

Forest Management -- MAC

PHOTOCOPY
PRESERVATION

MEMORANDUM

To: MAC and MAC Working Group Members

From: Wayne Fawcett, Special Assistant to the Chair

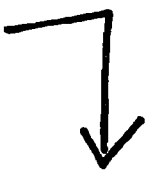
Date: December 13, 1993

Subject: Information to Bring with You to the December 20th MAC Meeting

We are in the process of clarifying various funding and funding-related issues with the RCERT and would like you to come to the December 20th MAC meeting prepared to discuss the following:

- Whether your Initiative monies will be allocated on a state-wide or timber-impacted basis (i.e., targeted).
- Where is your money in the allocation process?
- When will your Initiative monies be available to applicants?
- Confirmation of final dollar amounts and a breakdown by States if appropriate.
- How is outreach conducted for these monies?

OMB will help us to put these final answers in a chart for easy reference.

TO: 

FOREST PLAN ECONOMIC ADJUSTMENT INITIATIVE
* Multi-Agency Command *

 Fax

• Dayton Watkin	Small Business Admin	205-7522
• Gene Van Arsdale		205-7522
• B.J. Thornberry	Bureau of Land Management	208-3144
• Ed Shepard		452-7702
• James Howe	Bureau of Indian Affairs	208-7937
• Felicity Gillette	Commerce/Econ Dev Admin	482-0995
• David Gardiner	Environ Protection Agency	260-0275
• Tom Peterson		260-2300
• Jim Van Erden	Labor/Employment & Training	219-5428
• Doug Holl		219-5938
• George Shepard		219-5428
• Roy Priest	Housing & Urban Development	708-7543
Bob Nash, Chair	USDA/Small Community &	720-2080
Wayne Fawbush	Rural Development	720-2080
• Peter Yu	White House/Off Econ Policy	456-2223
• Will Steele	White House/Off Envir Policy	456-2710
• Mike Schmidt	White House/Domest Pol Coun	456-7028
• Bruce Beard	OMB	395-6899
• Ruth Saunders	OMB	395-4941
• Mark Gaede	USDA	720-4732
• Wilbur Peer	USDA/RDA	690-4737
• Chris Alsop	USDA/RDA	690-4737

FROM: W/ANIF FAWBUSH - 202-720-9340

OFFICE OF DOMESTIC POLICY

THE WHITE HOUSE

FROM THE OFFICE OF: **CAROL H. RASCO**
ASSISTANT TO THE PRESIDENT
FOR DOMESTIC POLICY

TO: Mike S.

DRAFT RESPONSE FOR CHR BY: _____

PLEASE REPLY (COPY TO CHR): _____

PLEASE ADVISE BY: _____

LET'S DISCUSS: _____

FOR YOUR INFORMATION: ☒ _____

REPLY USING FORM CODE: _____

FILE: _____

RETURN ORIGINAL TO CHR: _____

SCHEDULE: _____

REMARKS:

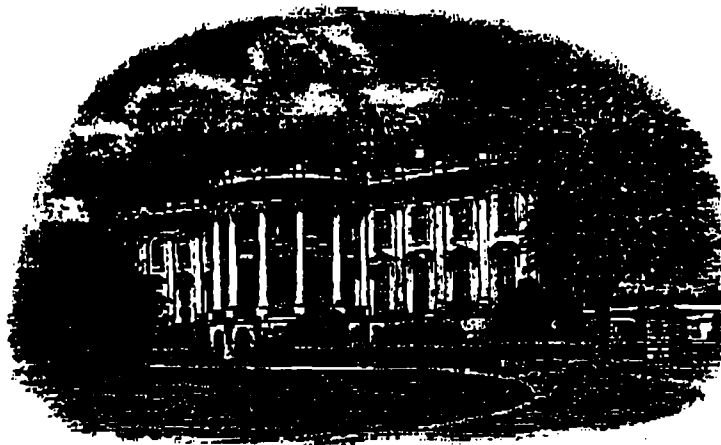
What will they be
"following up" w/ me
on per cover sheet?

WHITE HOUSE OFFICE ON ENVIRONMENTAL POLICY

TO: Please see Attached distribution List
 FROM: Cathy Zoi
 DATE: 12/20
 FAX: _____
 Number of pages including cover: 4

COMMENTS: Cathy Zoi, Chief of staff, and/or Will Stelle
Associate Director for Natural Resources will follow up
on this fax.

Thank you.



PHONE - (202) 456-6224 FAX - (202) 456-2710
 OLD EXECUTIVE OFFICE BUILDING, ROOM 360
 WASHINGTON, DC 20501

pr

THE WHITE HOUSE
WASHINGTON

November 29, 1993

MEMORANDUM FOR

SECRETARY BABBITT, DEPARTMENT OF THE INTERIOR
SECRETARY BROWN, DEPARTMENT OF COMMERCE
SECRETARY CISNEROS, DEPARTMENT OF HOUSING AND
URBAN DEVELOPMENT
SECRETARY ESPY, DEPARTMENT OF AGRICULTURE
SECRETARY REICH, DEPARTMENT OF LABOR
ADMINISTRATOR BROWNER, ENVIRONMENTAL PROTECTION
AGENCY
ADMINISTRATOR BOWLES, SMALL BUSINESS
ADMINISTRATION
LEON PANETTA, OFFICE OF MANAGEMENT AND BUDGET
BOB RUBIN, NATIONAL ECONOMIC COUNCIL
KATIE MCGINTY, OFFICE ON ENVIRONMENTAL POLICY
JOAN BAGGETT, OFFICE OF POLITICAL AFFAIRS
MARK GEARAN, COMMUNICATIONS OFFICE
~~CAROL RASCO, OFFICE FOR DOMESTIC POLICY~~

FROM: ROY NEEL, DEPUTY CHIEF OF STAFF 

SUBJECT: OFFICE OF FORESTRY AND ECONOMIC DEVELOPMENT

BACKGROUND:

"We must never forget the human and economic dimensions of these problems. Where sound management policies can preserve the health of forest lands, sales should go forward. Where this requirement cannot be met, we need to do our best to offer new economic opportunities for year round, high wage, high-skill jobs. We may make mistakes but we will try to end the gridlock within the federal government and we will insist on collaboration, not confrontation."

- President William J. Clinton
White House Forest Conference
Portland, Oregon
April 3, 1993

The purpose of this memorandum is to alert you to the creation of an Office on Forestry and Economic Development in the Pacific Northwest, and the selection of Tom Tuchmann as the Director of the Office.

In pledging to resolve the northern California and Pacific Northwest's forest crisis, the President promised to untangle a complex web of administrative inaction, court orders, and interagency differences. On July 2nd the President announced his Forest Plan for a Sustainable Economy and Sustainable Environment (see attached). The plan has been nationally recognized for the manner in which it attempts to reconcile the jobs vs. environment issue. We now need a "full-court press" strategy to ensure the effective implementation of the plan.

We have already made some significant progress on this front. The attached memoranda of understanding, which most of you recently signed, were drafted to help guide the implementation effort. A forest management Interim Interagency Implementation Team has been formed in Portland, Oregon. The states and National Economic Council have established working relationships to provide more effective delivery of worker and community assistance programs. All agencies have been working to secure funding for program implementation within existing overall budget constraints for FY 1994 and FY 1995.

Yet, the plan is complex and there is little margin for error. To assure successful plan implementation, a regional Office of Forestry and Economic development will be established.

PURPOSE AND RESPONSIBILITIES:

The primary responsibilities of this office include:

- fostering close coordination among agencies and work groups at the regional level;
- ensuring proper and continual coordination between regional activities and Washington-based policy and budget initiatives;
- assisting agencies in plan implementation;
- serving as a visible point of contact for state/community groups;
- enhancing the close coordination of public communications on the President's plan within the region;
- providing a visible expression of the President's continuing commitment to full and aggressive implementation of his program.

The Office of Forestry and Economic Development will be located in Portland, Oregon for two years. Portland is centrally located within the region, which will make travel to northern California and the Pacific Northwest easier.

The Director will serve as the primary Administration representative on all issues relating to the implementation of the plan, both within the region and also between the region and

Washington-based implementation activities. The Director shall serve as a liaison to all agencies and provide reports to the White House about progress on all fronts -- from forest practices, to economic assistance, to the progress on moving timber to mills. The White House anticipates that all agency personnel in Washington, and in the region, will give the director full cooperation so that the President's plan is fully implemented. We expect this effort involving several agencies to be a case study for the Clinton Administration's "Reinvented Government".

In this capacity the Director or his designee will oversee both the Regional Interagency Executive Committee and Community Economic Revitalization Team. The Director will also serve as a member and liaison to the Washington, D.C. based Interagency Executive Committee and Multi-Agency Command. Working with the agencies, the Director will also be responsible for ensuring the effective and timely communication with the Congressional delegation, other community groups and the public generally on all matters relating to plan implementation.

Mr. Tom Tuchmann will serve as Director of the Office. Tom is a forester who understands both the technical and policy components of the region's forestry issues. Tom served as co-chair of the President's transition team effort on the Forest Conference. As Special Assistant to Secretary Babbitt, Tom assisted in designing the Forest Conference and subsequent planning efforts. Attached is a brief biography for your information.

Attachments:

Forest Plan for a Sustainable Economy and Sustainable Environment
Worker and Community Assistance MOU
Forest Management MOU
Tuchmann Biography

DEC-21-1993 16:52 FROM

TO

7209749 P.01

MEMORANDUM

To: Economic Adjustment Initiative Partners

From: Wayne Fawbush, Special Assistant to the Chair, Multi-Agency Command

Subject: Reorganization

Date: December 20, 1993

We are in the process of reorganizing and are changing offices. In the future, please contact Jennifer Pratt with questions regarding the day to day functions of the MAC and MAC Working Group. She and I can be reached at the following:

- Wayne Fawbush
Room 5024 South Building
USDA
Washington, DC 20250

720-2564 - phone
720-8445 - fax
- Jennifer Pratt
Room 5419 South Building
USDA
Washington, DC 20250

690-0758 - phone
690-1262 - fax

MEMORANDUM

To: MAC and MAC Working Group Members
From: Wayne Fawbush  Special Assistant
Date: December 9, 1993
Subject: Final Draft of the Implementation Plan

Attached is a copy of the RCERT's Implementation Plan. It is currently being reviewed by the USDA attorney. Please review it yourself for content, keeping in mind that this is a working document. Suggestions need to reach our office (Fax: 720-2080) by the morning of Monday, December 13. We will be flying out to Seattle that afternoon for the RCERT meeting and will need to take any suggested changes with us.

The Revitalization Team members have put a lot of time into this document and are eager to finalize it on the 14th and get to work.

Northwest Economic Adjustment Initiative

Implementation Plan

OPTIONAL FORM 99 (7-90) *cc: Jennifer Platt*

FAX TRANSMITTAL # of pages *12*

To <i>Wayne Stubbish</i>	From <i>Laura</i>
Dept./Agency	Phone #
Fax # <i>202/720-2080</i>	Fax # <i>003 326 5898</i>
NSN 7540-01-317-7388	5099-101 GENERAL SERVICES ADMINISTRATION

**Regional Community Economic Revitalization Team
(Regional CERT)**

December 3, 1993

PREAMBLE

This Implementation Plan sets forth immediate actions which carry out an integrated, comprehensive approach to maximize the capacity of timber area workers, families, businesses, tribes and communities in the Pacific Northwest to regain and improve their economic and social well being. The Implementation Plan is intended to address the impact to the Pacific Northwest-specifically Oregon, Washington and Northern California-from issues raised by the Forest Plan. The MAC, Regional CERT and State CERTs recognize the unique nature, condition and character of the affected areas and acknowledge that the Forest Initiative has the greatest impact in Oregon, followed by Washington, and then Northern California. The efforts of the MAC and CERTs shall be responsive to local needs and encourage flexibility and innovation, process improvements, the removal of program impediments, and coordinate Federal, State, and local resources.

The Community Economic Revitalization Teams (CERTs) are designed to serve as a forum for discussion, coordination of program delivery and assistance, and funding issues. This is to be achieved through the processes contained in this implementation plan.

I. ALLOCATION AND DISTRIBUTION OF FUNDS¹

The Regional CERT will encourage fair and equitable distribution of funds through the delivery of information on available monetary resources and by the following steps:

- 1) Federal representatives to the Certs will constantly monitor individual agency funds to guarantee that their allocation remains consistent with equity considerations;
- 2) The State CERT will report funds committed on a periodic basis to the Regional CERT;
- 3) The Regional CERT will operate in the role of an "Honest Broker" through the monitoring of funding progress;
- 4) Funding Agencies at the Regional CERT level will give routine briefings;
- 5) Funding Agencies will ensure Agency resources to support adequate monitoring;
- 6) As a compliment to in-progress reviews, there will be short-term and long-term monitoring programs.

Short-Term:

- a) FY 94 funds require special monitoring consideration given the time constraints for pooling of these funds.
- b) First year, once per month

Long-Term: Quarterly.

¹ See Appendix A, Chart of Federal Assistance for Pacific Northwest Timber Communities.

7) In-progress reviews will be conducted program by program when 45 % of available funds are committed (15% to each state), or when:

- a) A State has 15 % of available funds committed;
- b) All States reach 45% commitment of the sum of the States' allocated monies;
- c) 80% of total funding is committed to all States;

8) Review can be accomplished through an electronic mail system, conference calls, or other means.

- a) Quarterly summaries of progress and allocation will be supplied to the MAC based on committed and obligated funds;
- b) The Regional CERT will monitor the quality of assistance provided through periodic feedback from the assisted communities.

9) When there are multi-year projects, a multi-year tracking is required to monitor State percentages.

II. IMPLEMENTATION RESPONSIBILITIES

Eligibility

This Implementation plan recognizes that there are areas of higher impact and lesser impact within and between states. The process is sensitive to the fact that communities and tribes of greatest need and impact may be the least able to access and utilize the assistance outlined in this plan.

Eligibility is an inclusive process that recognizes severity of impact as a significant project selection criteria. Accordingly, resources shall be invested from funding sources identified in this plan to benefit those demonstrating such need. In addition, specific consideration needs to be given to full utilization of Fiscal Year 94 funds in the impacted states of Oregon, Washington and Northern California.

State CERT Responsibilities:

A primary function of the State CERTs is to coordinate tri-state issues, to keep abreast of local community and tribal needs and concerns, and to raise those concerns to the Regional CERT when appropriate. Additionally, the responsibilities of the State CERTs may include:

- 1) Both the federal and nonfederal members of the State CERTs may identify and highlight programmatic requirements or provisions that inhibit the effectiveness of existing federal, state and local programs, and suggest improvements in existing processes;
- 2) The nonfederal members of the State CERTs may clarify the availability of matching monies or complementary programs that may be useful in consideration and planning by federal members;

² The nonfederal members of the State CERTs are not to advise federal members on applications or proposals for federal funds or assistance, recommend particular projects, or be construed or treated as an advisory committee. However, this does not preclude nonfederal officials, acting within their local capacity - not as State CERT members - from undertaking any solicitation or ranking activities designed to encourage the highest quality proposals from the communities.

3) The nonfederal members of the State CERTs may provide information to facilitate the evaluation and consideration of applications and proposals by Federal members. Given the nonfederal members' close ties to communities, this information is critically important to the efforts of federal officials;

4) The federal members on the State CERTs may consider the input of any nonfederal individual. This nonfederal input may be utilized by the federal officials pursuant to the existing statutory constraints.

III. INFORMATION AND COMMUNICATION SERVICES

The distribution of information is crucial to the effective implementation of the Forest Economic Adjustment Initiative. This is best achieved through cooperation and coordination at the local, tribal, state, regional and national level. In responding to inquiries regarding CERT activities received at any level of an organization, coordination with interested or other affected parties is essential.³

Examples of this include:

- a) Referring inquiries to the actual, relevant party(s);
- b) Press releases should be developed on a mutual release basis, through coordination, as appropriate, with the members of the Regional CERT, the White House, and Congressional delegations.

Directory

Information and communication services occur at three levels:

- 1) among and between CERT members and the MAC,
- 2) with workers, families, communities, tribes and businesses, and,
- 3) to the general public and media.

To address all levels, a directory of services will be required. A general directory of funding sources, eligibility requirements, and primary contacts is to be prepared by each CERT. The directory is to include information on program descriptions, contact names and numbers, matching funds requirements, who may be contacted for funds, and available resources. These resources include the amount and type (grant or loan) of funds and the level of technical assistance available. The State CERTs will be responsible for assuring that potential customers are aware of opportunities available under the Initiative. Building local staff capacity in the impacted communities will be a key part of this communication function.

Tracking

A tracking and reporting system will be developed to monitor the commitment and obligation of funds, process improvements, removal of impediments, project and program outcomes, as well as the sharing of innovative ideas and approaches among the states to increase awareness on investment decisions in an effort to avoid duplication.

³ Due to the various response times existing in each agency for comment prior to release, the MAC will approach the different agencies to address the time requirements for announcements. The MAC will seek to obtain a uniform response time that is a reduction of the existing time frames.

IV. PROCESS IMPROVEMENTS

One aspect of the Economic Adjustment Initiative involves improving the delivery of assistance. Accordingly, the Initiative calls for the development of a system for identifying and implementing such improvements and removing any impediments that may hinder the process. Those improvements and impediments may involve refinements in compliance assistance or the elimination of administrative practices, policies, regulations, or statutory requirements that unnecessarily hinder the effective delivery of federal assistance. The MAC, Regional CERT and State CERTs share responsibility for identifying and addressing these issues. To facilitate these activities, a clear statement of the problem and proposed solution should be prepared. That statement should include:

- 1) Administrative, regulatory or legislative background on the problem,
- 2) Examples of the problem and its effects, and
- 3) Possible steps to correct the problem and improve the delivery of federal assistance.⁴

Resolution of such problems and implementation of solutions should begin at the level at which the problem is identified. Whenever possible, State CERT members and Regional CERT members should effect the necessary improvements.⁵ When the State and Regional CERTs are not able to make the necessary changes, the issues will be forwarded to the MAC for prompt and cooperative resolution. In addition, the State CERTs and Regional CERT should establish a mechanism for tracking these matters and providing to the MAC regular updates on improvements in the delivery of federal assistance.

Two problems already identified in the Economic Adjustment Initiative are: 1) the preponderance of loan funds (as opposed to grant funds) in several categories and 2) population requirements and limitations of federal programs in these categories. Distinct possibilities exist for smaller communities, based upon population criteria, to be eligible for loans but without the authority to assume debt or the ability to support debt loads. Additionally, the only potential infrastructure funding sources for larger cities are EDA and CDBG grants.

The Regional CERT plan has addressed this process impediment to the extent of its authority by proposing a method to ensure that the limited grant funding for infrastructure will be used strategically. Thus the Regional CERT requests the MAC to consider the following solutions:

- 1) For the purpose of this initiative only, waive population limits for RDA loan programs. These relatively plentiful resources can be used for the larger communities which serve as engines of economic growth in impacted regions. The larger communities are also better able to take on debt than the smaller communities.
- 2) Increase the amount of funding available through the Forest Service Community Assistance Program, the RDA Business Enterprise Program, and the EDA. These are all flexible grant programs.

V. PROGRAM DELIVERY AND PROGRESS BENCHMARKS

The goal of the Implementation Plan is to deliver services to all recipients in a complete, time sensitive and fair manner. To ensure that this is accomplished to the

⁴ See Appendix B, *Process Improvements and Impediments*.

⁵ While it is anticipated that this body will address a wide range of possible improvements to federal practices, policies and regulations, this system will not serve as a mechanism for appealing negative administrative decisions on applications.

satisfaction of the final recipient, progress benchmarks will be established on a continuing basis.

Feedback from the customer is the ultimate measure of a successful or unsuccessful program. The customer includes the primary recipient of funds and those deriving a benefit from the funded project. Comments received from recipients of assistance under the Economic Adjustment Initiative will be shared with the State and Regional CERTs at regularly scheduled meetings.

Additional measures of effectiveness are: the time taken to respond, speed of approval or denial, and quantifiable feedback in the form of statistical data. This information will likely be best obtained at the State CERT level.⁶ However, the actual monitoring of feedback will be the responsibility of the Regional CERT.

VI. ROAD MAP TO PROGRAM IMPLEMENTATION

A. The IDEA

The idea is the beginning of the process. The idea may originate from a community, tribe, business, an individual, or from a plan newly developed or in place for some time. Those who generate ideas should reflect local realities rather than trying to fit local needs and ideas into a preconceived mold of what might get funded. Good projects may be developed which do not meet the requirements of any program. When this occurs, it will represent the identification of a process impediment.

B. Turning the IDEA into a Project

An idea becomes a project when the scope of the work involved is developed. The scope of work includes a description of the steps or elements that will bring the purpose of the idea to realization. A budget of both dollars and other resources required and a clear description of the outcomes expected from the completed project. Project documentation should show a clear relationship between the project and the community's economic adjustment needs. The project should further a community, tribal, county, regional, state, or multi-state plan related to economic adjustment.

Turning an idea into a project requires resources which may include just the investment of time and thought or may include professional engineering services, feasibility studies, design services or other costly investments. The most severely affected communities can expect to receive assistance in turning their idea(s) into project(s) from county/tribal government, regional economic development organizations, state government, and federal agencies.

C. Project Priorities

The Regional CERT recognizes that states, communities and tribes may have established priority setting processes to evaluate economic development proposals. Nothing in this Implementation Plan shall prohibit such processes. Nonfederal members acting in their capacity as state, local and tribal officials or, as private citizens, may analyze and prioritize proposals and, consistent with federal law, make recommendations to federal agencies. Moreover, as consistent with federal law, federal members of the State CERTs will consider such community preferences in evaluating application proposals.

⁶ Include local visits in conjunction with Regional CERT meetings. Also, coordinate Regional CERT and State CERT meetings to promote interaction.

D. Local Assessment of Readiness and Identification of Potential Sources of Funding

A project can be a high priority project without being "ready" (A project is ready when it has a well defined scope, reliable budget, strong community support and no problems which would prevent implementing it soon after funds are committed). If costly resources are required to bring a project to a state of readiness, then a community can request those resources from the State CERT (such as funding for a preliminary engineering study). Alternatively, the community, with appropriate technical assistance, can develop the project for a funding request in a subsequent fiscal year. The state and federal agencies are responsible, as far as practical, for identifying and coordinating potential funding sources outside the Economic Adjustment Initiative.

E. Assignment of a Project to a Lead Agency

The agency which is expected to put the most money into a project will usually become the lead agency. The "lead agency" determination may change during the process. Assignment to a lead agency is to provide the applicant a single point of contact for funding, rather than requiring the applicant itself to coordinate the Federal programs. The State CERT will make an initial cut at determining the most appropriate source of funding for a project and assign each project to a "lead agency" based on that determination.

The Regional CERT recognizes that for physical infrastructure projects this may mean assigning a project to a loan program rather than to a grant program. If the project is assigned to a loan program, it is the lead agency's responsibility to make a quick determination of the project's or community's ability to repay a loan. This determination should be based on a conservative estimate of potential revenues and a generous allowance for contingencies and other demands on the applicant.

If the lead agency determines that the project is not feasible without additional funds from other Economic Adjustment Initiative programs, it should bring the project back to the State CERT so that a multi-agency package can be put together. Scarce grant funding should be reserved for those high priority projects that need grant funding to be feasible.

F. Application Development and Project Review

The lead agency will assist the applicant in preparation of a complete application. The lead agency and the applicant may request, and can expect, to receive assistance in application preparation as required from counties, tribes, regional organizations, state agencies, and other State CERT members.

Agency decisions within 30 days after receipt of a complete application is a goal of the Regional CERT. The Regional CERT recognizes that agency staffing limitations and current processes make this goal unrealistic, but expects agencies to provide State CERTs and the Regional CERT with descriptions of actions to correct the conditions which prevent decisions within 30 days. As a result, the Regional CERT anticipates significant progress in achieving the thirty day goal.

G. Agency Decision and Commitment of Funds

Agencies will more rapidly process requests and have more integrated decision making with other federal and nonfederal entities.⁷ If an agency must deny project funding, it will provide the applicant and the State CERT with clear reasons for doing so. If the reasons for denial cannot be corrected or resolved in time for funding within the fiscal year, the State CERT, if practical, will give the community, tribal, or county an opportunity to substitute another project for the denied project.

H. Project Implementation, Management, and Monitoring

The lead agency will continue to serve as the grantee/borrower's single point of contact during the post-approval phase. The lead agency will report progress and outcomes to other funding partners. The grantee/borrower will be responsible for assessing and reporting on the success of the project in achieving its anticipated outcomes.

⁷ Announcements of project approvals will be in accordance with the public information section of this plan.

APPENDIX A

FEDERAL ASSISTANCE FOR PACIFIC NORTHWEST TIMBER COMMUNITIES

<u>Category/Program</u>	<u>Funds Secured</u>	<u>General Requirements</u>
<i>Workers & Families</i>		
DOL: JTPA Title III Sec'y Reserve	5.8 million (6.2 million)	One time money, discretionary, regional funds, timber affected communities, plus 6.2 million already available and dedicated to timber
Formula Monies	16 million	All statewide money, state allocated by formula (50% area dedicated, 50% Governor discretion), 14 million current (11-WA, 3-CA/OR)
<i>Business & Industry</i>		
SBA: Guarantees	n/a	Micro loans are direct (25000 limit), work in conjunction w/others, no new money, sufficient existing funds to meet needs, workshops
RDA: Bus. Enitprs Grant B & I	5.1 million 35.3 million	State allocation by formula, 2.45 million base with 2.55 million in reserve. 23.5 million remains in reserve at N.O., base of 11.7 mil. has to be spent before access timber reserve-not assigned to any one state
Intermed. Relend	16.0 million	All N.O. reserve
FS: Old Growth	6.4 million	All for impacted communities, Cost share money (50/50) by matching in-kind, value added wood products manufacturing, states administer
Frst Research Comm. Asst.	2.0 million 10.0 million	Can be used to organize/plan, cost share (80/20)
EDA: Tech. Asst.	7.5 million	Grant Funds, allocate by region
<i>Communities & Infrastructure</i>		
EDA: Planning Asst.	7.5 million	For Capacity bldg
RDA: Comm. Facil.	36.6 million (11.6 million)	11.6 million is base with state allocation, have to use base before access 36.6 million timber funds
Water/Waste	32 million (55 million)	Grant and Loan funds, 55 million in increased base to be used first, before access 32 million. 70.5 million is state allocated and 16.5 million is regional.
CDBG:	36.6 million (1.9 million)	State allocation by formula, 36.6 mil. is base, flexible funds, loan guarantees, not targeted to timber, 1.9 million in reserve
<i>Ecosystem Investment</i>		
Jobs in Woods:	7 million	Biol. side has control
Priv. Land Mgmt.	0.0	
Other Restoration	9.0 million	
Total	234.7 million (?)	

APPENDIX B-1

IDENTIFICATION OF PROCESS IMPROVEMENTS AND IMPEDIMENTS

Issue:

Agency:

What is the process improvement or impediment?

Why is it being identified?

Who is affected by the process improvement or impediment?

When does the process improvement or impediment come into play?

Procedural Reference:
(Statutory or Rule)

Authorities Involved:

Possible Solution:

*** A process improvement is an improvement that encourages or creates a new system of service delivery to the customer. An Impediment is an existing requirement that appears to hinder or delay the delivery of services. Proposed solutions should specify the advantages, both in labor and expense, to the program and the customer/end user.*

(SAMPLE)

APPENDIX B-2

IDENTIFICATION OF PROCESS IMPROVEMENTS AND IMPEDIMENTS

Issue: INTERMEDIARY RELENDING PROGRAM

Agency: RDA

What is the Process Improvement or Impediment?

- 1) A FmHA review of each loan made by the community lending corporation is required prior to loan approval.
- 2) Intergovernmental consultation is required on each loan, no matter what the dollar amount or potential impact.
- 3) Loan application, approval, and analysis authority rest in the National Office.

Why is it being identified?

- 1) The review creates a loan processing delay that is often unnecessary when the lender is familiar with FmHA requirements.
- 2) The consultation has a 45 day comment period which delays the loan process. Also, the consultation asks for input from areas that may have no interest in the loan due to the dollars involved or prospective use.
- 3) The applicant experiences a delay in processing of the application due to only National Office having the authority to accept application. Additionally, the applicant does not receive the personal contact and maximum customer service under the existing process.

Who is affected by the process improvement or impediment?

- 1) The Intermediary Lender - They are faced with time delays and unnecessary reviews;
 The Customer/end user - The loan funds are not released for immediate use and an estimate of when they will be available is undeterminable as the review by FmHA is dependent on competing work demands and limited staff;
 The FmHA Staff - increases the workload when staff resources are limited already.
- 2) All parties due to the time delay.
- 3) The Applicant - delay in processing, lack of personal contact;
 The FmHA State Office - inability to provide complete customer assistance or conduct adequate outreach and guidance to interested parties;
 The FmHA National Office - increased work demands.

When does the process improvement or impediment come into play?

- 1) The FmHA review is required after the loan is made to the community lender and before loan approval to the individual beneficiary/funds recipient.

- 2) Prior to FmHA's review of the ultimate user's loan request.
- 3) At the time of application preparation.

Procedural Reference: Generally, 1948-C

- 1) Requests to make loans to ultimate recipients, 1948.128
- 2) Intergovernmental consultation, 1948.117(c)
- 3) Intermediaries' contact, 1948.123(a) and (b)

Authorities Involved:

- 1) Per 1948-C, 1948.148, the Administrator may in individual cases grant an exception to any requirement or provision that is not inconsistent with applicable law or opinion, provided the requirement would adversely affect the Government's interest.
- 2) Per 1948-C, 1948.117(a), The State, through the State Point of Contact, may elect not to conduct an intergovernmental consultation for ultimate recipients.
- 3) Per 1948-C, 1948.124 to 1948.126, the Administrator or his designate may evaluate an application, sign the obligation of funds, review the final loan and handle security instruments, but only the National Office may receive applications or provide assistance in the completion of applications (see 1948.123).

Possible Solutions:

- 1) Allow FmHA to conduct initial pre-approval reviews until satisfied that the intermediary lender is in compliance with the use and feasibility requirements. At that point, accept the certification supplied by the intermediary lender (per FmHA procedure 1948-C, 1948.128(a)) on loans to ultimate recipients with an occasional post review.
- 2) Request that the State Point of Contact not conduct intergovernmental consultation on ultimate recipients, or otherwise specify which types of projects they must consult on.
- 3) Permit the Administrator to designate the State Director as the recipient of applications and to have the corresponding approval authorities.



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

MEMORANDUM

To: Peter Yu and Mike Schmidt, White House
From: Bob Nash, Chair, Multi-Agency Command *BN*
Date: December 10, 1993
Subject: RCERT Meeting on December 14

Please let me know whether the White House would like to make an announcement regarding the finalization of the Economic Adjustment Initiative's Strategic and Implementation Plans. If it does wish to make such an announcement, the December 14/15 RCERT Meeting might be a good time to do so. Please let me know if you would like the MAC Working Group to coordinate with the RCERT on such an announcement.

I assume there is a broader strategy you want to implement regarding communications on results. We should discuss how you want the issue dealt with on a short, medium, and long-term basis.

Allye Webb - Communication A1

- Kevin Sweeney in house

OPTIONAL FORM 99 (7-90)		# of pages <i>1</i>
FAX TRANSMITTAL		
To	Mike Schmidt	From <i>BN</i>
Dept./Agency	7028	Phone # <i>1209329</i>
Fax #	<i>456 66224</i>	Fax #
NSN 7540-01-317-7368		5099-101 GENERAL SERVICES ADMINISTRATION

Mike Schmidt
456-7028

MEMORANDUM

To: MAC and MAC Working Group Members
From: Wayne Fawbush, Special Assistant
Date: December 10, 1993
Subject: December 14 MAC Meeting

With apologies, we must again reschedule the upcoming December 14 MAC meeting. The new date, time, and location will be:

December 20
10:00 - 11:30 a.m.
Room 221A, Administration Building, USDA

Attached is an updated draft agenda.

NOTICE OF MAC MEETING

MONDAY, DECEMBER 20, 1993

10:00 -11:30 AM

U.S. DEPARTMENT OF AGRICULTURE
ROOM 221A (ADMIN BLDG)

=====

DRAFT AGENDA:

- I. Update of RCERT Process
 - A. December 14/15 Meeting
 - B. Next Steps
- II. Improvements to the System
 - A. Short-Run Docket
 - 1. Infusing the ideas of empowerment and reinventing government throughout our agencies
 - 2. EDA efforts
 - B. Long-Run Docket
 - 1. Continuing to infuse the ideas of empowerment and reinventing government throughout our agencies
- III. Coordinating with the Forest Management Side
 - A. Communications Plan
- IV. Electronic Bulletin Board
- V. Timeline:
 - A. Next MAC Meeting - end of January (?)
- VI. Future MAC Process
 - A. Meeting Schedule

** = changes, deletions
 = added text (Yu)
ab = other added text

4th Draft

*Comments back to Jen
 by tomorrow*

**Draft Implementation Plan
 November 26, 1993**

PREAMBLE:

*This Implementation Plan sets forth immediate actions which carry out an integrated, comprehensive approach to maximize the capacity of timber area workers, families, businesses, tribes and communities in the Pacific Northwest to regain and improve their economic and social well being. The MAC, Regional CERT and State CERTs recognize the unique nature, condition and character of the affected areas and acknowledge that the Forest Initiative has the greatest impact in Oregon, followed by Washington, and then Northern California. The efforts of the MAC and CERTs shall be responsive to local needs and encourage flexibility and innovation, process improvements, and coordinate Federal, State, and local resources. ***

I. FUNDS ALLOCATION

The Regional CERT will encourage fair and equitable distribution of funds through the delivery of information on available monetary resources and by the following steps:

- ** 1) Federal representatives to the Certs will constantly monitor individual agency funds to guarantee that their allocation remains consistent with equity considerations;
- 2) The State Cert will report funds committed on a periodic basis to the Regional CERT;
- 3) The Regional CERT will operate in the role of an "Honest Broker" through the monitoring of funding progress Nonfederal members of State CERTs, acting in their capacity as state, local or tribal officials, or as private citizens, may mutually agree on broad measures of equitable distribution of funds;
- 4) Funding Agencies at the Regional CERT level will

FAX TRANSMITTAL		# of pages 1
To	From	
Deputy Agency	Scott Duff	
Fax #	Phone #	
202/220-2000		
GENERAL SERVICES ADMINISTRATION		
NSN 7540-01/017-5018		

1 give routine briefing;

2 ** 5) Funding Agencies will ensure adequate Agency resources to support
3 adequate monitoring;

4 6) As a compliment to in-progress reviews, there will be short-term and
5 long-term monitoring programs:

6 Short-Term:

7 a) FY 94 funds require special monitoring
8 consideration given the time constraints
9 for pooling of these funds.

10 b) First year, once per month

11 Long-Term: Quarterly.

12 ** 7) In-progress reviews will be conducted program by
13 program when 45% of available funds are committed, (15% to each State)
14 or when:

15 a) A State has 15% of available funds committed;

16 b) All States reach 45% commitment of the sum of the
17 States' allocated monies;

18 c) 80% of total funding is committed to all States;

19 d) A percentage of funds, maintained
20 as a pool, is ready to be accessed.

21 ** 8) Review can be accomplished through an electronic
22 mail system or conference calls.

23 a) Quarterly summaries of progress and allocation
24 will be supplied to the MAC based on committed and obligated
25 funds;

26 b) The Regional CERT will monitor the quality of
27 assistance provided through periodic feedback

1 from the assisted communities.

2 9) When there are multi-year projects, a multi-year
3 tracking is required to monitor State percentages.

4 This is applicable in the case where various funds
5 have multiple constraints or when grants and loans
6 are both involved. Trigger points need to be
7 established for an evaluation of allocations made
8 to date.

9
10 **II. PROGRAM IMPLEMENTATION ****

11
12 **A. ELIGIBILITY**

13 The eligibility criteria set forth in this Implementation Plan recognizes that there
14 are areas of higher impact and lesser impact within and between states. The process is
15 sensitive to the fact that communities of greatest need and impact may be the least able
16 to access and utilize the assistance outlined in this plan.

17 Eligibility is an inclusive process that recognizes severity of impact as a
18 significant project selection criteria. ** Accordingly, resources shall be designated from
19 funding sources identified in this plan to communities demonstrating such need. In
20 addition, specific consideration needs to be given to full utilization of Fiscal Year 94
21 funds in the impacted States of Oregon, Washington and Northern California.

22
23 **B. STATE CERT RESPONSIBILITIES**

24
25 **The responsibilities of the State CERTs are:**

26 **1) Both the federal and nonfederal members of the State CERTs are to**
27 **identify and highlight programmatic requirements or provisions that inhibit the**

1 effectiveness of existing federal, state and local programs, and suggest
2 improvements in existing processes;

3 2) The nonfederal members of the State CERTs may clarify the availability
4 of matching monies or complementary programs that may be useful in
5 consideration and planning by federal members;

6 3) The nonfederal members of the State CERTs are to provide information
7 to facilitate the evaluation and consideration of applications and proposals by
8 Federal members. Given the nonfederal members' close ties to communities, this
9 information is critically important to the efforts of Federal officials;

10 4) The federal members on the State CERTs will consider the input of any
11 nonfederal individual. This nonfederal input may be utilized by the federal
12 officials pursuant to the existing statutory constraints.
13

14 Note: The nonfederal members of the State CERT are not to advise federal members
15 on applications or proposals for federal funds or assistance, recommend particular
16 projects, or be construed or treated as an advisory committee. However, this does not
17 preclude nonfederal officials, acting within their local capacity - not as State CERT
18 members- from undertaking any solicitation or ranking activities designed to
19 encourage the highest quality proposals from the communities.
20

21 **III. COMMUNICATION PLAN AND SERVICES ****

22
23 The Regional CERT recognizes that a detailed plan for the efficient distribution
24 of information (**) is required. The distribution of information is crucial to the
25 effective implementation of the Forest Economic Adjustment Initiative. There are
26 three level of communication; a) efficient and timely communication among CERT
27 members and between the CERTs and the MAC; b) communication with workers,

1 families, communities, tribes and businesses; c) media and general public
2 information. The communication system will need to include a method for
3 tracking and reporting commitment and obligation of funds, monitoring process
4 improvements, project and program outcomes, the sharing of innovative ideas and
5 approaches among the states, and increasing awareness on investment decisions to
6 avoid duplication.

7 A general directory of funding sources, eligibility requirements, and primary
8 contacts it to be prepared by each CERT. The directory is to include information on
9 program descriptions, contact names and numbers, matching funds requirements,
10 who may be contacted for funds, and what are the resources available. These resources
11 include the general amount and type (grant or loan) of funds and the level of technical
12 assistance available. The State CERTs will be responsible for assuring that
13 potential customers are aware of opportunities available under the Initiative.
14 Building local staff capacity in the impacted communities will be a key part of this
15 communication function.

16 Additionally, a communication plan for inter-governmental and public
17 communication is required. Inter-governmental communication includes project
18 tracking, monitoring of funds, a minimal reporting system, and process improvement
19 identification and resolution. Public communication requires the identification of
20 contacts for coordination of information. Contacts need to be identified at both the
21 State and Federal levels. This is crucial for responding to press inquiries.

22 The State CERT will respond to press/media inquiries on State CERT activities.
23 Such responses should be coordinated will all members of the State CERT. Inquires
24 made to the Regional CERT will be responded to only after coordination with the State
25 CERTs. Inquires made of the MAC and other National Office Federal officials
26 regarding CERT activities must be coordinated with State representatives on the

1 CERTs, unless the inquiry is directed only to MAC activities, then no coordinated
2 response with the CERTs is necessary.

3 Press releases should be developed on a mutual release basis. The press releases
4 should originate from the State CERT level, with cooperative efforts from the lead
5 funding agency(s). The State CERT will contact all entities involved prior to release of
6 any press statement. The purpose of the contact is both informative and to allow the
7 opportunity to supply quotes. These entities include, but are not limited to,
8 Congressional delegations, Federal Agency officials and local community/tribal
9 officials.

10 Organization and general news issues will be released to the press at the State
11 CERT level. The Regional CERT will be notified prior to the release and be given the
12 opportunity to participate in these new releases.

13 Due to the various response times existing in each agency for comment prior to
14 release, MAC will approach the different agencies to address the time requirement for
15 announcements. MAC will seek to obtain a uniform response time that is a reduction
16 of the existing times.

17 18 **IV. PROCESS IMPROVEMENTS** **

19
20 One aspect of the Economic Adjustment Initiative involves improving the
21 delivery of federal assistance. Accordingly, the Initiative calls for the development of
22 a system for identifying and implementing such improvements.

23 Those improvements may involve refinements in compliance assistance or the
24 elimination of administrative practices, policies, regulations, or statutory requirements
25 that unnecessarily hinder the effective delivery of federal assistance. The MAC,
26 Regional CERT and State CERTs share responsibility for identifying and addressing

individuals should provide
1 these issues. To facilitate these activities, a clear statement of the problem and
2 proposed solution should be prepared; that statement should include:
3 1) Administrative, regulatory or legislative background on the problem,
4 2) Examples of the problem and its effects, and
5 3) Possible steps to correct the problem and improve the delivery of federal
6 assistance.

7 Resolution of such problems and implementation of solutions should begin at the
8 level at which the problem is identified. Whenever possible, State CERT members and
9 Regional CERT members should effect the necessary improvements. In addition, the
10 State CERTs and Regional CERT should establish a mechanism for tracking these
11 matters and providing to the MAC regular updates on improvements in the delivery of
12 federal assistance. ** (deletion of timelimit for process improvement)

13
14 Note: While it is anticipated that this body will address a wide range of possible
15 improvements to federal practices, policies and regulations, this system will not serve
16 as a mechanism for appealing negative administrative decisions on applications.

17 18 **V. PROGRAM DELIVERY AND PROGRESS BENCHMARKS** **

19
20 The goal of the Implementation Plan is to deliver services to the affected
21 communities in a complete, time sensitive and fair manner. To ensure that this is
22 accomplished to the satisfaction of the final recipient, progress benchmarks will be
23 established on a continuing basis.

24 Feedback from the customer is the ultimate measure of a successful or
25 unsuccessful program. The customer includes the primary recipient of funds and those
26 deriving a benefit from the funded project. Comments received from recipients of

1 assistance under the Economic Adjustment Initiative will be shared with the State and
2 Regional CERTs at regularly scheduled meetings.

3 Additional measures of effectiveness are: the time taken to respond, speed of
4 approval or denial, and quantifiable feedback in the form of statistical data. This
5 information will likely be best obtained at the State CERT level. However, the actual
6 monitoring of feedback will be the responsibility of the Regional CERT.

7
8 *Timetable note: Try to include local visits in conjunction with Regional CERT meetings.*
9 *Also try to coordinate Regional CERT/State CERT meetings to promote interaction.*
10

11 VI. ROAD MAP TO PROGRAM IMPLEMENTATION

12

13 A. The IDEA

14

15 The idea is the beginning of the process. The idea may originate from a
16 community/tribe, business, an individual, or from a plan newly developed or in place
17 for some time. The idea should be based on worker, business, tribal, and community
18 needs, problems, and opportunities - not on a community's perception of the
19 requirements for funding.
20

21 B. Turning the IDEA into a project. **

22

23 An idea becomes a project when the scope of the work involved is developed.
24 The scope of work includes a description of the steps or elements that will bring the
25 purpose of the idea to realization. ** A budget of both dollars and other resources
26 required and a clear description of the outcomes expected from the completed project.
27 Project documentation should show a clear relationship between the project and the

1 community's economic adjustment needs. The project should further a community,
2 tribal, county, regional, state, or multi-state plan related to economic adjustment.

3 Turning an idea into a project requires resources which may include just the
4 investment of time and thought or may include professional engineering services,
5 feasibility studies, design services or other costly investments. The most severely
6 affected communities can expect to receive assistance in turning their idea(s) into
7 project(s) from County/tribal government, regional economic development
8 organizations, State government, and Federal agencies.

9
10 **** C. Project priorities**

11
12 The Regional CERT recognizes that local counties and tribes may have
13 established priority setting processes to evaluate economic development proposals.
14 Nothing in this Implementation Plan shall prohibit such processes. Except for direction
15 in considering benefit to the most severely impacted communities and workers, the
16 Regional CERT does not prescribe the method for setting priorities. Nonfederal
17 members acting in their capacity as state, local and tribal officials or as private
18 citizens may analyze and prioritize proposals and, consistent with federal law,
19 make recommendations to federal agencies. Moreover, as consistent with federal
20 law, federal members of the State CERTs may consider such community preferences in
21 evaluating application proposals.

22
23 **** D. Local assessment of readiness and identification of**
24 **potential sources of funding.**

25
26 A project is ready when it has a well defined scope, reliable cost estimates,
27 strong community support and no problems which would prevent implementing it soon

1 after funds are committed. A project can be a high priority project without being
2 "ready".

3 If costly resources are required to bring a project to a state of readiness, then a
4 community can request those resources from the State CERT (such as funding for a
5 preliminary engineering study). Alternatively, the community, with appropriate techni-
6 cal assistance, can develop the project for a funding request in a subsequent fiscal year.

7
8 *Note: The community, county, regional organizations, and state agencies are*
9 *responsible, as far as is practical, for identifying potential funding sources outside the*
10 *Economic Adjustment Initiative.*

11
12 ** E. Assignment of a project to a lead agency.

13
14 The agency which is expected, based on this process, to put the most money
15 into a project will become the lead agency. The "lead agency" determination may
16 change during the process. Assignment to a lead agency is to provide the applicant a
17 single point of contact for funding, rather than requiring the applicant itself to
18 coordinate the Federal programs.

19 The State CERT will make an initial cut at determining the most appropriate
20 source of funding for a project and assign each project to a "lead agency" based on that
21 determination. As a general principle, a project that is eligible for funding from more
22 than one agency will be assigned to the agency with the largest allocation from the
23 Economic Adjustment Initiative.

24 The Regional CERT recognizes that for physical infrastructure projects this may
25 mean assigning a project to a loan program rather than to a grant program. If the
26 project is assigned to a loan program, it is the lead agency's responsibility to make a
27 quick determination of the project's and/or community's ability to repay a loan. This

1 determination should be based on a conservative estimate of potential revenues and a
2 generous allowance for contingencies and other demands on the applicant.

3 If the lead agency determines that the project is not feasible without additional
4 funds from other Economic Adjustment Initiative programs, it should bring the project
5 back to the State CERT so that a multi-agency package can be put together. The State
6 CERT will reserve scarce grant funding for those high priority projects that need grant
7 funding to be feasible.

8 One obstacle which has already been clearly identified in the Economic
9 Adjustment Initiative is that the majority of funds in the Community and Infrastructure
10 section are loan funds. Further, RDA programs are limited to communities under
11 10,000 population for Water and Waste/Water programs and to communities under
12 20,000 for Facility Loans. EDA programs-which are all grant funds-have no
13 population limit. It is therefore conceivable that the smallest communities would be
14 eligible for loans that are not accessible to them due to debt loads or the lack of a local
15 economy to support increased municipal debt. Additionally, the only potential
16 infrastructure funding sources for larger cities is EDA grants.

17 The Regional CERT plan has addressed this process improvement to the extent
18 of its authority by proposing a method to ensure that the limited grant funding for
19 infrastructure will be used strategically. Thus the Regional CERT requests the MAC to
20 consider the following solutions:

- 21 1) For the purpose of this initiative only, waive population limits for
22 RDA loan programs. These relatively plentiful resources can be used for the larger
23 communities which serve as engines of economic growth in impacted regions. The
24 larger communities are also better able to take on debt than the smaller communities.
25 2) Increase the amount of funding available through the Forest Service
26 Community Assistance Program, the RDA Business Enterprise Program, and the EDA.
27 These are all flexible grant programs

1 **F. Application Development and Project Review**

2
3 The lead agency will assist the applicant in preparation of a complete
4 application. The lead agency and the applicant may request, and can expect, to receive
5 assistance in application preparation as required from counties, tribes, regional organi-
6 zations, state agencies, and other State CERT members.

7 Agency decisions within 30 days after receipt of a complete application is a goal
8 of the Regional CERT. The Regional CERT recognizes that agency staffing limitations
9 and project processing process improvements may make this goal unrealistic, but
10 expects agencies to provide State CERTs and the Regional CERT with descriptions of
11 the conditions which prevent decisions within 30 days. Further, the Regional CERT
12 anticipates significant progress in achieving the thirty day goal will be made over the
13 three year program.

14
15 **** G. Agency decision and commitment of funds**

16
17 Agencies will follow their usual procedures in approving projects,
18 obligating funds, and executing contracts. If an agency must deny project funding,
19 it will provide the applicant and the State CERT with clear reasons for doing so. If the
20 reasons for denial cannot be corrected or resolved in time for funding within the fiscal
21 year, the State CERT, if practical, will give the community, the tribe and/or the county
22 an opportunity to substitute another project for the denied project.

23
24 *Note: Announcement of project approvals will be in accordance with the public*
25 *information section of this Plan.*
26

H. Project Implementation, Management, and Monitoring

The lead agency will continue to serve as the grantee/borrower's single point of contact during the post-approval phase. The lead agency will report progress and outcomes to other funding partners. The grantee/borrower will be responsible for assessing and reporting on the success of the project in achieving its anticipated outcomes.

APPENDIX A-1

IDENTIFICATION OF PROCESS IMPROVEMENTS

Issue:

What is the process improvement?

Why is it needed?

Who is affected by the process improvement?

When does the process improvement come into play?

Procedural Reference:
(Statutory or Rule)

Authorities Involved:

Possible Solution:

** A process improvement is an improvement that encourages or creates a new system of service delivery to the customer. Proposed solutions should specify the advantages, both in labor and expense, to the program and the customer/end user.

(SAMPLE)

APPENDIX A-2

IDENTIFICATION OF PROCESS IMPROVEMENTS

Issue: INTERMEDIARY RELENDING PROGRAM

What is the Process improvement?

1) A FmHA review of each loan made by the community lending corporation is required prior to loan approval.

2) Intergovernmental consultation is required on each loan, no matter what the dollar amount or potential impact.

3) Loan application, approval, and analysis authority rest in the National Office.

Why is it a problem?

1) The review creates a loan processing delay tat is often unnecessary when the lender is familiar with FmHA requirements.

2) The consultation has a 45 day comment period which delays the loan process. Also, the consultation asks for input from areas that may have no interest in the loan due to the dollars involved or prospective use.

3) The applicant experiences a delay in processing of the application due to only National Office having the authority to accept application. Additionally, the applicant does not receive the personal contact and maximum customer service under the existing process.

Who is affected by the process improvement?

1) The Intermediary Lender - They are faced with time delays and unnecessary reviews;

The Customer/end user - The loan funds are not released for immediate use and an estimate of when they will be available is undeterminable as the review by FmHA is dependent on competing work demands and limited staff;

The FmHA Staff - increases the workload when staff resources are limited already.

2) All parties due to the time delay.

3) The Applicant - delay in processing, lack of personal contact;
The FmHA State Office - inability to provide complete customer assistance or conduct adequate outreach and guidance to interested parties;
The FmHA National Office - increased work demands.

When does the process improvement come into play?

1) The FmHA review is required after the loan is made to the community lender and before loan approval to the individual beneficiary/funds recipient.

2) Prior to FmHA's review of the ultimate user's loan request.

3) At the time of application preparation.

Procedural Reference: Generally, 1948-C

- 1) Requests to make loans to ultimate recipients, 1948.128
- 2) Intergovernmental consultation, 1948.117(c)
- 3) Intermediaries' contact, 1948.123(a) and (b)

Authorities Involved:

1) Per 1948-C, 1948.148, the Administrator may in individual cases grant an exception to any requirement or provision that is not inconsistent with applicable law or opinion, provided the requirement would adversely affect the Government's interest.

2) Per 1948-C, 1948.117(a), The State, through the State Point of Contact, may elect not to conduct an intergovernmental consultation for ultimate recipients.

3) Per 1948-C, 1948.124 to 1948.126, the Administrator or his designate may evaluate an application, sign the obligation of funds, review the final loan and handle security instruments, but only the National Office may receive applications or provide assistance in the completion of applications (see 1948.123).

Recommended Solutions:

1) Allow FmHA to conduct initial pre-approval reviews until satisfied that the intermediary lender is in compliance with the use and feasibility requirements. At that point, accept the certification supplied by the intermediary lender (per FmHA procedure 1948-C, 1948.128(a)) on loans to ultimate recipients with an occasional post review.

2) Request that the State Point of Contact not conduct intergovernmental consultation on ultimate recipients, or otherwise specify which types of projects they must consult on.

3) Permit the Administrator to designate the State Director as the recipient of applications and to have the corresponding approval authorities.

FAX TRANSMISSION

TO: Peter Yu, White House Counsel
202/ 456-2223 (fax)

FROM: Scott Duff, Oregon State Director
503/ 326-5898 (fax)

RE: Implementation Plan

Option 1:

Add to section II. to the Implementation Plan and change heading to address the role of State CERTs

"The responsibilities of the State CERTs are:

1) The nonfederal members are to provide important information in the evaluation and consideration of applications and proposals by Federal members. This information is critically important to the efforts of Federal officials, given the nonfederal members' close ties to communities;

2) The nonfederal members may clarify the availability of matching monies or complementary programs that may be useful in consideration and planning by Federal members;

3) Identify and highlight programmatic requirements and/or provisions that inhibit the effectiveness of existing Federal programs as well as suggest process improvements.

The nonfederal members of the State CERT are not to advise federal members on applications/proposals for federal funds and assistance, recommend particular projects, nor to be construed or treated as an advisory committee. However, this does not preclude nonfederal officials, acting within their local capacity - not as State CERT members- from undertaking any other solicitations or ranking activities designed to encourage the highest quality proposals from the respective communities."

Option 2: (Add to I. Funds Allocation)

1) The Federal officials on the State CERTs will consider the input of any nonfederal individual. This nonfederal input may be utilized by the federal officials pursuant to the existing statutory constraints.

2) Nonfederal members of the State CERTs may undertake analysis of proposals in their local, non-State CERT, capacities.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL		# of pages
To	Wayne Fawcett	3
Dept./Agency	ASAP	From
Fax #	202 720 2080	Phone #
NSN 7540-01-317-7368	5099-101	Fax #
		503 326 2731
		503 326 5898
GENERAL SERVICES ADMINISTRATION		

Option 3:

I. Funds Allocation
(add a subsection)

Nonfederal members of State CERTs acting in their capacity as state, local or tribal officials or as private citizens may mutually agree on broad measures of equitable distribution of funds. The Regional CERT will operate in the role of an "Honest Broker" through the monitoring of funding progress. (delete subsection #3)

Road Map - C.

Except for direction in considering benefit to the most severely impacted communities and worker, the Regional CERT does not prescribe the method for setting priorities. The Regional CERT recognizes that states, local communities and tribes may have established priority setting processes to evaluate economic development and worker proposals. Nothing in this Implementation Plan shall prohibit such processes. Nonfederal members acting in their capacity as state, local, and tribal officials, or as private citizens may analyze and prioritize proposals and consistent with federal law make recommendations to federal agencies. Moreover, as consistent with federal law, federal members of the State CERT will consider such community preferences in evaluating application proposals.

Share R. with

Addition to Implementation Plan where appropriate:

The State CERTs' role is in no way designed to substitute or preclude direct application to the State or Federal Agency providing funds.

NOTICE OF MAC MEETING

TUESDAY, NOVEMBER 30, 1993

1:00 - 3:00 PM

US DEPARTMENT OF AGRICULTURE
ROOM 221-A (ADMIN BLDG)

=====

AGENDA:

1. Status of Strategic Plan
2. Status of RCERT/SCERTS' Implementation Plan
3. Update on Tribal Participation on the MAC
(BJ Thornberry)
4. Update on Activities of MAC Working Group
 - a. Improving the assistance process.
 - Environmental Assessment meeting
 - b. The electronic bulletin board.
 - c. Performance measurements.
5. Role of the MAC in the future.
 - a. Working Group
 - b. Staffing
 - c. Interface with CERTS
 - d. Meetings
6. Timeline:
 - a. Signoff on Strategic Plan
 - b. Second RCERT meeting - Dec 1-2 in Seattle, WA
 - c. Final sign-off on Implementation Plan by MAC and Governors - Dec 15
 - d. Next MAC meeting

**Multi Agency Command
Strategy for the Forest Plan Economic Adjustment Initiative**

November 19, 1993

"We must never forget the human and economic dimensions of these problems. Where sound management policies can preserve the health of forest lands, sales should go forward. Where this requirement cannot be met, we need to do our best to offer new economic opportunities for year-round, high-wage, high-skill jobs." -- President Clinton, April 2, 1993

1
Introduction

This strategy outlines a framework to enable workers, businesses, communities, and *tribal members* to work in partnership with their governments as the region adjusts to changing economic conditions. As a framework for cooperative action, this plan intentionally leaves room for partnerships to mature and new insights to be incorporated. Thus, the plan is the beginning of an evolutionary process. The first year will be the learning ground for the second, and the second for the third.

I. Mission

The mission of the Economic Adjustment Initiative for the Pacific Northwest and Northern California is:

to *develop, stabilize*, and augment the capacity of individuals, businesses, communities, and *tribes* to adjust to, and thrive in the face of, declining timber harvests,

by increasing the scope and effectiveness of federal investments in economic and community assistance,

through improved coordination and integration of federal, state, and local *resources* and efforts.

II. Principles

The following principles will guide the federal government's actions in this effort. The federal government will:

- Encourage plans and actions at all levels to focus on results and to integrate economic, social, and environmental concerns;
- Move decision making and priority setting closer to the local level, based on the development of a mutual understanding that with this opportunity comes responsibility for performance and public accountability;
- Empower its own employees to act as responsive partners with state, tribal, and local governments and the private sector--profit, nonprofit, and community-based organizations;
- Enable workers, families, businesses, communities, and *tribes* to identify their own strategic opportunities and courses of action;
- Encourage sustainable market-oriented solutions, rather than long-term subsidies;
- Promote regional approaches to developing solutions to common problems; and
- Encourage collaboration among all participants.

III. Goals and Objectives

The goals and objectives of the Economic Adjustment Initiative are to:

Goal: Respond to locally-defined needs with a system that is flexible and innovative.

Objectives:

- Listen to, learn from, and act in conjunction with workers, businesses, communities, tribes, and public servants at all levels of government in order to improve the federal delivery system.
- Provide assistance for local planning and strategic decision-making based on sound analysis.
- Ensure that programs are accessible and easy to use.

2
↓

Goal: Enable affected workers and families, businesses, communities, and *tribes* to regain or improve their economic and social well-being.

Objectives:

- Provide assistance to workers and families to ease the short-term economic transition.
- Coordinate economic adjustment efforts with ecosystem investments to maximize economic benefits in affected communities.
- Prepare dislocated workers to compete effectively for available and anticipated employment opportunities, through a network of coordinated training and economic development efforts.
- Facilitate private sector investment in existing and new businesses that have the potential to generate sustainable, quality re-employment opportunities for dislocated workers.
- Make long term investments in job training, technical assistance, and public facilities to position individuals, firms and communities strategically.
- Cultivate the leadership capacity, development resources, and infrastructure necessary for resilient communities, building on the base of existing local and regional strategic planning work.

IV. Streamlining the Process for Delivery of Services

Multi Agency Command

Roles

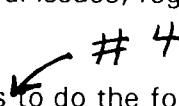
- Empower people to get results. Decentralize authority and empower those who work on the front lines to make more of their own decisions and solve more of their own problems. Legitimize initiative, risk-taking, and flexibility among federal employees, as well as new lines of communication across and within federal agencies.
- Work as a team to get results by *overcoming obstacles* and leading by example in facilitating interagency cooperation.

Actions

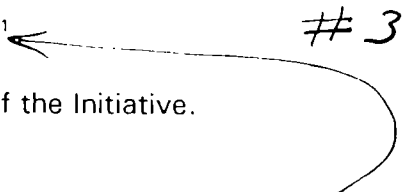
- Develop a strategic plan for the Economic Adjustment Initiative in the Pacific Northwest and Northern California.
- Establish strong lines of communication with the Regional Community Economic Revitalization Team (RCERT), the Interagency Steering Committee, and the Regional Interagency Executive Committee. (The latter two are part of the ecosystems management response team.)
- In collaboration with the Governors' offices, respond within 15 days to the RCERT's implementation plan.
- *Identify ways to improve the effective and coordinated delivery of federal programs and services and respond quickly to suggested changes in policies; practices; agency regulations; and legislation, as well as suggested changes to the strategic plan itself.*

Regional Community Economic Revitalization Team

Roles

- Serve as a forum for discussion of state and federal issues, regional strategies, and funding issues.
- Develop short and long-term implementation plans  to do the following:

Actions

- Make the best use of FY 94 funding opportunities.
- Collect and disseminate program information, and support and enhance existing information distribution systems.
- Ensure the equitable distribution of federal funds, consistent with federal statutes.
- Facilitate the development of cooperative arrangements between states.
- Ensure active coordination with other entities.¹ 
- Establish a process to measure performance of the Initiative.

¹ Includes tribal governments, other local governments not serving on the SCERT, and private for- and non-profit organizations.

- Plan for regular communication with the MAC, SCERTs, and others regarding the strategy process, projects, activities, outcomes, innovative practices, barriers, etc.
- *Identify ways to improve efficiency and coordination in the delivery of federal and state programs and services, resolving those matters which can be addressed at the regional level and forwarding the rest to the MAC for assistance and resolution as necessary.*

State Community Economic Revitalization Team (SCERT)

Roles

- Coordinate delivery of state and federal assistance to workers, businesses, communities, and tribes.
- Work with *tribal governments*, local governments not on the SCERT, and private for- and non-profit organizations.

Actions

- Develop an information outreach effort to ensure customer awareness and input into the process.
- *Provide state and local perspective on project proposals and applications to federal officials.*
- Develop a system of *both substantive and SCERT process* performance measurements to assess progress and results.
- *Identify ways to improve efficiency and coordination in the delivery of federal and state programs and services, resolving those matters which can be addressed at the state level and forwarding the rest to the RCERT for assistance and resolution as necessary.*

V. Evaluation and Modification

The Strategic Plan will be reviewed and evaluated and a report submitted to the parties to the Interagency MOU by no later than April 30, 1994. The evaluation will be conducted by the RCERT in conjunction with the MAC and SCERT and will be based upon performance measures established in the RCERT's implementation plan.

#5

Appendix I Communications Plan

The following two-part communications plan will be implemented by the MAC in conjunction with the RCERT and SCERTs to provide for:

- Decentralization of authority to and empowerment of federal officials at the RCERT and SCERT levels;
- Accurate and timely flow of information among the MAC, RCERT, and SCERTs;
- Coordination of Economic Adjustment Initiative activities with those of the Ecosystem Initiative; and
- Public awareness of the Initiative, its activities, and successes.

Internal Communications

To ensure that federal officials at the RCERT and SCERT levels are authorized and able to carry out the duties given them in this Initiative:

- 1) The MAC will contact its respective representatives at the RCERT and SCERT levels in order to:
 - delegate decision-making authority to RCERT and SCERT members;
 - emphasize the need for a long-term commitment to the Initiative and its processes;
 - link the efforts of the RCERT and SCERTs to those of the Ecosystem Initiative;
 - indicate the urgency of moving forward on current requests for assistance;
 - direct RCERT and SCERT members to identify opportunities for coordination of interagency activities and to resolve interagency differences;
 - request that RCERT and SCERT members identify ways to improve efficiency and coordination in the delivery of federal and state programs and services, and to ask for recommendations as to how the MAC could become involved if authority is lacking at the state or regional levels;
 - convey its commitment to respond to suggested improvements forwarded from the RCERT; and

- 2) The MAC will communicate with other interested/affected parties to gain their help and make the jobs of the RCERT and SCERTs easier. Actions include:
- brief and establish ongoing communications links with the region's Governors, Congressional delegations, and Tribal governments;
 - develop links with the Vice-President's Empowerment Board;
 - develop support strategies with MAC for their staffs in the region;
 - brief the Monday Management Group and the State Rural Development Councils of the National Initiative on Rural America; and
 - brief Cabinet-member speech writers.

To ensure accurate and timely flow of information among the MAC; RCERT; and SCERTs; the MAC, in conjunction with the RCERT and SCERTs, will:

- 1) Provide staff at the MAC and RCERT levels to facilitate ongoing communication among the three levels;
- 2) Establish a regular meeting schedule of the MAC;
- 3) Commit member-agency resources to respond to requests for information and removal of barriers forwarded from the RCERT; and
- 4) Establish an electronic bulletin board containing:
 - up-to-date information on activities of the MAC, RCERT, and SCERTs;
 - status of program funds, project applications, and funded project activities; and
 - electronic mail and conferencing capabilities.

To ensure coordination of Economic Adjustment Initiative activities with those of the Ecosystem Initiative, the MAC, in conjunction with the RCERT and SCERTs, will:

- 1) Schedule periodic meetings between the two Initiatives at the national and regional levels;
- 2) Establish a combined electronic bulletin board containing up-to-date information on each of the Initiatives; and
- 3) Designate MAC members to attend meetings of the Ecosystem Initiative Interagency Steering Committee and request that designated members of the Ecosystem Initiative attend MAC meetings.

External Communications

To promote public awareness of the Initiative, its activities, and successes, the MAC, in conjunction with the RCERT and SCERTs, will:

- 1) Work with regional personnel of MAC agencies to coordinate and provide detailed information to the public in the region. That information should include, but not be limited to:
 - description of the Initiative, its resources, process, and structure;
 - "how-to" guides on applying for and using those resources (including contacts);
 - updates on the distribution of funds and examples of proposals funded (e.g., innovative projects); and
- 2) Brief and establish ongoing communications links with the region's Governors, Congressional delegations, Tribal governments, and public interest groups.

Appendix II

Improving the Assistance Process

One aspect of the Economic Adjustment Initiative involves improving the delivery of federal assistance. Recognizing that many current program requirements and administrative procedures could be improved, a system will be instituted for identifying and implementing such improvements.

Improvements may involve refinements in compliance assistance or in changes to administrative practices, policies, regulations, and statutory requirements. In some instances, constraints may be the result of poor communication or inadequate legal guidance. In others, what may be perceived as a constraint may in fact be a justifiable regulation, although the rationale for its existence may be unclear or disputed.

Implementing this system is the responsibility of all participants in this Initiative -- program customers, as well as federal and state officials at all levels. Details should be outlined in the implementation plan and should reflect the following:

- *A commitment on the part of the MAC to ensure that ~~recommendations for~~ improvements in federal requirement and procedures, advanced to it through the system, are referred promptly to the responsible agency or authority and are tracked through the investigation process.* # 7
- *A commitment on the part of RCERTs, SCERTs, and states to handle in a similar fashion recommendations made to them.*
- *That the focus should be on outcomes for workers, businesses, communities, and tribes.*
- *That remediation of a constraint should be attempted first at the level at which it is identified.*
- *That the most workable solutions include local knowledge and expertise, and, therefore, decisionmaking authority and resolution should be moved as far downstream as possible.*
- *That this system is not intended for:*
 - *appeals of unfunded project applications, nor for*
 - *waivers of justifiable administrative, regulatory, or statutory requirements.*

November 29, 1993

TO: MAC Members
 MAC Working Group
 Other Interested Parties

FROM: WAYNE FAWBUSH

SUBJECT: Final Comments on Strategic Plan

This is a recap of the comments received on the MAC's Strategic Plan from the MAC members, MAC Working Group members, and counsel. We feel the intent and structure of the Plan will be clarified by including the specific additions or modifications as proposed.

Specific recommended modifications or additions to the Plan are underlined below. The more general comments and questions that were received are discussed later along with responses to these thoughts.

Specific comments received:

Change 1. (by Interior) See Page 1. Under the Introduction

This strategy outlines a framework to enable workers, businesses, communities, and tribal members which have depended on a forest products based economy to work in partnership with their governments as the region adjusts to changing economic conditions.

Change 2. (by Interior) See Page 3. Under Part III, second Goal:

Enable affected workers and families, businesses, communities, and tribes, which have depended on forest products based economies, to regain or improve their economic and social well-being.

Change 3. (by Interior) See Page 4. Under RCERT Action items, fifth bullet

Ensure active coordination with other entities, including tribal governments, other local governments not serving on the SCERT, and private for- and non-profit organizations.

Change 4. (by Ext. Service) See Page 4. Roles for Regional CERT.

Develop short and long-term implementation plans, based on the MOU and the Strategic Plan, to do the following:

Change 5. (by OGC/Ext Service) See Page 5. Evaluation and Modification

FACA

The Strategic Plan will be reviewed and evaluated and a report submitted to the parties to the Interagency MOU by no later than April 30, 1994. The evaluation will be conducted by the MAC in conjunction with information provided by the RCERT and SCERT and will be based upon performance measures established in the RCERT's implementation plan.

Change 6. (by OGC/HUD) See Appendix I. Internal Communications

FACA

1) The MAC will contact its respective Federal representatives at the RCERT and SCERT levels in order to:

- delegate appropriate decision-making authority to RCERT and SCERT members;

Change 7. (by OGC) See Appendix II. First bullet.

FACA

A commitment on the part of the MAC to ensure that it will expedite improvements in federal requirements and procedures, advanced to it through the system, and will track them through the investigation process.

General comments and questions received:

1. (by EPA) Have we conducted a legal review of the Federal Advisory Committee Act (FACA) issues/wording on the strategic and implementation plans and, if so, what does it say?

Response: We have asked the USDA Office of General Counsel (OGC) to review the pertinent documents. Our desire for legal review is to provide sufficient comfort to the MAC and CERTs that FACA should not be an issue in this initiative. We also are asking OGC for their advise on necessary wording changes in these documents to accomplish this end. OGC has discussed this with Peter Yu. Certain changes to the Plan have been recommended by OGC and are reflected in items 5, 6 and 7 above.

2. (by Ext. Service) Where are Oregon and Washington's Rural Development Councils in this initiative.

Response: There have been no roles set for these bodies in this initiative. As this is an ever changing program, their involvement will be determined in the future.

3. (by Ext. Service) On the subject of the federal agencies empowering their "employees to act as responsive partners..." (see Section II, Principles), it is questioned how this is to occur? Will there be formal delegations of authority?

Response: The process of empowering employees and the implementation of this principle will be handled on a case-by-case, and a program specific basis. Each agency involved can devise their own method to implement their changes in authority. Even though this effort may involve tailoring adjustments to the many programs initially, we anticipate the learning process will allow us to standardize changes to some degree in the future.

4. (by Ext. Service) Who will "coordinate economic adjustment efforts with ecosystem investments to maximize economic benefits in affected communities"? (See Section III, Objectives.)

Response: The objective to coordinate and maximize these factors, is to allow the Federal members of the CERT to evaluate needs on a community-wide basis, so that the limited resources available can be allocated to the best extent possible, according to their analyses and findings.

State's big concern (political)

**Improving the Federal Assistance
Delivery System**

*** MAC Response to RCERT Suggestion ***

Focus: Environmental Assessments (EA)

Issue: The system would be improved if a project-specific EA conducted by one federal agency could be accepted by all other agencies.

The Bottom Line: The EA process takes time and it is felt that it is inefficient for each agency to repeat the process in order to do its own EA.

Date Rcvd: November 9, 1993

Date of Initial Response Meeting: November 19, 1993

Date of Second Response Meeting: _____

RCERT Contact: _____

MAC Working Group Contact: Jennifer Pratt ph: 202/720-4749

National Response Group:

Phone: 202-

EPA - Ken Mittelholtz	260-0129
FmHA - Susan Wieferich	720-9647
Forest Service - Geri Bergen	205-1209
HUD - Charles Bien	708-1740
RDA - Chris Alsop	690-4730

Other partners contacted but not in attendance:

Council on Env. Quality (CEQ)

- Elizabeth Blaug

395-5754

EDA - Indicated they could accept other EAs.

Interior - Indicated they could accept other EAs.

SBA - Unable to reach anyone

Summary of Findings:

Since most EA processes are codified in regulations, changing them would be difficult and any change would take considerable time to make. Instead, the gathered agencies felt that the problem could be addressed more efficiently if looked at as an issue of improving communication between agencies and that coordination and cooperation would reduce as many barriers as changing the codified regulations could.

It was noted that the CEQ indicates that data can be shared across agency lines. Therefore, the group felt that through joint, up-front packaging of projects (including coordination of joint assessments) agency responses to applicants could be made more timely and more effective.

Suggestions from the National Response Group:

- Since the SCERT structure itself fosters coordination across agency lines, the group recommended that a process to facilitate this coordination be developed and tracked so that lessons could be learned from the SCERTs' efforts.
- In order to share information in a more organized manner and to coordinate from the start, the suggestion was made that a matrix of all agencies' EA requirements be developed. In that manner, the greatest common denominator of needs could be gathered from the outset or at least, each agency could readily see what had already been assessed and what more they might need to do.

Note: FYI - Good sources of information --

- The Park Service has a registry of historic preservation.
- The Corps of Engineers can be tapped for wetlands maps.
- Internal training in NEPA could be conducted jointly at the local level.

- Consider holding an "up-front" meeting on a pilot basis to focus an inter-agency group on the requests already on the docket from a single county. The meeting would be held to discuss what could the group be doing to anticipate the future needs and its potential role.
- Regarding the specific situation in the PNW and N.CA:
 - The CA Department of Historic Preservation has a very large backlog which slows the EA of several federal agencies.

Next Steps:

- The electronic bulletin board should be set up and in the development process shortly. At that point, information sharing will be facilitated through the creation of multiple forums and through connections to various databases such as EPA's and potentially the above mentioned Park Service registry.
- Depending upon the RCERTs response to this memo, we are discussing the possibility of developing an MOU to clarify the ability to share across agency lines and to emphasize the importance of up-front collaboration.

Process Lessons Learned:

Until this process for improving the delivery system gets ironed out, this section will be included in these communications. Please include such a section in the RCERT communications as well. This will help us to improve the process more rapidly.

- The request to improve the EA system was not captured on paper in detail from the RCERT, so there was confusion regarding the actual issue to be discussed. In order to respond more effectively, the MAC Working Group will need to receive suggested improvements on paper (or soon on e-mail) broken into their component parts.
- Was this the full issue? If not, please resubmit, modifying the question and explaining the issue more fully.

Electronic Bulletin Board

● Questionnaire for Forest Plan Partners ●

December 1, 1993

We are currently in the process of finalizing a contract with Electric Ideas Clearinghouse, a Washington State-based firm which will link Economic Adjustment Initiative members to each other through an electronic bulletin board (EBB) called Rural Development Network (RDN). This system is user-friendly and adaptable, and we want to be sure to take full advantage of its capabilities. Training will be available.

RDN will link Initiative partners through a number of mechanisms and to a number of information resources:

Electronic Mail -- The system will provide 24 hour messaging capability (except for occasional maintenance). Users will be able to send messages to individuals or groups, and the messages can be private or public. Data and text files can be attached to messages.

Conferencing -- RDN will offer a variety of conferences Initiative members. SCERTs can use their own conferences for in-state issues. Partnership forums on rural development issues will be created, including environmental infrastructure, local leadership and capacity, job training and economic development, and health care.

Libraries -- RDN can offer the Initiative a central, easily accessible "place" for important documents. An administrative library might include policy and operational documents like the memoranda of understanding, policy memos, and briefing materials.

File Transfer -- RDN will make possible for users to transfer data and text files via the network. This capability will be useful for group work where people separated by distance will be able to send a document file back and forth in minutes for joint writing, editing, and review. Users will also be able to download files. In addition to these services, RDN will serve a broader network of users than just the Initiative. For example, in the Pacific Northwest alone, other users will include the Washington Infrastructure Assistance Coordinating Council, the Governor's Timber Team, and the State Rural Development Councils. RDN will be able to provide gateways to other bulletin boards that focus on rural issues, including the Big Sky Network, Oregon's Rural Info, and others.

Electric Ideas Clearinghouse is available by modem and Internet. The system will currently support up to 16 users simultaneously. Toll-free telephone access will be available in Washington, Oregon, and California. These services will be available to users from the Forest Plan groups as a first priority.

In this vein, the following is a questionnaire for Initiative partners. Your answers will help the MAC Working Group respond more effectively to the needs of all members.

- Have you ever used an EBB? _____
- What do you anticipate you will use the RDN for? _____

- What databases have you heard about that you would like to have access to (please include phone number)? _____

- What databases exist in your community/state/agency which others might find useful (please include a phone number)? _____

- What issues would you like the chance to talk to other rural development participants about?

- What information would you like put into a database for your use? _____

MAC Meeting
November 15, 1993

* Minutes *

NOTE: Because of the significance of the first RCERT meeting, we are distributing minutes covering the report on it.

Report on the November 4-9 RCERT Meeting

- * Went through a productive struggle in developing its own process.
- * Implementation plan has a form different from the strategic plan as a result of own process.
- * Strategic plan's mission statement was modified so that all partners could feel comfortable using it (ok'd by the MAC during this meeting).

Comments from Scott Duff (Co-Chair of the RCERT) and Ensuing Conversation

- * Sense of being squeezed into a box.
 - Would have helped to have been included earlier in the process.
- * Strong core group of officials on RCERT
 - Past history together, broad experience base.
- * A lot of distrust at first.
- * Lots of time rearranging and buying in.
- * Ann Berblinger, of EDA, to be thanked for developing the Road Map in the implementation plan.
- * The way the federal monies are being distributed (tracking them regionally by program) is more complex than just giving it by state. But this is more true to what we are trying to do.
 - More complex for RCERT and may require more staffing.
 - Working to coordinate application dates.
 - RCERT expects to be flexible in its distribution. 15 percent of each program will be the floor, but the RCERT will be watching to understand the aggregate distribution.

- The monies will be allocated through a pooling, communicative process.
- Rather than putting a precise percentage for each state in the plan, the RCERT decided to "understand" that Oregon, Washington and California (in that order) have greater priority.
- The question was raised as to whether or not more indication would be made in the implementation plan of moving from a program/ project orientation to an outcome orientation.
- * There is no Eastside Plan yet, but the people in the region recognize the need for attention.
 - * RCERT has left the process flexible enough to deal with other communities beyond those most highly impacted on the Western side.
 - * Eastside EIS will be done in the Spring.
 - Eastsiders will want to get involved.
- * Due in January and February: explanatory notes for FY 95 monies for F.S.
- * Bob Reiner, Assistant State Director for Interior, is now the permanent Co-chair of the RCERT.
- * Need for support in the field.
 - Potentially round robin for funding at RCERT level.
 - Important to keep sending the message that this is a shared effort.
 - Suggestion that the RCERT keep a running tally of who's chipping in.
 - Workload anticipation - Query field to know. Discuss in next few meetings.
 - Creative staffing needed - what FS personnel are available to help with Environmental aspects of loan servicing?

Critical Issues:

- High expectations regarding the numbers in Peter Yu's chart (they must be credible).
- Seeking FY 95 monies for Eastside.

Timeline

- * Sign off on Strategic Plan.
 - Requesting comments from Chiefs of Staff on strategic plan by the close of business November 23rd.
- * Next MAC meeting - 30th.
- * Next RCERT Meeting December 1st and 2nd.
 - SCERT invited - not much attendance expected.
- * RCERT meeting 14th and 15th.
 - Eugene, Oregon.
 - Hopefully sign off on implementation plan by then.
- * MAC and Governors' comments on the Implementation Plan by November 19 .
- * Briefing for the regional Congressional Delegation - after the winter recess.

Discussion of Tribal Representation on MAC

- * As Sovereigns Nations, could they sit with feds at MAC?
 - Most likely will be a representative of BIA.
- * B.J.Thornberry will come back with recommendations on this issue.

Process to Improve the System

- * Potential RCERT reporting form offered.
- * Suggestion that we give this to National Performance Review folks in each Department.
 - Fix these barriers forever.
- * Suggestion to ground suggestions for improvement in actual experiences.
- * Meeting this week on EA process - Thursday.
- * RCERT now has someone (Laura McFarland) to do research on the authorities.
- * SCERT will not have staff, so RCERT will play the greater role in improving the system.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages > 12

To	Porter	From	Wayne Faulstich
Dept./Agency		Phone #	720-9340
Fax #	456-2223	Fax #	
5099 101		GENERAL SERVICES ADMINISTRATION	

Draft Implementation Plan November 20, 1993

PREAMBLE:

This Implementation Plan sets forth immediate actions which carry out an integrated, comprehensive approach to maximize the capacity of Northwest timber area workers, families, businesses, tribes and communities in Oregon, Washington and Northern California to regain and improve their economic and social well being. This effort shall be responsive to local needs and encourage flexibility and innovation, process improvements, and coordinate Federal, State, and local resources.

I. FUNDS ALLOCATION

The Regional CERT will encourage fair and equitable distribution of funds through the delivery of information on available monetary resources and by the following steps:

- ** 1) Federal Representatives to the Certs will constantly monitor individual agency funds to guarantee that their allocation remains consistent with equity considerations;

- 2) The State Cert will report funds committed on a periodic basis to the Regional Cert;

- ** 3) Regional CERT will operate in the role of an Honest Broker through the monitoring of funding progress;

- 4) Funding Agencies at the Regional CERT level will give routine briefings;

- 5) Ensure adequate Agency resources to support adequate monitoring;

- 6) Short-term and long-term monitoring programs, as a compliment to in-progress reviews:

Short-Term:

OPTIONAL FORM 99 (7-90)		FAX TRANSMITTAL		# of pages > 12
To	Wayne Faulstich	From	Duff	
Dept./Agency		Phone #		
Fax #	720-2080	Fax #		
5099 101		GENERAL SERVICES ADMINISTRATION		

1 a) FY 94 funds require special monitoring
2 consideration given the time constraints
3 for pooling of these funds.

4 b) First year, once per month

5 Long-Term: Quarterly.

6 7) In-progress reviews will be conducted program by
7 program when State funding levels reach 45 % or when:

8 a) A State reaches 15 %;

9 b) All States reach 45 % of the sum of the
10 States' monies;

11 c) 80 % of total funding to all States;

12 d) A percentage of funds will be maintained
13 as a pool.

*does this
belong here*

14 8) Review can be accomplished through an electronic
15 mail system or conference calls.

16 a) Quarterly summaries of progress and allocation
17 will be supplied to the MAC;

18 b) The Regional CERT will monitor the quality of
19 assistance provided through periodic feedback
20 from the assisted communities.

*What does this
mean*

21 9) When there are multi-year projects, a multi-year
22 tracking is required to monitor State percentages.
23 This is applicable in the case where various funds
24 have multiple constraints or when grants and loans
25 are both involved. Trigger points need to be
26 established for an evaluation of allocations made
27 to date.

II. PROGRAM IMPLEMENTATION

This implementation plan is intended to address the impact of the Forest Initiative Plan upon the Pacific Northwest, specifically Oregon, Washington and Northern California. The MAC, Regional CERT and State CERTs recognize the unique nature, condition and character of those affected areas. The purpose of this plan is to acknowledge that the Forest Initiative has the greatest impact in Oregon, followed by Washington, and then California.

The eligibility criteria set forth in this Implementation Plan recognizes that there are areas of higher impact and lesser impact within and between states. The process is sensitive to the fact that communities of greatest need and impact may be the least able to access and utilize the assistance outlined in this plan.

Eligibility is an inclusive process that recognizes severity of impact as a significant project selection criteria. ** Accordingly, resources shall be designated from funding sources identified in this plan to communities demonstrating such need. In addition, specific consideration needs to be given to full utilization of Fiscal Year 94 funds in the impacted States of Oregon, Washington and Northern California.

III. COMMUNICATION PLAN AND SERVICES

It is recognized that a detailed plan for the efficient distribution of information to state and local officials, individuals, and businesses is required. The distribution of information is crucial to the effective implementation of the Forest Economic Adjustment Initiative. Therefore, a general directory of funding sources, eligibility requirements, and primary contacts it to be prepared.

1 The directory should include such information as what are the matching funds
2 requirements, who may be contacted for funds, and what are the resources available.
3 These resources include the general amount and type (grant or loan) of funds and the
4 level of technical assistance available.

5 Additionally, a communication plan for inter-governmental and public
6 communication is required. Inter-governmental communication includes project
7 tracking, monitoring of funds, a minimal reporting system, and process improvement
8 identification and resolution. Public communication requires the identification of
9 contacts for coordination of information. Contacts need to be identified at both the
10 State and Federal levels. This is crucial for responding to press inquiries.

11 The State CERT will respond to press/media inquiries on State CERT activities.
12 Such responses should be coordinated with all members of the State CERT. Inquires
13 made to the Regional CERT will be responded to only after coordination with the State
14 CERTs. Inquires made of the MAC and other National Office Federal officials
15 regarding CERT activities must be coordinated with State representatives on the
16 CERTs, unless the inquiry is directed only to MAC activities, then no coordinated
17 response with the CERTs is necessary.

18 Press releases should be developed on a mutual release basis. The press releases
19 should originate from the State CERT level, with cooperative efforts from the lead
20 funding agency(s). The State CERT will contact all entities involved prior to release of
21 any press statement. The purpose of the contact is both informative and to allow the
22 opportunity to supply quotes. These entities include, but are not limited to,
23 Congressional delegations, Federal Agency officials and local community/tribal
24 officials.

25 Organization and general news issues will be released to the press at the State
26 CERT level. The Regional CERT will be notified prior to the release and be given the
27 opportunity to participate in these new releases.

Due to the various response times existing in each agency for comment prior to release, MAC will approach the different agencies to address the time requirement for announcements. MAC will seek to obtain a uniform response time that is a reduction of the existing times.

IV. NECESSARY PROVISIONS AND REPORTING SYSTEMS **

One aspect of the Economic Adjustment Initiative involves improving the delivery of federal assistance. Accordingly, the Initiative calls for the development of a system for identifying and implementing such improvements.

Those improvements may involve refinements in compliance assistance or the elimination of administrative practices, policies, regulations, or statutory requirements that unnecessarily hinder the effective delivery of federal assistance¹. The MAC, Regional CERT and State CERTs share responsibility for identifying and addressing these issues. To facilitate these activities, a clear statement of the problem and proposed solution should be prepared; that statement should include:

- 1) Administrative, regulatory or legislative background on the problem,
- 2) Examples of the problem and its effects, and
- 3) Possible steps to correct the problem and improve the delivery of federal assistance.

Resolution of such problems and implementation of solutions should begin at the level at which the problem is identified. Whenever possible, State CERT members and Regional CERT members should effect the necessary improvements. In addition, the State CERTs and Regional CERT should establish a mechanism for tracking these

¹While it is anticipated that this regime will address a wide range of possible improvements to federal practices, policies and regulations, this system will not serve as a mechanism for appealing negative administrative decisions on applications.

*SECRET or RCERT sees red tape
 ~> try to resolve
 ~> if not - up to MAC*

*SECRET
 ~> RCERT
 ~> MAC*

1 matters and providing to the MAC regular updates on improvements in the delivery of
 2 federal assistance.

~ also work w/customers to determine delivery problems

4 V. TIMETABLE AND ADMINISTRATIVE EXPENSE LIMITS

6 The goal of the Implementation Plan is to deliver services to the affected
 7 communities in a complete, time sensitive and fair manner. To ensure that this is
 8 accomplished to the satisfaction of the final recipient, progress benchmarks will be
 9 established on a continuing basis.

10 Feedback from the customer is the ultimate measure of a successful or
 11 unsuccessful program. The customer includes the primary recipient of funds and those
 12 deriving a benefit from the funded project. Comments received from recipients of
 13 assistance under the Economic Adjustment Initiative will be shared with the State and
 14 Regional CERTs at regularly scheduled meetings.

15 Additional measures of effectiveness are: the time taken to respond, speed of
 16 approval or denial, and quantifiable feedback in the form of statistical data. This
 17 information will likely be best obtained at the State CERT level. However, the actual
 18 monitoring of feedback will be the responsibility of the Regional CERT.

20 *Timetable note: Try to include local visits in conjunction with Regional CERT meetings.*
 21 *Also try to coordinate Regional CERT/State CERT meetings to promote interaction.*

VI. ROAD MAP TO PROGRAM IMPLEMENTATION

A. The IDEA

re-write needed

The idea is the beginning of the process. The idea may originate from a community/tribe, business, an individual, or from a plan newly developed or in place for some time. The idea should be based on worker, business, tribal, and community needs, problems, and opportunities - not on a community's perception of the requirements for funding.

B. Turning the IDEA into a project.

An idea becomes a project when the scope of the work involved is developed. The scope of work is a description of the steps or elements that will bring the purpose of the idea to realization. The description should include quantifiable or qualitative measurable results as well as include a budget of both dollars and other resources required with a clear description of the outcomes expected from the completed project. Project documentation should show a clear relationship between the project and the community's economic adjustment needs. The project should be part of a community, tribal, county, regional, state, or multi-state plan related to economic adjustment.

Turning an idea into a project requires resources which may include just the investment of time and thought or may include professional engineering services, feasibility studies, design services or other costly investments. The most severely affected communities can expect to receive assistance with these items from County/tribal government, regional economic development organizations, State government, and Federal agencies. Thus turning their idea(s) into project(s).

not a sentence

**** C. Project priorities**

Except for direction in considering benefit to the most severely impacted communities and workers, the Regional CERT does not prescribe the method for setting priorities. The Regional CERT recognizes that local counties and tribes may have established priority setting processes to evaluate economic development proposals. Nothing in this Implementation Plan shall prohibit such processes. Moreover, as consistent with federal law, federal members of the State CERTs may consider such community preferences in evaluating application proposals.

D. Local assessment of readiness and identification of potential sources of funding.

A project is ready when it has a well defined scope and reliable cost estimates, strong community support and no problems which would prevent implementing it soon after funds are committed. Thus, a project can be a high priority project and still lack a "readiness" assessment.

If costly resources are required to bring a project to a state of readiness, then a community can request those resources from the State CERT, such as funding for a preliminary engineering study. Alternatively, the community, with appropriate technical assistance, can further develop the project for a funding request in a subsequent fiscal year.

Note: The community, county, regional organizations, and state agencies are responsible, as far as is practical, for identifying potential funding sources outside the Economic Adjustment Initiative.

**** E. Assignment of a project to a lead agency.**

The agency which is expected, based on this process, to put the most money into a project will become the lead agency. The "lead agency" determination may change during the process. Assignment to a lead agency is to provide the applicant a single point of contact for funding, rather than requiring the applicant itself to coordinate the Federal programs.

The State CERT will make an initial cut at determining the most appropriate source of funding for a project and assign each project to a "lead agency" based on that determination. As a general principle, a project that is eligible for funding from more than one agency will be assigned to the agency with the largest allocation from the Economic Adjustment Initiative.

The Regional CERT recognizes that for physical infrastructure projects this may mean assigning a project to a loan program rather than to a grant program. If the project is assigned to a loan program, it is the lead agency's responsibility to make a quick determination of the project's and/or community's ability to repay a loan. This determination should be based on a conservative estimate of potential revenues and a generous allowance for contingencies and other demands on the applicant.

If the lead agency determines that the project is not feasible without at least partial grant financing from other Economic Adjustment Initiative programs, it should bring the project back to the State CERT so that a multi-agency package can be put together. The State CERT will reserve scarce grant funding for those high priority projects that need grant funding to be feasible.

One obstacle which has already been clearly identified in the Economic Adjustment Initiative is that the majority of funds in the Community and Infrastructure section are loan funds. Further, RDA programs are limited to communities under 10,000 population for Water and Waste/Water programs and to communities under

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20,000 for Facility Loans. EDA programs-which are all grant funds-have no population limit. It is therefore conceivable that the smallest communities would be eligible for loans that are not accessible to them due to debt loads or the lack of a local economy to support increased municipal debt. Additionally, the only potential infrastructure funding sources for larger cities is EDA grants.

The Regional CERT plan has addressed this process improvement to the extent of its authority by proposing a method to ensure that the limited grant funding for infrastructure will be used strategically. Thus the Regional CERT requests the MAC to consider the following solutions:

- 1) For the purpose of this initiative only, waive population limits for RDA loan programs. These relatively plentiful resources can be used for the larger communities which serve as engines of economic growth in impacted regions. The larger communities are also better able to take on debt than the smaller communities.
- 2) Increase the amount of funding available through the Forest Service Community Assistance Program, the RDA Business Enterprise Program, and the EDA. These are all flexible grant programs

F. Application Development and Project Review

The lead agency will assist the applicant in preparation of a complete application. The lead agency and the applicant may request, and can expect, to receive assistance in application preparation as required from counties, tribes, regional organizations, state agencies, and other State CERT members.

Agency decisions within 30 days after receipt of a complete application is a goal of the Regional CERT. The Regional CERT recognizes that agency staffing limitations and project processing process improvements may make this goal unrealistic, but expects agencies to provide State CERTs and the Regional CERT with descriptions of

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1 the conditions which prevent decisions within 30 days. Further, the Regional CERT
2 anticipates significant progress in achieving the thirty day goal will be made over the
3 three year program.

4
5 **G. Agency decision and commitment of funds**
6

7 If an agency must deny project funding, it will provide the applicant and the
8 State CERT with clear reasons for doing so. If the reasons for denial cannot be
9 corrected or resolved in time for funding within the fiscal year, the State CERT, if
10 practical, will give the community, the tribe and/or the county an opportunity to substi-
11 tute another project for the denied project.

12
13 *Note: Announcement of project approvals will be in accordance with the public*
14 *information section of this Plan.*
15

16 **H. Project Implementation, Management, and Monitoring**
17

18 The lead agency will continue to serve as the grantee/borrower's single point of
19 contact during the post-approval phase. The lead agency will report progress and
20 outcomes to other funding partners. The grantee/borrower will be responsible for
21 assessing and reporting on the success of the project in achieving its anticipated
22 outcomes.

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APPENDIX A-1

IDENTIFICATION OF PROCESS IMPROVEMENTS

Issue:

What is the process improvement?

Why is it needed?

Who is affected by the process improvement?

When does the process improvement come into play?

Procedural Reference:
(Statutory or Rule)

Authorities Involved:

Possible Solution:

**** A process improvement is an improvement that encourages or creates a new system of service delivery to the customer. Proposed solutions should specify the advantages, both in labor and expense, to the program and the customer/end user.**

MEMORANDUM by FAX (Eleven Pages)

To: MAC and MAC Working Group Members (See List Below)

From: Wayne Fawbush, Special Assistant to the Under Secretary for Small Community and Rural Development
US Department of Agriculture, Washington, DC
(202/720-9340)

Date: November 19, 1993

Subject: MAC Strategic Plan

Attached for your final review is a copy of the updated MAC strategic plan. There have been some changes made to the document since you last saw it. Those changes are italicized for your convenience. Please review this copy and return any comments to our office at FAX number 720-2080 by COB Tuesday, November 23.

For the sake of expediency, a copy of this plan has also been sent to your Chief of Staff for sign-off. The Chief of Staff's copy was sent along with a letter from Bob Nash and Peter Yu introducing the document and indicating that they might call you if they had any questions. Attached is a copy of the boiler-plate letter for your reference.

FOREST PLAN ECONOMIC ADJUSTMENT INITIATIVE - DC GROUP

			DC Phone	Fax
MAC	Dayton Watkin	Small Business Admin	205-6555	205-7522 +
Wk Gp	William F. Berry		205-6470	205-7324 ✓
MAC	B.J. Thornberry	Bureau of Land Management	208-6734	208-3144 +
Wk Gp	Ed Shepard		452-7755	452-7702 +
MAC	Felicity Gillette	Commerce/Econ Dev Admin	482-2659	482-0995 ✓
MAC	David Gardiner	Environ Protection Agency	260-4332	260-0275 +
WkGp	Tom Peterson		260-2277	260-2300 +
MAC	Jim Van Erden	Labor/Employment & Training	219-6540	219-5428 +
WkGp	Doug Holl		219-5577	219-5938 +
MAC	Roy Priest	Housing & Urban Development	708-2290	708-7543 +
MAC	Bob Nash, Chair	USDA/Small Community &	720-4581	720-2080
WkGp	Wayne Fawbush	Rural Development	720-9340	720-2080
MAC	Peter Yu	White House/Off Econ Policy	456-2802	456-2223 +
MAC	Will Steele	/Off Envir Policy	456-6224	456-2710 +
MAC	Mike Schmidt	/Domestic Pol Coun	456-7777	456-7028 +
	Mark Gaede	USDA	720-8570	720-4732
MAC	Bruce Beard	OMB	395-4806	395-6899 ✓

=====

November 18, 1993

#####

Dear M. ##### :

Attached for your review is a copy of the Multi-Agency Command's (MAC) strategic plan, as required by the Forest Plan's Interagency Memorandum of Understanding to which Secretary ##### is a signatory.

This strategy for economic adjustment in the Pacific Northwest and Northern California has been in final draft form for several weeks now. During this time, the plan was reviewed and found to be satisfactory by White House officials, state and local government representatives, and by other private and non-profit partners.

We now need to adopt this strategy as a working document. The plan has reached this stage due to considerable commitment on the part of your working group member, and we are grateful for his efforts. #####, your working group representative, can be reached at ##### if you have any questions.

Please contact Wayne Fawbush in the MAC's office at 202/720-9369 by close of business Tuesday, November 23, 1993, if you have any comments. If we do not hear from you by then, we will assume that you are in agreement with the plan.

Sincerely,

Bob Nash, Chair
Multi-Agency Command

Peter Yu, Director
National Economic Council

Attachment

**Multi Agency Command
Strategy for the Forest Plan Economic Adjustment Initiative**

November 19, 1993

"We must never forget the human and economic dimensions of these problems. Where sound management policies can preserve the health of forest lands, sales should go forward. Where this requirement cannot be met, we need to do our best to offer new economic opportunities for year-round, high-wage, high-skill jobs." – President Clinton, April 2, 1993

Introduction

This strategy outlines a framework to enable workers, businesses, communities, and *tribal members* to work in partnership with their governments as the region adjusts to changing economic conditions. As a framework for cooperative action, this plan intentionally leaves room for partnerships to mature and new insights to be incorporated. Thus, the plan is the beginning of an evolutionary process. The first year will be the learning ground for the second, and the second for the third.

I. **Mission**

The mission of the Economic Adjustment Initiative for the Pacific Northwest and Northern California is:

to *develop, stabilize,* and augment the capacity of individuals, businesses, communities, and *tribes* to adjust to, and thrive in the face of, declining timber harvests,

by increasing the scope and effectiveness of federal investments in economic and community assistance,

through improved coordination and integration of federal, state, and local *resources* and efforts.

II. Principles

The following principles will guide the federal government's actions in this effort. The federal government will:

- Encourage plans and actions at all levels to focus on results and to integrate economic, social, and environmental concerns;
- Move decision making and priority setting closer to the local level, based on the development of a mutual understanding that with this opportunity comes responsibility for performance and public accountability;
- Empower its own employees to act as responsive partners with state, tribal, and local governments and the private sector--profit, nonprofit, and community-based organizations;
- Enable workers, families, businesses, communities, and *tribes* to identify their own strategic opportunities and courses of action;
- Encourage sustainable market-oriented solutions, rather than long-term subsidies;
- Promote regional approaches to developing solutions to common problems; and
- Encourage collaboration among all participants.

III. Goals and Objectives

The goals and objectives of the Economic Adjustment Initiative are to:

Goal: Respond to locally-defined needs with a system that is flexible and innovative.

Objectives:

- Listen to, learn from, and act in conjunction with workers, businesses, communities, tribes, and public servants at all levels of government in order to improve the federal delivery system.
- Provide assistance for local planning and strategic decision-making based on sound analysis.
- Ensure that programs are accessible and easy to use.

Goal: Enable affected workers and families, businesses, communities, and *tribes* to regain or improve their economic and social well-being.

Objectives:

- Provide assistance to workers and families to ease the short-term economic transition.
- Coordinate economic adjustment efforts with ecosystem investments to maximize economic benefits in affected communities.
- Prepare dislocated workers to compete effectively for available and anticipated employment opportunities, through a network of coordinated training and economic development efforts.
- Facilitate private sector investment in existing and new businesses that have the potential to generate sustainable, quality re-employment opportunities for dislocated workers.
- Make long term investments in job training, technical assistance, and public facilities to position individuals, firms and communities strategically.
- Cultivate the leadership capacity, development resources, and infrastructure necessary for resilient communities, building on the base of existing local and regional strategic planning work.

IV. Streamlining the Process for Delivery of Services

Multi Agency Command

Roles

- Empower people to get results. Decentralize authority and empower those who work on the front lines to make more of their own decisions and solve more of their own problems. Legitimize initiative, risk-taking, and flexibility among federal employees, as well as new lines of communication across and within federal agencies.
- Work as a team to get results by *overcoming obstacles* and leading by example in facilitating interagency cooperation.

Actions

- Develop a strategic plan for the Economic Adjustment Initiative in the Pacific Northwest and Northern California.
- Establish strong lines of communication with the Regional Community Economic Revitalization Team (RCERT), the Interagency Steering Committee, and the Regional Interagency Executive Committee. (The latter two are part of the ecosystems management response team.)
- In collaboration with the Governors' offices, respond within 15 days to the RCERT's implementation plan.
- *Identify ways to improve the effective and coordinated delivery of federal programs and services and respond quickly to suggested changes in policies; practices; agency regulations; and legislation, as well as suggested changes to the strategic plan itself.*

Regional Community Economic Revitalization Team**Roles**

- Serve as a forum for discussion of state and federal issues, regional strategies, and funding issues.
- Develop short and long-term implementation plans to do the following:

Actions

- Make the best use of FY 94 funding opportunities.
- Collect and disseminate program information, and support and enhance existing information distribution systems.
- Ensure the equitable distribution of federal funds, consistent with federal statutes.
- Facilitate the development of cooperative arrangements between states.
- Ensure active coordination with other entities.¹
- Establish a process to measure performance of the Initiative.

¹ Includes tribal governments, other local governments not serving on the SCERT, and private for- and non-profit organizations.

- Plan for regular communication with the MAC, SCERTs, and others regarding the strategy process, projects, activities, outcomes, innovative practices, barriers, etc.
- *Identify ways to improve efficiency and coordination in the delivery of federal and state programs and services, resolving those matters which can be addressed at the regional level and forwarding the rest to the MAC for assistance and resolution as necessary.*

State Community Economic Revitalization Team (SCERT)

Roles

- Coordinate delivery of state and federal assistance to workers, businesses, communities, and tribes.
- Work with *tribal governments*, local governments not on the SCERT, and private for- and non-profit organizations.

Actions

- Develop an information outreach effort to ensure customer awareness and input into the process.
- *Provide state and local perspective on project proposals and applications to federal officials.*
- Develop a system of *both substantive and SCERT process* performance measurements to assess progress and results.
- *Identify ways to improve efficiency and coordination in the delivery of federal and state programs and services, resolving those matters which can be addressed at the state level and forwarding the rest to the RCERT for assistance and resolution as necessary.*

V. Evaluation and Modification

The Strategic Plan will be reviewed and evaluated and a report submitted to the parties to the Interagency MOU by no later than April 30, 1994. The evaluation will be conducted by the RCERT in conjunction with the MAC and SCERT and will be based upon performance measures established in the RCERT's implementation plan.

Appendix I Communications Plan

The following two-part communications plan will be implemented by the MAC in conjunction with the RCERT and SCERTs to provide for:

- Decentralization of authority to and empowerment of federal officials at the RCERT and SCERT levels;
- Accurate and timely flow of information among the MAC, RCERT, and SCERTs;
- Coordination of Economic Adjustment Initiative activities with those of the Ecosystem Initiative; and
- Public awareness of the Initiative, its activities, and successes.

Internal Communications

To ensure that federal officials at the RCERT and SCERT levels are authorized and able to carry out the duties given them in this Initiative:

- 1) The MAC will contact its respective representatives at the RCERT and SCERT levels in order to:
 - delegate decision-making authority to RCERT and SCERT members;
 - emphasize the need for a long-term commitment to the Initiative and its processes;
 - link the efforts of the RCERT and SCERTs to those of the Ecosystem Initiative;
 - indicate the urgency of moving forward on current requests for assistance;
 - direct RCERT and SCERT members to identify opportunities for coordination of interagency activities and to resolve interagency differences;
 - request that RCERT and SCERT members identify ways to improve efficiency and coordination in the delivery of federal and state programs and services, and to ask for recommendations as to how the MAC could become involved if authority is lacking at the state or regional levels;
 - convey its commitment to respond to suggested improvements forwarded from the RCERT; and

- 2) The MAC will communicate with other interested/affected parties to gain their help and make the jobs of the RCERT and SCERTs easier. Actions include:
- brief and establish ongoing communications links with the region's Governors, Congressional delegations, and Tribal governments;
 - develop links with the Vice-President's Empowerment Board;
 - develop support strategies with MAC for their staffs in the region;
 - brief the Monday Management Group and the State Rural Development Councils of the National Initiative on Rural America; and
 - brief Cabinet-member speech writers.

To ensure accurate and timely flow of information among the MAC, RCERT, and SCERTs; the MAC, in conjunction with the RCERT and SCERTs, will:

- 1) Provide staff at the MAC and RCERT levels to facilitate ongoing communication among the three levels;
- 2) Establish a regular meeting schedule of the MAC;
- 3) Commit member-agency resources to respond to requests for information and removal of barriers forwarded from the RCERT; and
- 4) Establish an electronic bulletin board containing:
 - up-to-date information on activities of the MAC, RCERT, and SCERTs;
 - status of program funds, project applications, and funded project activities; and
 - electronic mail and conferencing capabilities.

To ensure coordination of Economic Adjustment Initiative activities with those of the Ecosystem Initiative, the MAC, in conjunction with the RCERT and SCERTs, will:

- 1) Schedule periodic meetings between the two Initiatives at the national and regional levels;
- 2) Establish a combined electronic bulletin board containing up-to-date information on each of the Initiatives; and
- 3) Designate MAC members to attend meetings of the Ecosystem Initiative Interagency Steering Committee and request that designated members of the Ecosystem Initiative attend MAC meetings.

External Communications

To promote public awareness of the Initiative, its activities, and successes, the MAC, in conjunction with the RCERT and SCERTs, will:

- 1) Work with regional personnel of MAC agencies to coordinate and provide detailed information to the public in the region. That information should include, but not be limited to:
 - description of the Initiative, its resources, process, and structure;
 - "how-to" guides on applying for and using those resources (including contacts);
 - updates on the distribution of funds and examples of proposals funded (e.g., innovative projects); and
- 2) Brief and establish ongoing communications links with the region's Governors, Congressional delegations, Tribal governments, and public interest groups.

Appendix II
Improving the Assistance Process

One aspect of the Economic Adjustment Initiative involves improving the delivery of federal assistance. Recognizing that many current program requirements and administrative procedures could be improved, a system will be instituted for identifying and implementing such improvements.

Improvements may involve refinements in compliance assistance or in changes to administrative practices, policies, regulations, and statutory requirements. In some instances, constraints may be the result of poor communication or inadequate legal guidance. In others, what may be perceived as a constraint may in fact be a justifiable regulation, although the rationale for its existence may be unclear or disputed.

Implementing this system is the responsibility of all participants in this Initiative -- program customers, as well as federal and state officials at all levels. Details should be outlined in the implementation plan and should reflect the following:

- *A commitment on the part of the MAC to ensure that recommendations for improvements in federal requirement and procedures, advanced to it through the system, are referred promptly to the responsible agency or authority and are tracked through the investigation process.*
- *A commitment on the part of RCERTs, SCERTs, and states to handle in a similar fashion recommendations made to them.*
- *That the focus should be on outcomes for workers, businesses, communities, and tribes.*
- *That remediation of a constraint should be attempted first at the level at which it is identified.*
- *That the most workable solutions include local knowledge and expertise, and, therefore, decisionmaking authority and resolution should be moved as far downstream as possible.*
- *That this system is not intended for:*
 - *appeals of unfunded project applications, nor for*
 - *waivers of justifiable administrative, regulatory, or statutory requirements.*