c and Part 15e) implement regulations for Title VI, Title IX, Age Discrimination, and section 504 of the Rehabilitation Act for federally assisted and federally conducted programs. Dated January 1975.

**U.S. Department of Agriculture Regulations Implementing Section 504 of Rehabilitation Act of 1973, as Amended (7 CFR 15b).** These regulations prohibit entities that operate programs assisted by USDA from discriminating on the basis of disability against qualified persons with disabilities.

**U.S. Department of Agriculture Regulations Implementing Age Discrimination Act of 1975, as Amended (7 CFR 15c).** These regulations prohibit discrimination against persons in agency programs because of age. This provision does not apply where age distinctions are established under the authority of any law that provides benefits or establishes criteria for participation because of age.

**USDA Regulation Implementing Section 504 of the Rehabilitation Act of 1973 for Federally Conducted Programs (7 CFR Part 15e),** published in the *Federal Register* in November 1993. This regulation is similar to 7 CFR 15b for federally assisted programs and requires a self-evaluation of compliance with the regulation under the guidance of the Department of Justice Technical Assistance Guides (TAG's). Specific references are TAG-87-1, Section 504 Transition Plan and Self-Evaluation Information, and TAG-88-12, Supplemental Information About Section 504, Self-Evaluation Requirements.

**U.S. Department of Justice Regulations and Guidelines for Enforcement of Nondiscrimination in Federally Assisted Programs under Title VI of Civil Rights Act of 1964.** These implementing regulations at 28 CFR 42.405 and DR 4300-1 Appendix A, Section 2(1), 4330-3 USDA, 7 CFR 15.5(d) and 15(e), ensure that Federal agencies that extend financial assistance properly enforce Title VI of the Civil Rights Act of 1964 and similar provisions in the Federal grant statutes. Responsibility for enforcing Title VI rests with the Federal agencies that extend financial assistance. Guidelines are in 7 CFR 15.5(d) and 15(e).

## Departmental Directives

The following directives set out requirements in various components of the civil rights programs in USDA agencies.

**USDA Civil Rights Policy Statement, June 7, 1995**, outlines the Department of Agriculture's position on ensuring civil rights and equal opportunity for employees and program beneficiaries. USDA prohibits denial of opportunity because of race, color, religion, sex, age, national origin, disability, or sexual orientation.

**Departmental Regulation (DR) 4230-2, Special Emphasis Programs** (ch. 60 of the Handbook; FSM 1760).

**Departmental Regulation (DR) 4300-2, Federal Equal Employment Opportunity and Recruitment Program Plan** (Ch. 10 of the Handbook; FSM 1710).

**Departmental Regulation (DR) 4300-3, Equal Opportunity Public Notification Policy, April 21, 1986** (Ch. 20 of the Handbook; FSM 1720). This regulation establishes policy for ensuring positive and continuing notification of equal opportunity in USDA programs to the public.

**Departmental Regulation (DR) 4300-4, Civil Rights Impact Analysis, September 22, 1993** (Ch. 30 of the Handbook; FSM 1730). This regulation updates and expands guidelines and requirements for agencies to establish internal systems to identify and address the civil rights implications of proposed policy actions before those actions are approved and implemented.

**Departmental Regulation (DR) 4300-5, Agency Civil Rights Program** (zero code and ch. 10 of the Handbook; FSM 1700 zero code and 1710).

**Departmental Regulation (DR) 4300-6, Civil Rights Policy for the Department of Agriculture** (zero code of the Handbook; FSM 1700 zero code).

**Departmental Regulation (DR) 4310-1, Instructions for Preparing AERP Plans, Accomplishment Reports, and Updates** (Ch. 10 of the Handbook; FSM 1710, 1750).

**Departmental Regulation (DR) 4330-1, Departmental Policy for Program Compliance Reviews, June 27, 1986** (Ch. 70 of the Handbook; FSM 1770). Revision 1 establishes further guidelines for compliance reviews in USDA-assisted and USDA-conducted programs.

**Departmental Regulation (DR) 4360-1, Communications with Under-Served Communities** (Ch. 20, 70-90 of the Handbook; FSM 1720, 1770, 1780, 1790).

**Departmental Regulation (DR) 1390-1, Historically Black Colleges and Universities** (Ch 80 of this Handbook; FSM 1780).

## Forest Service Directives

### Forest Service Manuals

**FSM 1300—Management.** This title of the Forest Service manual articulates a broad, people- and results-oriented management philosophy that guides all Forest Service endeavors, to create and maintain a management climate that encourages people to do their best in carrying out the agency's mission of caring for the land and serving people.

**Other Forest Service manuals:**

1500—External Relations  
1600—Information Service  
1700—Civil Rights  
1800—Human Resource Programs  
1900—Planning  
2300—Recreation, Wilderness and Related Resource Management  
2700—Special Uses  
3000—State and Private Forestry  
6100—Personnel Management  
6300—Procurement Management  
6500—Finance and Accounting  
6600—Systems Management - Telecommunications  
7100—Engineering Operations  
7300—Building and Other Structures

### Forest Service Handbooks

**FSH 1609.11, section 17.4.** This section sets out requirements for nondiscrimination statements in Forest Service public information materials.

**Other Forest Service handbooks:**

1509.11—Grants and Agreements  
1709.11—Civil Rights  
1809.11—Job Corps Civilian Conservation Center  
1909.12—Land and Resource Management Planning Handbook  
1909.15—Environmental Policy and Procedures Handbook  
1909.17—Economic and Social Analysis Handbook  
2309.11—Recreation Information Management  
2709.11—Special Uses  
3090.11—State and Private Accomplishment Reporting  
6309.11—Contract Administration  
6309.32—Federal Acquisition Regulations  
6509.11k—Finance and Accounting  
7109.11—Signs  
7309.11—Building and Related Facilities

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## Further Information

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**For Further Information, Contact:**

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Title VI and Related Programs

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For information via USDA Forest Service, Washington Office, Civil Rights Intranet webpage, access URL address:

<http://fsweb.wo.fs.fed.us/cr>

Click on *National Program Delivery, Title VI & Related Programs*, then to *Forest Service Strategic Public Outreach Plan*.



The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, or marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326-W, Whitten Building, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410 or call (202) 720-5964 (voice and TDD). USDA is an equal opportunity provider and employer.

