

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Forest Summit Economic Issues Working Group [partial] (1 page)	10/04/93	b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Michael Schmidt
OA/Box Number: 7349

FOLDER TITLE:

Forest Management - MAC [Multi-Agency Command] [2]

2013-0968-S

sb60

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

To: See Attached List

NOTICE OF MAC MEETING

TUESDAY, NOVEMBER 30, 1993

1:00 - 3:00 PM

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

=====

AGENDA:

- S. sent
R. sent
not w/ tribal
groups*
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

Getting word out to communities/tribes

- how? Process, SCERT contacts

- will this process allow us to get \$ out quickly
(balancing need for proper review, coordination)

FOREST PLAN ECONOMIC ADJUSTMENT INITIATIVE -- DC GROUP

			DC Phone	Fax
MAC	~~Dayton Watkins~~	Small Business Admin	205- ~~6555~~ ⁶⁶⁹⁸	205- ~~7522~~ ⁶⁶⁰²
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	Eviron 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

=====

USDA Staff- Working Group				
Susan Odell	Forest Service	(205-1385)	720-9340	720-2080
Jennifer Pratt	Rural Dev Admin		"	"
Tom Rowley	Econ Research Ser	(219-0520)	"	"
Tom Unruh	Nat Initiative Off	(690-4749)	"	"
Fred Roane	Rural Elec Admin	(720-9551)	"	"

Kevin Smith	OR Gov's Office	503-373-1205		
Bill Scott	OR Gov's Office			
Tom Bristow	WA Gov's Office	206-586-4046		
Ms Terry Gorton	CA Gov's Office	916-653-5656		
Mark Stanley	CA Gov's Office	916-647-5228		-5279
Todd Lanfried	USDA/ES		720-2602	690-4869
* Tom Tuchmann	WH/Off on Forestry	503-326-7600	208-4612	208-3144
Art DeCoursey	SBA		205-6706	205-6802
Randy Williams	USDA		720-2602	690-4869
Harold Belisle	BLM		453-7790	453-7709
Ruth Saunders	OMB		395-3446	395-4941
Gene Van Arsdale	SBA		205-6460	205-7522
Wilbur Peer	USDA/RDA		690-4730	690-4737
James Alsop	USDA/RDA		690-0353	690-4737
Rob Wolcott	EPA			

* White House rep assigned to Portland, OR

MAC Mtg 11-30-03

Big Issues

- FACA concerns
- Timing of \$ delivery
- Group trying to overturn opt 9

Strategic Plan

- S CERTS & RCERT cannot be treated as an entity -- MAC deals with fed. members of CERTS - not others
- states are sensitive to fact that they ^{exposed} their priority lists to become CERT funding priorities
Federal CERT reps should informally tell state people that their priorities will be taken very seriously
- State concerned politically that Econ adjust. initiative not be linked publicly to controversial Forest management initiative

Jobs in the woods programs

- one \$ going out -- some groups want to get \$ going now
- Legal issue -- Forest Man proposal. Still only a proposal -- judge must lift injunction
- watersheds need to be identified

Tuchmann - in Portland, in Forest man building

Implementation Plan

- p.12 - Continuous Problem for us -- States & communities have set in motion processes to prioritize projects.
- However, FACA rules prohibit us from formally accepting these priorities
- Big sore point -- language is tricky / to accommodate FACA

Native American Concerns

- BIA person sitting on MAC to advise
- Tribal Rep sitting ~~with~~ ^{with} R-CEERT participating
in process

Response to R-CEERT Suggestions/Improvements

Elec Bulletin Board ^{see sens handout}
- see handout

Performance Measurement

- FQI - Contact, name, #

MAC Role in Future

- need to hang together
- need Standing working group
- "lead agency" take lead to do work --
sharing w rest of MAC & working group

Timeline

① Signoff on Strategic Plan - Today

② S CERTS & R CERT Holding

MAC Meeting - Monday 13 Dec
1:00

Date: 11/30/93 Time: 17:33

Washington, Oregon Timber Mills Fear Major Job Losses

By Rob Tucker, The News Tribune, Tacoma, Wash.
Knight-Ridder/Tribune Business New

Nov. 30--A big backlog of federal timber sales has shielded Pacific Northwest loggers, sawmill and construction workers from thousands of additional job losses. Now that inventory is evaporating, a mill owners' spokesman said Monday.

Jim Geisinger, who represents small- and large-mill owners in Washington and Oregon, said the region is moving toward a situation in which as many as 66,000 more high-paying timber, mill and construction jobs will be lost in the two states.

"The backlog has kept disaster from happening. We've lost credibility for crying wolf. We didn't realize the backlog's impact," he said at a timber supply conference in SeaTac.

A three-year backlog in Forest Service and Bureau of Land Management timber sales has kept many mills afloat in the region, but now that inventory "has declined dramatically," he said.

During the past two years, he and other timber industry representatives have warned of huge job losses because of the reduced timber supply. That hasn't occurred. Plus, the federal government disagrees, saying only 6,000 more jobs could be lost.

Court actions by environmentalists and changing federal timber policies have stopped new federal timber sales. In the first seven months of this year, no new federal timber sales were made in the two states, Geisinger said.

Large volumes of timber are still taken from private and state lands, but not from federal lands, which make up 17 percent of Western Washington's highly productive forest lands and 58 percent of Western Oregon's, he said.

"This just doesn't cut it," Geisinger told foresters and scientists at a conference on marketing logs and timber in the Pacific Rim.

But a Forest Service scientist told the same foresters later Monday that they will have to face the reality of a lower timber supply. The public is of two minds about the region's forests, he said.

"Everyone wants 3,000 square-foot houses but no one wants the trees around them cut," said Steve McDonald, ecosystems program manager for the Forest Service experimental station in Portland.

He said the Forest Service is trying to live with the public's split attitude and he advised private foresters at the conference to do the same.

He said Congress took 25 years to pass environmental protection and forest management laws. While some of the impacts of those laws may be showing up now, "this isn't something that happened overnight," he said.

Geisinger acknowledged that public lands belong to the public, but complained that Congress has given citizens an arsenal of environmental laws to stop most timber cutting on federal lands. He hopes some of those laws can be modified.

Otherwise, he warned, a permanently reduced timber supply, due to fewer

federal timber sales, means more mill closures and more job losses.
END!F\$5?TC-TIMBER

KBviaNewsEDGE

DATE: October 21, 1993
TO: John Podesta
FROM: Mike Schmidt, Domestic Policy Council
RE: Presidential Letters for the Northwest Forest Management Initiative

Carol Rasco suggested that you might be able to help me with a project that I am working on involving the President's Northwest Forest Management Initiative (formerly the Forest Summit Initiative). What I need to know is: what is the quickest way to get letters signed by the President out to Federal participants in the Forest Management Initiative.

Background

In July, the President and Vice President announced the Administration's new Northwest forest management initiative, "The Forest Plan For a Sustainable Economy and a Sustainable Environment." The plan provides a "comprehensive and innovative blueprint for forest management, economic development, and agency coordination aimed at strengthening the long-term economic and environmental health of the region."

The Initiative is moving along at full steam. Memoranda of Understanding (MOU) have been signed between the agencies involved in providing environmental and economic assistance to timber communities in the Northwest, the Governors of the three states in the region, and the White House offices involved in the process.

The economic MOU directs the heads of all of the signatories to designate a representative to serve on three state-level Community Economic Revitalization Teams (CERT) -- one for Oregon, one for Washington, and one for California -- and also on one regional CERT. The environmental MOU creates similar state-level bodies to coordinate federal environmental policies and funding. Representatives have already been nominated for these teams, and they officially began work this week.

Letters From the President

What we would like to do is to send letters from the President to the federal (and state) representatives serving on the regional and state-level delivery teams. These letters, which we can draft for your review/approval, would thank these representatives for their help on the Initiative and underline the importance of the Initiative to the President.

Draft - letter 093 - Run by Podesta - Sign off
Andy Hahn
Spec. Letter 5
2276

NOV 12 '93 9:33 FROM F M H A

PAGE 002

Draft Implementation Plan November 10, 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, remove barriers, and coordinate Federal, State, and local resources.

I. FUNDS ALLOCATION

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

- 1) State CERTs will mutually agree on broad measures of equitable distribution of funds;
- 2) Federal Representatives to the Certs will constantly monitor individual agency funds to guarantee that their allocation remains consistent with equity considerations;
- 3) The State Cert will report funds committed on a periodic basis to the Regional Cert;
- 4) Regional CERT will operate in the role of an "Honest Broker" through the monitoring of funding progress, making necessary adjustments to the individual state allocations after consultation with State CERTs;
- 5) Funding Agencies at the Regional CERT level will give routine briefings;
- 6) Ensure adequate Agency resources to support adequate

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL		# of pages 14
To Mike Schmidt	From Jim Pratt	
Dept./Agency	Phone # 720 9367	
Fax # 456 7028	Fax # 720 9367	
NSN 7540-01-317-268 5099-101 Stuff: Porry - don't know what to get done honest call up w/ Tom t. to get done haven't been getting GENERAL SERVICES ADMINISTRATION		

NOV 12 '93 9:34 FROM F M H A

PAGE.003

1 monitoring;

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

4 Short-Term:

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

8 b) First year, once per month

9 Long-Term: Quarterly.

10 8) In-progress reviews will be conducted program by
11 program when State funding levels reach 45% or when:

12 a) A State reaches 15%;

13 b) All States reach 45% of the sum of the
14 States' monies;

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

16 d) A percentage of funds will be maintained
17 as a pool.

18 9) Review can be accomplished through an electronic
19 mail system or conference calls.

20 a) Quarterly summaries of progress and allocation
21 will be supplied to the MAC;

22 b) The Regional CERT will monitor the quality of
23 assistance provided through periodic feedback
24 from the assisted communities.

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

27 This is applicable in the case where various funds

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PAGE.004

1 have multiple constraints or when grants and loans
2 are both involved. Trigger points need to be
3 established for an evaluation of allocations made
4 to date.

6 II. PROGRAM IMPLEMENTATION

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

How does CA feel about this

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

18 Eligibility is an inclusive process that recognizes severity of impact, as
19 determined by the State CERTs, as a significant project selection criteria.

20 Accordingly, resources shall be designated from funding sources identified in this plan
21 to communities demonstrating such need.

23 III. COMMUNICATION PLAN AND SERVICES

25 It is recognized that a detailed plan for the efficient distribution of information
26 to state and local officials, individuals, and businesses is required. The distribution of
27 information is crucial to the effective implementation of the Forest Economic

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1 Adjustment Initiative. Therefore, a general directory of funding sources, eligibility
2 requirements, and primary contacts it to be prepared.

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

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

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

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

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

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

9 IV. NECESSARY PROVISIONS AND REPORTING SYSTEMS

11 The Forest Economic Adjustment Initiative calls for the cooperative
12 coordination of various Federal programs. This involves a clarification of
13 authorizations and appropriation cycles among the Federal Agencies involved. Once
14 identified, the CERTs will develop common authorization and approach requests for
15 fiscal year 1995 (FY95) funds.

16 Barriers in program delivery will be identified during the process of
17 coordinating and streamlining Federal assistance. Barriers may be identified as existing
18 communication systems, redundant or unfunded Federal mandates, program
19 authorization, or funding restrictions. The Regional CERT will be primarily
20 responsible for the removal of these obstacles.

21 The identification of barriers will occur at community, State, and regional
22 levels. The identified barriers will be presented to the State and Regional CERTs, as
23 well as the MAC. Based on the nature of the barriers, resolution and removal will be
24 completed at the State CERT, Regional CERT and MAC levels. The purpose in
25 removing barriers is to provide better technical assistance to impacted communities,
26 facilitate the effective coordination of various program and agency funds, enable
27 agencies to be more responsive, and implement flexible policies and practices.

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PAGE.007

1 The removal of a barrier may be vital in the processing of a project. Therefore,
2 a tracking system must be developed. The identified barrier should be presented in a
3 specified format (See Appendix A) with a historical narrative that describes actions
4 taken to date to remove the barrier. The barrier is then submitted to the appropriate
5 CERT or MAC. At that point, actions to remove the barrier will begin within seven
6 days, with a goal of thirty calendar days for resolving the barrier.

7
8 *Provisions Note: In the case of a waiver, waivers should be made at the lowest*
9 *possible level and follow the upward chain of command outlined in the M.O.U. (i.e.*
10 *State CERT -> Regional CERT -> MAC).*

11 12 **V. TIMETABLE AND ADMINISTRATIVE EXPENSE LIMITS**

13
14 The goal of the Implementation Plan is to deliver services to the affected
15 communities in a complete, time sensitive and fair manner. To ensure that this is
16 accomplished to the satisfaction of the final recipient, progress benchmarks will be
17 established on a continuing basis.

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

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

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1 *Timetable note: Try to include local visits in conjunction with Regional CERT meetings.*

2 *Also try to coordinate Regional CERT/State CERT meetings to promote interaction.*

3
4 **VI. ROAD MAP TO PROGRAM IMPLEMENTATION**

5
6 **A. The IDEA**

7
8 The idea is the beginning of the process. The idea may originate from a
9 community, business, an individual, or from a plan newly developed or in place for
10 some time. The idea should be based on worker, business, and community needs,
11 problems, and opportunities - not on a community's perception of the requirements for
12 funding.

13
14 **B. Turning the IDEA into a project.**

15
16 An idea becomes a project when the scope of the work involved is developed.
17 The scope of work is a description of the steps or elements that will bring the purpose
18 of the idea to realization. The description should include quantifiable or qualitative
19 measurable results as well as include a budget of both dollars and other resources
20 required with a clear description of the outcomes expected from the completed project.
21 Project documentation should show a clear relationship between the project and the
22 community's economic adjustment needs. The project should be part of a community,
23 tribal, county, regional, state, or multi-state plan related to economic adjustment.

24 Turning an idea into a project requires resources which may include just the
25 investment of time and thought or may include professional engineering services,
26 feasibility studies, design services or other costly investments. The most severely
27 affected communities can expect to receive assistance with these items from County

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1 government, regional economic development organizations, State government, and
2 Federal agencies. Thus turning their highest priority idea(s) into project(s).

3
4 **C. Project priorities**

5
6 The priority of a project is set at the county and/or tribal level. If a
7 county/tribal level process fails to achieve consensus on priorities, it will be the State
8 CERT's responsibility to provide some limited assistance. This assistance will only be
9 provided if requested by the local government. The State CERT's assistance may be in
10 many forms, including meeting with county stake-holders to provide an outside
11 perspective for the process.

12 If limited State CERT assistance does not result in achieving consensus on
13 priorities at the local level, the county/tribe has two options: 1) it may choose not to
14 participate in the Economic Adjustment Initiative, or 2) it may agree to let the State
15 CERT set its priorities.

16
17 *Priority Note: The Regional CERT recognizes that county and tribal level priority*
18 *setting processes are underway in many of the affected areas and that these processes*
19 *may be very different. The Regional CERT does not prescribe the method for setting*
20 *priorities.*

21
22 **D. Local assessment of readiness and identification of**
23 **potential sources of funding.**

24
25 A project is ready when it has a well defined scope and reliable cost estimates,
26 strong community support and no problems which would prevent implementing it soon

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1 after funds are committed. Thus, a project can be a high priority project and still lack
2 a "readiness" assessment.

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 further develop the project for a funding request in a subsequent
7 fiscal year.

8
9 *Note: The community, county, regional organizations, and state agencies are*
10 *responsible, as far as is practical, for identifying potential funding sources outside the*
11 *Economic Adjustment Initiative.*
12

13 E. Prioritization by the State CERT

14

15 The State CERT expects to receive a list of all county or tribal project priorities
16 and short project descriptions for the highest priority projects from each county and
17 tribe. The State CERT may then make an independent judgment on project readiness.
18 Otherwise, the State CERT will address projects in priority order, establishing a
19 combined priority list.
20

21 F. Assignment of a high priority project to a lead 22 agency.

23

24 The agency which is expected, based on this process, to put the most money
25 into a project will become the lead agency. The "lead agency" determination may
26 change during the process. Assignment to a lead agency is to provide the applicant a

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1 single point of contact for funding, rather than requiring the applicant itself to
2 coordinate the Federal programs.

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

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

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

19 20 G. Application Development and Project Review

21
22 The lead agency will assist the applicant in preparation of a complete
23 application. The lead agency and the applicant may request, and can expect, to receive
24 assistance in application preparation as required from counties, regional organizations,
25 state agencies, and other State CERT members.

26 Agency decisions within 30 days after receipt of a complete application is a goal
27 of the Regional CERT. The Regional CERT recognizes that agency staffing limitations

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1 and project processing barriers may make this goal unrealistic, but expects agencies to
2 provide State CERTs and the Regional CERT with descriptions of the conditions which
3 prevent decisions within 30 days. Further, the Regional CERT anticipates significant
4 progress in achieving the thirty day goal will be made over the three year program.

5 6 **H. Agency decision and commitment of funds**

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

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

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

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

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APPENDIX A-1
IDENTIFICATION OF BARRIERS

Issue:

What is the barrier?

Why is it a problem?

Who is affected by the barrier?

When does the barrier come into play?

Procedural Reference:
(Statutory or Rule)

Authorities Involved:

Recommended Solution:

**** A barrier is any process or restriction that prevents or inhibits the delivery of services to the customer. Proposed solutions should specify the advantages, both in labor and expense, to the program and the customer/end user.**

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(SAMPLE)

APPENDIX A-2

IDENTIFICATION OF BARRIERS

Issue: INTERMEDIARY RELENDING PROGRAM

What is the Barrier?

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 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 barrier?

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 barrier 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.

NOV 12 '93 9:39 FROM F M H A

PAGE.015

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.

**Pacific Northwest and Northern California Economic Adjustment Initiative
Multi Agency Command Strategy**

Proposed Timeline

- | | |
|---------------|--|
| October 28 | <ul style="list-style-type: none">• State reps and RCERT feds meet to plan RCERT meetings and next steps |
| November 1 | <ul style="list-style-type: none">• MAC meets to review draft strategic plan |
| November 4-5 | <ul style="list-style-type: none">• MAC representatives meet with Governors' representatives in the Pacific Northwest and Northern California• RCERT meets to review strategic plan and start development of implementation plan
(location in Sacramento at: the Resource Building, 1416 9th St, room 1305) |
| November 8-12 | <ul style="list-style-type: none">• RCERT and RCERT Working Group develop implementation plan with MAC Working Group's input
(meeting in Portland at location to be announced) |
| November 15 | <ul style="list-style-type: none">• Parties to the Interagency MOU and the Governors approve strategic plan• SCERTs meet to review strategy and draft implementation plan |
| December 3 | <ul style="list-style-type: none">• Implementation plan approved by the MAC and the Governors and state CERTS begin their work |

April - review of Strategic plan

MAC AGENDA

November 1, 1993

- Decision Items
 - Issue regarding first year priorities - West side versus East side
 - Working Group Suggestion: Consult with states
 - Name of Initiative
 - ~~Maritime, Douglas Fir,~~ Cascades Economic Adjustment Initiative
- Strategic Plan
 - Two part process with FY94 monies
 - Get it out - Timeline
 - — Learn for next year
 - Changes in response to last MAC meeting
 - Format and roles
 - Maintains most of the content of previous guidance - only directive to "understand the effort" was completely removed.
 - Changed the order of the roles descriptions
 - Importance of short term services delivery plan - bullet added to RCERT role - good point made by Tom Peterson, but we felt it most appropriate in RCERT roles.
 - Appendices at end because meant to be guides only - advisory. Concern that they sound like micro-management. They are appendices in an effort to avoid this.
 - Issue of word "impediments" - change to "barriers" or other. Tom Peterson's suggestion - "implementation support needs"
 - Benchmarking Process
 - Benchmarking process needs to be developed with the implementation plan. Suggested first priority for SCERT meeting.
 - Importance of focusing on what we have accomplished - not necessarily much impact if measured on a state level, but on a community and individual level they can be great.

- The Impediments Process - in the works
 - Need to start moving on already identified barriers - NOW
 - Environmental Assessment Process as a starter
- Next Steps --
 - Program Information
 - Funding sources
 - How long does it take to prepare, process, and approve an application.
 - Sharing administrative expenses at the field level for operations.
 - Strong message from MAC members to agency people
 - Working Group will send a copy of the memo to be used by USDA to communicate with their officials.

Pacific Northwest and Northern California Economic Adjustment Initiative

Multi Agency Command Strategy

Proposed Timeline

PACIFIC NORTHWEST INITIATIVE GROUP

		Phone	Fax
Dayton Watkin	Small Business Admin	205-6608	205-7522
William F. Berry		205-6470	205-7324
B.J. Thornberry	Bureau of Land Management	208-6734	208-3144
Ed Shepard		452-7755	452-7702
Felicity Gillette	Commerce/Econ Dev Admin	482-2659	482-0995
David Gardiner	Eviron Protection Agency	260-4322	260-0275
Tom Peterson		260-2277	260-2300
Jim Van Erden	Labor/Education & Training	219-6540	219-5428
Doug Holl		219-5306	219-5938
Roy Priest	Housing & Urban Development	708-2290	708-7543
Bob Nash	USDA/Small Community &	720-4581	720-2080
Wayne Fawbush	Rural Development	720-9340	720-2080
Peter Yu	White House/Off Econ Policy	456-2802	456-2223
Will Steele	/Off Envir Policy	456-6224	456-2710
Mike Schmidt	/Domestic Pol Coun	456-7777	456-7028
Mark Gaede	USDA	720-8570	720-4732
Wilbur Peer	USDA/RDA	690-4730	690-4737
Bruce Beard	OMB	395-4806	395-6899
Tom Bristow	WA Gov's Office 206-586-4046		
Mark Stanley	CA Gov's Office 916-647-5228		
Todd Lanfried	USDA/ES	720-2602	690-4869
Tom Tuchmann	WH/Off on Forestry(503-326-7600)	208-4612	208-3144

DRAFT**Multi Agency Strategy for
Economic Adjustment in the Pacific Northwest and Northern California**

October 25, 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, and communities to work in partnership with their governments as the region adjusts to changing conditions. As a framework for cooperative action, the 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. However, the ultimate goal will remain: ensuring the vitality of workers, families, and businesses in timber-affected communities in the Pacific Northwest and Northern California.

I. Mission

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

to augment the capacity of individuals, businesses, and communities to adjust and thrive in the face of declining timber harvests and the changed use of federal resources,

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

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

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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 integrate economic, social, and environmental concerns, and focus on results;
- Move decision making and priority setting closer to the local level, based on the development of 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 and communities to identify their own strategic opportunities and courses of action;
- Encourage sustainable market-oriented solutions, rather than long-term subsidies; and
- 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, 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.

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

Objectives:

- Provide assistance to workers and families to ease the short-term negative consequences of transition.
- Coordinate economic development efforts with ecosystem investments to provide jobs and income in affected communities.
- Provide sustainable, quality re-employment opportunities for dislocated workers through a network of coordinated training and economic development efforts.
- Produce short-term results through assisting existing businesses and fostering new businesses.
- Make long term investments in job training, land use planning, 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 employees 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 bringing down barriers and leading by example in facilitating interagency cooperation.

DRAFT**Actions**

- Develop 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 last two being part of the ecosystems management response team).
- In collaboration with the Governors' offices, respond within 15 days to the RCERT's implementation plan.
- Identify impediments, and respond quickly to suggested changes in policies, practices, agency regulations, and legislation, as well as in the strategic plan itself.

Regional Community Economic Revitalization Team**Roles**

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

Actions

- Consider the following questions:
 - How well do federal resources match any already existing plans of workers, business and industry, and communities?
 - Where are there opportunities for collaboration?
 - What is necessary at each level to ensure that implementation happens?
- Ensure the equitable distribution of federal funds.
- Identify and resolve administrative, regulatory, or legislative impediments, recommending solutions to the MAC if authority is lacking at the regional level.

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- Facilitate the development of cooperative arrangements between states.
- Ensure active coordination with other entities.¹
- Collect and disseminate program information, and support and enhance existing information distribution systems.
- Establish a ~~benchmarking~~ process to measure performance of the Initiative.
- Plan for regular communication with the MAC, SCERTs, and others regarding the strategy process, impediments, activities, outcomes, innovative practices and projects, etc.

State Community Economic Revitalization Team (SCERT)**Roles**

- Coordinate delivery of state and federal assistance to workers, businesses, and communities.
- 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.
- Assist federal officials to prioritize and package project proposals.
- Develop both substantive and process benchmarks against which to measure progress and results.
- Identify and resolve administrative, regulatory, or legislative impediments, and recommend solutions to SCERT if authority is lacking at the state level.

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

DRAFT**V. Evaluation and Modification**

The Strategic Plan will be reviewed and evaluated and a report submitted to the parties to the Interagency MOU by April 30, 1994. The evaluation will be conducted by the RCERT in conjunction with the MAC and SCERT and based upon benchmarks established in the RCERT's implementation plan.

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Appendix I

Identifying and Resolving Delivery System Impediments

The process of coordinating and streamlining federal assistance to achieve the mission and goals of the Economic Adjustment Initiative will likely encounter obstacles in various administrative policies and practices and in regulatory and statutory requirements. While identifying and eliminating all such impediments in advance is not possible, a system can be designed to deal with impediments as they are identified.

Community End

Impediments are defined as administrative practices, policies, regulations, and statutory requirements that unnecessarily or unjustifiably hinder (a) the achievement of this Initiative's desired outcomes or (b) the effective use and efficient delivery of the programs and resources available through this Initiative.

Design of the system is the responsibility of the RCERT, but the MAC is responsible for responding quickly to requests for change surfaced through the system. Details will be contained in the implementation plan and should incorporate the following characteristics:

- The focus should be on outcomes for workers, businesses and communities.
- Impediments may be identified at all levels -- program customers, agencies, SCERT, RCERT, or MAC.
- The first step in resolving an impediment is to write a detailed description of the situation. A clear statement of the issues is the prerequisite for any action, and this simple step can often expedite resolution. The description should:
 - identify the outcome whose achievement is hampered by the impediment;
 - show that options for circumventing the impediment are not viable;
 - provide administrative, regulatory, or legislative background;
 - give actual examples of the effects or impacts of the impediment, and
 - suggest actions to eliminate the impediment or mitigate its effects, including identification of who has authority or discretion to resolve the issue.
- Resolution of an impediment should always begin at the level at which it was identified. The most workable solutions are based on local knowledge and expertise.
- If the impediment cannot be resolved at the local level, the state CERT should convene representatives of the responsible agencies to develop solutions. The RCERT and the MAC stand ready to assist, but the principle is to move decisionmaking authority and resolution to the state and regional levels, as far downstream as

a bit too bureaucratic

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possible.

- The system should be designed to be timely and responsive. It should track an impediment from identification to resolution and provide regular progress updates to those involved in the issue.
- The impediments identification and removal system is not intended for:
 - appeals of unfunded project applications,
 - waivers of administrative, regulatory, or statutory requirements based on claims other than those spelled out in the definition of impediments outlined earlier.

DRAFT**Appendix II
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;
 - direct RCERT and SCERT members to identify and resolve administrative, regulatory, or legislative impediments, recommending solutions to the MAC if authority is lacking at the state or regional levels;

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- convey its commitment to respond to impediments 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 impediments 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;

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- 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.

Isn't this Tom Tuckman?

External Communications

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

why?
letter to
who?

- 1) Solicit a letter from the President announcing the Initiative and detailing the resources available and the process and structure for distributing those resources;
- 2) 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
- 3) Brief and establish ongoing communications links with the region's Governors, Congressional delegations, Tribal governments, and public interest groups, enabling them to act as information disseminators.

Pacific Northwest and Northern California Economic Adjustment Initiative**Multi Agency Command Strategy****Proposed Timeline**

- | | |
|---------------------|---|
| October 28 | ● State reps and RCERT feds meet to plan RCERT meetings and next steps |
| November 1 | ● MAC meets to review draft strategic plan |
| November 4-5 | ● MAC representatives meet with Governors' representatives in the Pacific Northwest and Northern California |
| | ● RCERT meets to review strategic plan and start development of implementation plan |
| November 8-12 | ● RCERT and RCERT working group develops implementation plan |
| November 15 | ● Parties to the Interagency MOU and the Governors approve strategic plan |
| Week of November 15 | ● SCERTs meet to review strategic plan and the draft implementation plan, and begin planning for implementation |
| November 30 | ● RCERT working group finalizes implementation plan |
| December 3 | ● MAC and Governors review and approve implementation plan |
| December 6 | ● SCERTs begin implementation |

MAC Mtg 11-1-93
West Side vs East Side

- letter to MAF
members
- stress pushing down
decision making

Causal Test -- is men affected by timber cuts?
Don't want to draw boundaries

politicization to word "impediments"

- Removing Govt effort
Community Empowerment Board $\rightarrow$ Tie-in

Benchmarking

- Local level set? (R-CERT na SCERT)

- Performance Measures - MAC level

- One-stop shop - MAC Clear Brush

- EIS for capital projects -- how to use one EIS
for ~~same~~ different projects

MAC Mtg 10-18-13

Regional / State Progress

- Their ideas reflected in MAC draft.

Draft Strategic Plan

- Pacific NW $\Rightarrow$ Generic Term

- Revitalizing Communities / Economy

- Individuals, Businesses, and Communities

and Community

II Principles

- Responsibility $\rightarrow$ opportunity

call Labor - Get them here

Communications

- Communications plan to Public

Letters from President
Names, addresses, title

PACIFIC NORTHWEST INITIATIVE GROUP

		Phone	Fax
Dayton Watkin	Small Business Admin	205-6608	205-7522
William F. Berry		205-6470	205-7324
B.J. Thornberry	Bureau of Land Management	208-6734	208-3144
Ed Shepard		452-7755	452-7702
Felicity Gillette	Commerce/Econ Dev Admin	482-2659	482-0995
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Peter Yu	White House/Off Econ Policy	456-2602	456-2223
Will Steele	/Off Envir Policy	456-6224	456-2710
Mike Schmidt	/Domestic Pol Coun		
Mark Gaede	USDA	720-8570	720-4732

USDA Staff

Susan Odell	Forest Service (205-1385)	720-9340	720-2080
Jennifer Pratt	Rural Dev Admin	"	"
Tom Rowley	Econ Research Ser (219-0520)	"	"
Tom Unruh	Nat Initiative Off(690-4749)	"	"
Fred Roane	Rural Elec Admin (720-9551)	"	"

TO: Pacific Northwest Initiative Participants

SUBJECT: Resource Identification

FROM: Wayne Fawbush
Office of Under Secretary for
Small Community and Rural Dev
USDA

Please prepare a one-page fact sheet on each of the resources that your agency provides to the PNW Adjustment Initiative (e.g., programs, sources of funding, etc.). The fact sheet should list:

- Agency name
- Resource name (What is the specific program or resource available?)
- Amount of funds available
- Purpose of the resource (What is the program designed to do?)
- Flexibility of the resource (How flexible is the resource?)
- Restrictions on the resource
- Timing issues (application deadlines, funding deadlines, turnaround, etc.)
- Where decisions about the use of the resource are made (e.g., application review, funding approval, etc.)?
- Are there identified opportunities to combine this resource with others either in your agency or elsewhere?
- Availability of staff (support and professional) resources to detail to RCERT

Please return the information by fax to 720-2080 by COB Wednesday, October 20.

10/14/93

13:18

503 581 5115

OR ECON DEV

001

Memorandum
10/14/93

TO: BOB NASH
WAYNE FAWBUSH

FROM: KEVIN SMITH *KS*

RE: SUGGESTIONS FOR THE STRATEGIC PLAN

Post-It™ brand fax transmittal memo 7671		# of pages > 6
To: Wayne Fawbush	From: Kevin Smith	
Co: Bob Nash	Cc:	
Dept:	Phone #	563/373-1205
Fax # 202/720-2080	Fax #	

Attached are suggestions developed by the three states which reflect our priorities for the strategic plan. These recommendations were developed with participation from state and local interests through the three states. We hope the MAC will seriously consider our suggestions as it develops the strategic plan.

The states and local governments would also like to reiterate our desire to move the process along as rapidly as possible. We hope the MAC would convene a session of CERTs representatives in early to mid-November where the final development of the strategic and implementation plans would be completed. The timeline envisioned in the MOUs is too long and we would like to begin the CERT process of reviewing and approving program applications very soon. We also hope that federal agencies will work with the CERTS' process to approve grants and loans rather than jumping ahead of the CERTs to make program allocations.

Thank you for your assistance.

cc: Bill Scott
Tom Bristow
Terry Gorton

*Corrected
has
been made*

STRATEGIC PLAN RECOMMENDATIONS

GOAL

The goal of the Northwest's Economic Adjustment Initiative is to minimize the negative impacts and maximize the positive opportunities associated with the changed use of federal resources and support individuals and communities in their capacity to adjust in the face of declining timber harvests.

OBJECTIVES

- * To provide re-employment opportunities through training and economic development to dislocated workers.
- * Maximize local participation in the recovery efforts within the affected communities and insure that those individuals most affected remain as the focus of the recovery effort.
- * To promote ecosystem enhancement through the investment of economic recovery resources for the long term health of the environment and communities.
- * To develop a service delivery structure that is flexible and responsive, reflecting and supporting local strategies, plans and priorities.

WORKERS AND FAMILIESGOALS

1. To provide sustainable, quality re-employment opportunities for dislocated workers through training and economic development programs.
2. To deliver training opportunities and other related services at locations and/or in such ways that they are reasonable and accessible to timber workers and their families and their dual needs for training and income support.

BUSINESS AND INDUSTRYGOALS

1. To produce short-term results by focusing on existing business and industry and not ignoring start-up and/or cottage industries.
2. To initiate flexible capital access programs and provide federal aid which enables existing businesses to succeed and new businesses, including value added industries, to get started.
3. To make long term investments in job training, land use planning, technical assistance, and capital facilities for preparation of commercial/industrial sites.
4. To streamline/coordinate local, state and federal regulatory processes to improve efficiency, effectiveness and responsiveness when addressing development proposals.

COMMUNITIES AND INFRASTRUCTUREGOALS

1. To stabilize and build the leadership capacity, capital facilities and infrastructure necessary for resilient communities.
2. To minimize debt burden on impacted communities by making investments in the form of grants rather than loans.
3. To reinforce and build on existing economic development strategies developed through local and regional strategic planning efforts.

Communities and Infrastructure Goals (cont.)

4. To increase the ease of using federal and state assistance programs through more effective coordination of federal programs e.g. one-stop consultation and funding instead of multiple agency requests for the same project.

ECOSYSTEM INVESTMENTGOALS

1. To form watershed-based partnerships, involving public and private land owners and communities, to plan and initiate watershed-wide projects.
2. To produce short-term and long-term benefits in both job creation and ecosystem enhancement in ways that coordinate and compliment each other, e.g. quality long term jobs in the woods that benefit the ecosystem.

INTERGOVERNMENTAL RELATIONSGOALS

1. Decentralize decision making. Empower local federal officials to make final decisions on approval of grants and loans.
2. Consolidate and streamline the process of grant and loan approval to accelerate meeting customer needs.
3. Place emphasis on results and eliminate unnecessary process requirements/barriers that do not add value to achieving intended results.
4. Provide an effective intergovernmental communication and information sharing system to insure success of the economic recovery plan.

Major Delivery System Responsibilities of the Economic Recovery Plan Components	
Regional CERT	1. Forum for discussion of state and federal issues, strategies and funds. 2. Resolve policy problems. 3. Equitably distribute federal resources. 4. Advocate for the removal of barriers which prevent reasonable and timely access to federal resources. 5. Facilitate the development of cooperative arrangements between states.
State CERTs	1. Through innovative processes provide state and federal assistance to communities. 2. Determine which communities are eligible for funding. 3. Develop with local government reasonable benchmarks to measure program success. 4. Provide timely program and project information to local governments. 5. Explore and initiate cooperative arrangements with other states.
State Government	1. Provide statewide goals and objectives. 2. Provide staff to the state CERTs 3. Facilitate local governments efforts to influence the design and delivery of federal and state assistance through a technical assistance advisory committee.
Local Government	1. Develop and participate in a county-wide project development and selection process. 2. Review and comment on related federal and state programs which will impact their jurisdiction. 3. Participate in a state technical assistance advisory committee.

BENCHMARKS AND OUTCOMES

State CERTS shall be charged as a first order of business to develop a system of benchmarks which define the expected levels of achievement of the economic recovery plan. The Regional CERT shall then combine the state CERT proposals to a regional set of benchmarks. Benchmark areas include:

1. Long term sustainable employment
2. Development of new economies
3. Value added/enhanced products
4. Financing
5. Infrastructure to support existing and new businesses
6. Watershed and fisheries restoration
7. Program implementation and communication

Quantifiable outcomes stated in terms that can be objectively measured shall be proposed by local participants with their applications for funding. The outcomes shall address appropriate benchmark areas. Prior to awarding of funding, the proposed outcomes shall be mutually agreed to by the State CERT and the proposing local government. The achievement of the local outcomes shall be a measure of success at accomplishing the regions benchmarks.

10 11 93 11:04AM FROM USDA UNDER SECRETARY TO 94302223 1001/009

FAX Cover Memo

From: The Office of the Undersecretary for Small Community and Rural Development, U.S. Department of Agriculture

To: Members of the Multi Agency Command

Date: October 15, 1993

Subject: Draft Strategy

Attached is copy of the draft strategy for your review. As agreed upon last week, our next MAC meeting is scheduled for this coming Monday, October 18, Room 221A in the USDA Administration Building.

**If you have any problems with this Fax
Please contact 202/720-9369**

Including cover sheet - 9 pages

NAFTA and US Exports

The US export strategy also recognizes the importance of harmonizing trade and environmental objectives through trade agreements, such as the North American Free Trade Agreement (NAFTA). NAFTA is the first trade agreement that has as a key objective the promotion of sustainable development. To achieve this aim, NAFTA and its supplemental agreement on the environment:

- Explicitly endorse international environmental agreements and their trade sanctions.
- Set rules for investment that prevent the lowering of environmental standards as a lure to investors and, instead, permits the imposition of environmental safeguards to government investment activity.
- Increase bilateral cooperation on conservation and environmental protection.
- Preserve US environmental and health and safety standards at all levels of government and encourage the strengthening of any weaker standards.
- Establishes groundbreaking commitments and obligations for the enforcement of environmental laws, including dispute settlement.
- Create a North American Commission for Environmental Cooperation to monitor and facilitate joint action to ensure that this agreement protects the environment.

The process of cleaning up the US-Mexico border will take time, deep commitment, and sig-

nificant amounts of capital. The United States and Mexico also reached agreement on a new structure to fund environmental infrastructure projects in the US-Mexico border region. The two countries are exploring capitalization of a new mechanism to be one source of direct loans and partial guarantees for environmental financing. In 1993, Mexico itself will spend almost 1 percent of its GDP on environmental programs—a massive increase over previous years and a hallmark for developing countries.

~~TEXT TO COME~~

PACIFIC NORTHWEST INITIATIVE GROUP

		Phone	Fax
Dayton Watkin	Small Business Admin	205-6608	205-7522
William F. Berry		205-6470	205-7324
B.J. Thornberry	Bureau of Land Management	208-6734	208-3144
Ed Shepard		452-7755	452-7702
Felicity Gillette	Commerce/Econ Dev Admin	482-2659	482-0995
David Gardiner	Eviron Protection Agency	260-4322	260-0275
Tom Peterson		260-2277	260-2300
Jim Van Erden	Labor/Education & Training	219-6540	219-5428
Doug Holl		219-5306	219-5038
Robert Duncan	Housing & Urban Development	708-2690	708-7543
Bob Nash	USDA/Small Community &	720-4581	720-2080
Wayne Fawbush	Rural Development	720-9340	720-2080
Peter Yu	White House/Off Econ Policy	456-2602	456-2223
Will Steele	/Off Envir Policy	456-6224	456-2710
Mike Schmidt	/Off of Dem. Policy		456-

USDA Staff

Susan Odell	Forest Service	(205-1385)	720-9340	720-2080
Jennifer Pratt	Rural Dev Admin		"	"
Tom Rowley	Econ Research Ser	(219-0520)	"	"
Tom Unruh	Nat Initiative Off	(690-4749)	"	"
Fred Roane	Rural Elec Admin	(720-9551)	"	"

Multi Agency Command Strategy

DRAFT

October 15, 1993

I. Mission

The mission of the Pacific Northwest Economic Adjustment Initiative is:

to minimize the negative impacts and maximize the positive opportunities associated with the changed use of federal resource and support individuals and communities in their capacity to adjust in the face of declining timber harvests,

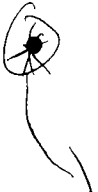
by increasing the scope and effectiveness of federal investments in economic assistance, *and community*

through improving coordination among federal, state, and local resources in order to enhance the delivery, tracking, and evaluation of economic adjustment assistance.

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 integrate economic, social, and environmental concerns, and focus on results;
- 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 and communities to identify their own strategic opportunities and courses of action;
- encourage sustainable market-oriented solutions, rather than long-term subsidies; and

 promote cooperation and collaboration among the workers, families, businesses, and communities of the region.

III. Goals and Objectives

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

Objectives:

- Provide assistance to workers and families to ease the short-term negative consequences of transition.
- Provide sustainable, quality re-employment opportunities for dislocated workers through a network of coordinated training and economic development efforts.
- 2. ● Produce short-term results through assisting existing businesses and fostering new businesses.
- Make long term investments in job training, land use planning, 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.

● separate bullet on ecosystem restoration

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

Objectives:

- Provide assistance for local planning and strategic decision-making based on sound analysis.
- Ensure that programs are accessible and easy to use.

IV. Process for Delivery of Services

A. Roles and Responsibilities

1. *State Community Economic Revitalization Team (SCERT)*

a. Understand the effort

- (1) Establish a framework for the work of the SCERT based on the mission, goals, principles, benchmarks, and resources of the effort.
- (2) Develop a shared, working understanding of the agencies involved in the effort and their various program capacities, authorities, and limitations.

b. Outreach

- (1) Ensure customer satisfaction
 - (a) Manage and disseminate information regarding the funding and technical assistance available through this Initiative.
 - (b) Develop mechanisms to respond to questions/concerns throughout the process - tie to feedback loop.

c. Provide state and federal assistance to communities

d. Prioritize and package project proposals

- (1) Remaining consistent with the Memoranda of Understanding and Regional Community Response Team's (RCERT) Implementation Plan.

e. Track the process

- (1) Develop both substantive and process benchmarks against which to measure success.
- (2) Establish a means to assess the process and respond to inefficiencies and barriers which SCERT members can respond to.
- (3) Surface to the RCERT level those impediments/barriers which cannot be responded to at this level.

f. Actively coordinate with "other entities"

- (1) These should include tribal governments, other local governments who do not sit on the SCERT, private for profit and private nonprofit organizations.
- (2) Explore and initiate cooperative arrangements with other states.

2. *Regional Community Economic Revitalization Team (RCERT)*

a. Understand the effort

- (1) Establish a context for the work of the RCERT based on the mission goals, principles, benchmarks, and resources of the effort.
- (2) Develop a shared, working understanding of the agencies involved in the effort and their various program capacities, authorities, and limitations.

b. Coordinate development of short and long-term Implementation Plans. Plans should include:

Tracking / Equitable distribution
~~A process for allocating Initiative money among the states.~~

- (2) A means to respond to regulatory, legislative, or other impediments surfaced by SCERTs.
 - (a) If unable to respond, raise them to the Multi Agency Command (MAC).
- (3) A means to facilitate the development of cooperative arrangements between states.
- (4) Provide broad guidance to SCERTs on the investment prioritization process ensuring that goals and objectives are met.
- (5) Systems to ensure active coordination with "other entities."
- (6) A means to collect background information regarding programs.
- (7) Establish consistency among community strategic plans by outlining elements which should be considered in all strategic plans.

10-11-93 11:54AM FROM:USDA UNDER SECRET 10-94502225 10017009

(8) Implementation plans should answer the following questions:

- (a) What are the specific programs and resources that are available?
- (b) What can they be used for?
- (c) How flexible are they?
- (d) How well do federal resources match any identified plans of workers, business and industry, and communities?
- (e) Where are there opportunities for collaboration?
- (f) What is necessary to make the Implementation happen?
 - [1] at state level?
 - [2] at regional level?
 - [3] at National level?

c. Should be a forum for discussion of state and federal issues, strategies, and funds

d. Review the strategy process - i.e., interim monitoring and report back to the MAC

3. *Multi Agency Command*

a. Enable agency personnel by decentralizing authority and encouraging field personnel's active support of regional, state, and community-driven efforts (See IV(B)).

- (1) Legitimize initiative, risk-taking, flexibility, and time taken for communications across and within agencies.

b. Establish strong lines of communication

- (1) With the Interagency Steering Committee, the Regional Executive Committee (both of the Federal Ecosystem Management Team), and the RCERT.

- (2) Develop an electronic bulletin board accessible to employees and the public in general.

- c. Coordinate between agencies on the MAC
 - (1) Bring down turf barriers - lead by example.
- d. Respond quickly to RCERT requests for changes in agency regulations, policies, and practices
- e. Monitor and modify the strategic plan as recommended by the RCERT

B. Decentralization of Authority

- 1. *Develop a Communication Plan* to send message of decentralized authority and empowerment across the National level and down through agencies to the PNW regional, state, and local levels. More detailed instructions should be given to RCERT and SCERT members.
 - a. Link with the Empowerment Board - has a broad mandate for streamlining and is a White House priority.
 - b. Content of the Communication Plan --
 - (1) An expectation of commitment by CERT members to the Initiative process and the active linkage to Ecosystem effort.
 - (2) Indication of urgency of moving out what's already in the pipeline responding to the needs of workers, businesses, and communities.
 - (3) Specific delegation of decision making authority to region and states.
 - (4) Direction to identify and resolve interagency differences.
 - (5) Direction to identify opportunities for and coordination of interagency activities.
 - (6) Reference to agency role in the PNW both in the near and mid-term.
 - (7) Direction to identify and remove or change any unnecessary regulations, policies, or practices and to send up the line those which cannot be addressed at that level.
 - (8) Commitment by the MAC to respond to impediments which come up through the process.

- C. **Process Benchmarks**
- D. **Substantive Benchmarks**
- E. **Mechanism for Responding to Field-Level Requests/Barriers Identified**

on an ongoing basis

FAX SHEET

FROM: WAYNE FAWBUSH, Special Assistant to the Chair
U.S. Department of Agriculture

Office Phone Number (202) 720-9369
Fax Number (202) 720-1077

TO: MEMBERS OF THE MULTI-AGENCY COMMAND

U.S. Dept. of Labor
George Shepard W # (202) 219-6540 Fax # (202) 219-5428

U.S. Dept. of Housing and Urban Development
Robert Duncan W # (202) 708-2690 Fax # (202) 708-7543

U.S. Dept. of the Interior
B.J. Thornberry W # (202) 208-6734 Fax # (202) 208-3144

U.S. Dept. of Commerce
Felicity Gillette W # (202) 482-4067 Fax # (202) 482-0995

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✓ White House, Domestic Policy Council
Mike Schmidt W # (202) 456-2165 Fax # (202) 456-7028

White House, Office of Economic Policy
Peter Yu W # (202) 456-2602 Fax # (202) 456-2223

White House, Office on Environmental Policy
Will Steele W # (202) 456-6224 Fax # (202) 456-2710

Environmental Protection Agency
David Gardiner W # (202) 260-4322 Fax # (202) 260-0275

U. S Dept. of Agriculture
Mark Gaede W # (202) 720-8570 Fax # (202) 720-4732

5 Pages Total



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

MEMORANDUM

TO: Members of the Multi-Agency Command
FROM: Wayne Fawbush, Special Assistant to the Chair
DATE: October 7, 1993
SUBJECT: Multi-Agency Command Working Group Meeting, October 12, 1993

Peter Necheles has a severe deadline on the President's Empowerment Zone Initiative, and since I have just completed the Rural Development Forum, I will now be representing Under Secretary Nash with the Multi-Agency Command's (MAC) Working Group. You can reach me at 720-9369.

In the MAC meeting last Wednesday, a tight timeline for developing a strategy was established. In order to respond to that timeline, the Working Group will need to meet regularly beginning Tuesday morning, October 12th. Attached is a tentative agenda. We would like you to ask your Working Group member to commit the entire day to this effort and at least 1:00 - 5:00 p.m. each day during the rest of the month.

In addition to the agenda, a list of initial tasks and the schedule for this month as I heard it is attached. Please pass this information on to your representative.

Please let me know who will be attending the meeting on Tuesday and send their phone number. You can fax me at 720-1077.

**Pacific Northwest Response Team
Working Group Meeting**

October 7, 1993

*** Agenda ***

10:00 - 12:00 A.M. -- The following are discussion topics. The group needs input and participation from all members.

- * Name of group
 - * Suggestions: PNW Response Team, MAC Working Group, others?
- * What's going on in Federal agencies?
 - * Regarding the PNW?
 - * Reorganizing efforts which affect program operations?
 - * Let's test those efforts in the PNW
 - * Other initiatives to link to
 - * E.g., Empowerment zones
- * USDA team presents thoughts and assumptions regarding PNW strategy development
 - * What is its perspective on a strategy in general?
- * What is happening in the PNW currently? Please share your information on what federal and state people in the PNW are thinking on how to organize the implementation of the response.
- * First cut at next steps/tasks
- * Timeline
- * Commitment from participants

12:00 - 5:00 P.M. --

- * Begin fleshing out "next steps"

**Pacific Northwest Response Team
Working Group Meeting**

October 7, 1993

*** Initial Tasks ***

- * **Goals**
- * **Objectives**
- * **Process benchmarks**
- * **Roles of each:**
 - MAC**
 - RCERT**
 - CERT**
- * **Links to other initiatives (e.g., Empowerment Zones)**
- * **Operationalize empowerment**
 - * **Communications**
 - * **Delegation of authority**
- * **How to make this effort into a model**

Pacific Northwest Response Team*** Preliminary Schedule ***

- October 8 • Exchange of preliminary plans between OR, WA, and CA
- October 12 • Meeting of OR, WA, and CA representatives
 - OR state staff will call us to fill us in.
- October 15 • Naming of federal RCERT and SCERT members
 - Completion of a draft outline of the strategic plan for the MAC's review
- October 18 • MAC meeting to review draft outline, 10-12
- October 29 • Completion of draft strategic plan for the MAC
- November 4-5 • Discussion of the draft plan with the Governors of OR, WA, and CA

DATE: August 26, 1993
TO: Carol Rasco
FROM: Mike Schmidt
RE: Presidential Letters for the Northwest Forest Management Initiative

AUG 26 1993

Visit w/ John
Podesta, Staff
Secretary, to

determine
fastest
way.

Thanks,
CSR

As you know, the Northwest Forest Management Initiative (formerly the Forest Summit Initiative) is moving along at full steam. Currently on the economic adjustment side, we (Peter Yu from the NEC and myself) are finalizing a Memorandum of Understanding (MOU) between the seven agencies involved in providing economic assistance to timber communities in the Northwest and the White House offices involved in the process (DPC included). The parties involved are: from the agencies -- Commerce, Labor, Interior, Agriculture, HUD, EPA, and SBA; from the White House -- DPC, NEC, OEP, and OMB (I sent you a few memos on all of this back in late July, and would be happy to give you more briefing material if you need it).

The MOU directs the heads of all of the signatories to designate a representative to serve on a Washington-based Multi-Agency Command (MAC). MAC members will have a number of important implementation and oversight responsibilities, including overseeing the operation of state-level Community Economic Revitalization Teams (CERT) (the people who will actually be distributing economic assistance).

What I need to ask you is this: What is the fastest way to get letters signed by the President that will go out to the heads of the participating agencies? These letters, which we can draft, will underline the importance of this initiative and direct the heads of the participating agencies to designate representatives to the MAC and the state CERTs. Letters may also be needed that go to the Governors of Washington, Oregon, and California asking them to name representatives to serve on the state CERTs. We will need to get these letters out quickly once the MOU is signed (hopefully sometime in the next few weeks).

This is not an emergency, but we would like to get the letter-signing process moving so that we can be ready to go once the MOU is signed. I'm sorry to bother you with this, but I thought that you would know the best way to get this done quickly. If you have any suggestions, please give me a call or drop me a note. Thanks!

MAC Meeting - 10-6-93
Funding

Total Community
Ag Extension Service $\frac{84}{\$260 \text{ million}}$ $\frac{\text{total}}{\$1.2 \text{ billion}}$

Jennifer Batt
RDA

2 major short-term responsibilities

- ① Strategic Plan
- ② Organization & Team Building (Regional & CERT teams)

Time Frames
Regional CERT Identified
October 15

State CERT Oct 15

Nov 4-5
~~Oct 28~~ - Draft out
to State Governors in Pacific NW
~~Oct 31~~ - Strategic Plan
~~12/31~~

- Wayne Fabus (Bob Nash Asst)
"Necklace" - Peter Dechdes (" " 4)
720 4581

Economic Adjustment Group and Forest Man Group should
get together on regular basis - monthly

Implementation Plan being framed at same time
as Strategic Plan? - Finish all
by 50 days?

Oct 15 - Working Group gets outline ~~to~~
of Strategic Plan to MAC

Oct 18 - MAC Meeting - 2-4 hrs.

Send outline of Strategic Plan
to CERTS (unless FACA concerns
crop up)

Get official letters to CERT Participants
(also letters to Forest Management Regional Groups)
(and MAC)

- Need to limit administrative costs
- Need to get as much local control as possible

PARTICIPANTS

PLEASE PRINT

MEETING: P.N.W.

DATE: 10-6-93

TIME: 10:40

①. MAC Member

②. Alternate

NAME	TITLE/ ORGANIZATION	ADDRESS	CITY	STATE	AREA CODE/ PHONE NO.	FAX NO.	
BOB NASH	Under Secretary USDA	1475 + Independence Ave. S.W., D.C. 20230	DC.		202-720- 4581	202-720- 2080	①
Bruce Beavd	Interior Branch Chief OMB	725 17th St NW Wash DC 20503 Rm 8208	DC		202-395- 4906	202-395- 6899	②
DAVID GARDINER	ASS'T. ADMINISTRATOR FOR POLICY - EPA	401 M St. SW FM-219 WASH, DC 20460	DC		202-260- 4532	202-260- 0275	①
Tom Peterson	Economist - Office of Policy & Analysis, EPA	401 M St. SW OPA PM 2124 Wash, DC 20460	DC		202-260- 7142	202-260- 1300	②
Mike Schmitt	Senior Policy Analyst White House Domestic Policy Council	Rm 220 Old Executive Office Building Washington - 20500	DC		(202) 456-7777	(202) 456-7028	①
Dayton J. WATKIN	Special Assistant U.S. Small Business Administration	409 3rd St. S.W. Washington, D.C. 20416	D.C.		202-205-6554	202-205-7522	①
WAYNE FRANKISH	SPECIAL ASST. USDA	14th & INDEPENDENCE	D.C.		720 9365	720 2080	
Gene VanArsdale	Dep. Assoc. Adm SBA	409 3rd St SW DC 20416	DC		202-205-6460	202-205-7522	②

PARTICIPANTS

PLEASE PRINT

MEETING: _____

DATE: _____

TIME: _____

NAME	TITLE/ ORGANIZATION	ADDRESS	CITY	STATE	AREA CODE/ PHONE NO.	FAX NO.
Wilbur T. Peor	Acting Administrator Rural Development Administration	14th & Independence Ave Room 5045	Washington	DC	202/690-4730	202/690-4737
JAMES C. Alsop	Chief, Program Develop. Rural Development Admin	14th & Independence Ave Room 5051	Washington	DC	202 690-0353	202 690-4737 (1)
Jennifer Pratt	Community Dev. Pt. Specialist Rural Dvlpt. Admin	USDA, Room 54055 14th and Independence	Washington	DC	202/690 0758	202/690 1077
ROY PRIEST	Dir. Office of Econ. Dev. HWO/CPD	451 7th St. S.W. Rm 7136	Washington	DC. 20410	202/708-2290	202/708-7543
Art DeCoursey	Dep. Dir. of Intergov. SBA	409 3rd St. S.W. 5th Floor	"	D.C. 20416	202/205/6706	202-205-6802 (2)
Mark Goede	Exec. Act. NRE-USDA	14th & Independence Rm. 217-E	"	"	202-720-8570	202-720-8570
Tom Kuruk	National Inst. on Rural Am. USDA	5405-S, USDA	"	"	202/6904749	690-1262
Carole Odell	14th Rural Community Assist. Coordinator	Coop. Forestry, 4th Auditor's Bldg. 2nd 14th St.	Washington	DC	(702) 202 1231	(702) 202 1231

PARTICIPANTS

PLEASE PRINT

MEETING: _____

DATE: _____

TIME: _____

NAME	TITLE/ ORGANIZATION	ADDRESS	CITY	STATE	AREA CODE/ PHONE NO.	FAX NO.
Grady Williams	National Program Leader/ Economic Development Extension Service/USDA	Rm. 3869 South Bldg. 14th & Independence	Washington, D.C.		202-720-2602	202-690-4869
Harold Belisle	Chief, Recreation Resources USDI Bureau of Land Management	MS204 LS 1849 C. Street N.W	Washington DC		202 453 7790	202 453 7709
Todd Landfried	Community Development Specialist /ES-USDA	3863 South Bldg,	WASHINGTON	DC.	202.720.2602	202.690.4869
B. J. Thornberry	DAS LAND & MINERALS MANAGEMENT DOI	18TH & C	Washington	DC	202-202-6734	202-202-3144 ①
Felicity Gillette	Sr. Ec. Adj. Spec. Economic Dev. Admin.	Room 7327 Main Commerce 14th & Conshoho.	Washington	D.C.	202-482-2659	202-482-0995
Peter Yu	~~DEPT~~ DIRECTOR Natl Econ Council	233 OEOB	"	"	202-456-2802	202-456-2223
Tom Tuchmann	N.H. OFFICE ON FORESTRY AND ECON. DEV.	PORTLAND, OR	PORTLAND, OR	OR	(503) 326-7600 202-508-4612	(202) 208-3144

Briefing for Under Secretary Nash
Pacific Northwest Economic Adjustment and Community Assistance Response
October 4, 1993

The Opportunity

The Economic Adjustment Response is an opportunity to operationalize the change called for in the campaign and put the theory of "Reinventing Government" into practice. It offers:

- a specific objective -- assisting communities affected by the President's Forest Plan;
- identified resources in several federal agencies; and
- willing partners at the state and local levels.

This effort can become a testing ground for a new federal approach to economic transition and the delivery of development resources and assistance to distressed communities. There are core groups of individuals in the region already who are very interested in reinventing government and have identified specific issues as possible test cases. With careful attention, good communication, and planning, the Economic Adjustment Response could become a model for reinventing other federal development assistance efforts.

The MOUs

The foundation of the Response structure is built on three Memoranda of Understanding: two at the federal level -- on Ecosystem Management and Economic Adjustment and Assistance, and the Federal State MOU. For purpose of MOUs and elements of Strategic and Implementation Plans, see attached MOUs.

The MOUs also offer these opportunities:

- the importance of linking ecosystem management and restoration investments to community and economic development activities.
- the necessity of building this response with the active involvement of other parties including:
 - federal agencies and departments,
 - the Governors of the 3 States,
 - representatives of local governments,
 - representatives of Tribal nations, and
 - others not named in the MOUs but "deemed appropriate by the MAC" which might include representatives of the private sector from business, nonprofit service organizations, churches, and community based organizations.
- flexibility to reassess and restructure the effort with input of regional federal, state, and local representatives thru the Community Economic Revitalization Teams (CERT).

Your responsibility as the MAC is to develop a strategy for the delivery of federal assistance to affected communities of the PNW. The Governors and the state-level CERTs are developing substantive goals and benchmarks for what this assistance should achieve. The priority for the MAC is to realign the federal delivery system to make federal agencies collaborative partners with the states and communities of the region.

Timeline

The timeline is short. The States have suggested that we work together to develop the strategic plan and the implementation plan simultaneously with close consultation between the MAC and the Governors, the Regional and State CERTs. They hope to cut 30 days off the planning process.

The impetus for action is the April 1st deadline, when RDA funds, diverted from the National Reserve Pool to the PNW, will be released back to the National Reserve.

We need to move quickly, and yet build the foundation for a successful model of federal responsiveness. We should view this effort from the outset as a 3 year process, with plans for constant assessment and improvement. The process in the first year, by necessity, will be different than in subsequent years, as community capacity grows, we see and assess results, and improve the process.

The Strategic Plan

We suggest these goals for the MAC Strategic Plan.

- To improve the long-term quality of life in the Pacific Northwest's timber-affected communities.
- To make the Federal response dynamic, flexible, responsive, and locally-driven.
- To ensure the capacity and ability of timber-affected communities to sustain themselves beyond the initial 3 years of targeted federal funding.

The MAC process should be guided by these principles.

- The Federal Government will be a partner w/States and communities, providing leadership and some resources, but participating in a collaborative effort that is larger than just a federal program. (Reinvention principle -- steer not row)
- Federal agencies will provide money and assistance in a responsive, effective manner. "Responsive" means responding to locally identified strategic opportunities and with recognition of the lack of capacity in many rural communities to deal with complicated federal programs.
- Federal programs will act in concert with each other and with State, tribal and local entities (including private sector) on economic and community development efforts.
- Federal agencies will coordinate eco-system management activities with economic and community development efforts.
- Benchmarks for this process will be established and assessed on a periodic basis.
- Federal investment will focus on economic diversification, local development capacity and human resources. (as consistent w/limitations set out in Part V)

The role of the MAC is to:

- Develop a strategic plan working with state, local, tribal and others "deemed appropriate".
- Streamline process for delivery of assistance and services by "operationalizing empowerment" within and between agencies (make PNW response a testing ground for federal re-invention).

Effective "empowerment" by the MAC must take place at two levels -- between and within agencies and departments.

To achieve interagency coordination and collaboration, the MAC should strive to:

- Move decision making to lowest level possible; i.e., "delegate authority to feds in the region."
- Empower people at the State CERT level to:
 - identify and resolve interagency differences.
 - identify opportunities for and coordinate interagency activities.
 - identify and remove any unnecessary regulations, and policies, or practices that impede economic adjustment assistance. Identify and recommend any necessary legislative changes.
- Promote principles of "reinventing" to State/local by example and through tactful communication between MAC and Governors.

The MAC should encourage changes in internal agency operations to streamline the delivery of assistance, improve responsiveness, and increase coordination.

- Move decisionmaking authorities to the lowest possible level
- Broaden information sources for decision making:
 - Use local input on prioritization through the State CERTs and other mechanisms
 - Increase contracts with wide range of rural service providers to find coordination opportunities, leveraging, and reduce duplication.
- Encourage innovation and flexibility
- Actively encourage identification and removal of impediments (regulations, policies, practices) to effective assistance. Encourage discussion of positive legislative changes.
- Support key agency staff taking the time necessary for inter-agency coordination, including getting to know each other and each other's programs and developing a shared reason for working together, i.e., a shared vision and mission that can minimize the negative effects of "turf".

Redesign Issues

The Economic Adjustment and the Federal/State MOUs have left considerable discretion to the MAC and the parties to reassess and improve the structure for

delivering assistance to the PNW. We suggest that the following issues be considered and addressed in the design of the strategic and implementation plans.

- Implementation Plan, substantive benchmarks, and definition of "affected" communities should be developed at the RCERT with restructuring of CERT membership to include a better balance of Federal, State, local, and other entities.
- Benchmarks should be developed at each level-these measures should go way beyond "# of jobs". (include diversification). We recommend that MAC benchmarks focus on changes to the process of delivering assistance. Regional and state-level benchmarks should address both process improvement and community and economic development objectives. Development benchmarks should:
 - Grow from "strategic" thought and lead to "strategic" action
 - Be community-specific indicators of change
 - Go beyond "# of jobs" etc.
 - Be clearly articulated in the implementation plan

Next Steps

The first step to getting this process underway is to convene the MAC.

Here are a suggested agenda and talking points for the first meeting of the MAC.

1) Theme/history of the Forest Response

Priority for this administration to break the impasse in the PNW and build a federal policy that emphasizes both the ecological and economic well-being of the communities and environment of the Pacific Northwest.

Our intent in this effort is to assist communities affected by federal changes in timber sales and begin to address the long term transition of timber dependent communities to a more diversified economic base.

2) The Economic Adjustment Response is an opportunity to operationalize the change called for in the campaign and putting the theory of "Reinventing Government" into practice.

3) We are poised for action. Many people have already been involved in preparing the Economic Adjustment Response.

White House Working Group on the Pacific Northwest -- Peter Yu
Governors and many federal, state and local officials in the PNW have been working to prepare
USDA working group

4) What we need to do -- Develop the strategic plan and work with the people in the region

5) Next steps and assignments

- meeting of the working group
- meeting with the states to do strategic plan and implementation plan
- develop materials about the plan for internal agency and external communication

FEDERAL-STATE MEMORANDUM OF UNDERSTANDING
FOR ECONOMIC ADJUSTMENT AND COMMUNITY ASSISTANCE

I. PARTIES

This is an agreement among ten parties:

- the Governor of the State of California;
- the Governor of the State of Oregon;
- the Governor of the State of Washington;
- the Multi-Agency Command established pursuant to the attached Interagency Memorandum of Understanding among federal entities;
- The Hon. Anna Sparks, Humboldt County Supervisor and the Hon. Francie Sullivan, Shasta County Supervisor, both representing affected communities in the State of California;
- The Hon. Michael J. Sykes, Columbia County Commissioner and the Hon. R. Charles Vars, Jr., Mayor of Corvallis, both representing affected communities in the State of Oregon; and
- The Hon. Melissa Carlson-Price, Skamania County Commissioner and the Hon. Phyllis Schrauger, Mayor of Hoquiam, both representing affected communities in the State of Washington.

II. PURPOSE

The purpose of this Memorandum is to improve cooperation among federal, state, and local entities in order to enhance the delivery, tracking, and evaluation of economic adjustment assistance to workers, families, businesses, and communities affected by the President's Forest Plan for the Pacific Northwest and northern California. This memorandum, in conjunction with the Interagency Memorandum of Understanding for Economic Adjustment and Community Assistance, establishes the principles that will guide the parties' cooperation in this undertaking, sets forth the objectives of this collaborative effort, and outlines the responsibilities of the parties. It also outlines the structure of federal coordination, which is designed to work closely with state and local governments, Tribal Nations, and others, in order to make the best use of federal resources. This memorandum complements the Memorandum of Understanding for Forest Ecosystem Management.

III. STRUCTURE

A. *Multi-Agency Command:* The Multi-Agency Command (MAC) consists of representatives of various federal entities as set forth in the attached Interagency Memorandum of Understanding.

B. *Regional Community Economic Revitalization Team:* As set forth more fully in the

Interagency Memorandum of Understanding, the federal Secretaries and Administrators shall each designate one or more representatives to participate in the Regional Community Economic Revitalization Team (Regional CERT). The Regional CERT shall also include two representatives each from Oregon, Washington, and California. One of those two representatives shall be designated by the Governor, and the second representative shall be designated by the nonfederal members of the State CERT. The Secretary of Agriculture and the Secretary of the Interior shall designate two of the federal representatives to serve as Co-chairs of the Regional CERT.

The Regional Community Economic Revitalization Team, under the guidance of the Multi-Agency Command and the parties to the Interagency Memorandum of Understanding, shall have decision authority as consistent with federal law and the Strategic Plan described in Part IV, and subject to the limitations set forth in Part V. However, nothing in this Memorandum shall be construed to expand or diminish the authority of federal, state, or local officials participating in the Regional CERT. Matters unsettled or disputed within the Regional CERT shall be forwarded to the MAC for resolution.

C. *State Community Economic Revitalization Team:* The parties to the Interagency Memorandum of Understanding and the Governors of Oregon, Washington, and California shall establish State Community Economic Revitalization Teams (State CERTs). Each State CERT should include representatives of each federal agency with program responsibility, and representatives of state government appointed by the Governor, and representatives of local government appointed by the Governor with the approval of local governmental organizations. The Chair of each State CERT shall be selected by its nonfederal members.

The State CERTs shall have daily authority to implement the Strategic and Implementation Plans as consistent with federal and state law. However, nothing in this Memorandum shall be construed to expand or diminish the authority of federal, state, or local officials participating in the State CERTs. Matters unsettled or disputed within a State CERT shall be forwarded to the Regional CERT for resolution.

IV. RESPONSIBILITIES OF THE PARTIES

In the development and execution of economic adjustment activities, state and local governments, Tribal Nations, and others shall play a critical role in determining how best to meet the needs of the affected communities. Federal officials in the MAC, Regional CERT, and State CERTs should resolve interagency differences, coordinate interagency activity, and work to remove any unnecessary regulatory impediments to economic adjustment and assistance. The Governors and State CERTs shall be responsible for coordinating and communicating with local governments and affected communities and resolving any intrastate differences. Block grant-style programs, such as CDBG, JTPA, and the Old Growth Diversification Program, which are now administered by state agencies shall remain with state agencies consistent with the Strategic Plan.

A. Development of Strategic Plan

Working with state and local officials, representatives of the Tribal Nations, and other persons the parties to the Interagency Memorandum of Understanding deem appropriate, the Multi-Agency Command shall prepare a Strategic Plan for Economic Adjustment and submit that plan to the parties to the Interagency Memorandum of Understanding and the Governors of Oregon, Washington, and California within 45 days of the signing of that Memorandum. The Plan, which shall be consistent with the limitations set forth in Part V, shall address a three-year period and include:

- a detailed statement of the goals of the Plan;
- a streamlined process for the delivery of economic assistance and services;
- a detailed description of authority delegated to federal officials in the region;
- quantifiable benchmarks of progress, such as new family wage jobs created, numbers of dislocated workers retrained, numbers of community facilities funded, capital investment levels, and related timetables; and
- a detailed description of the relationship among the federal, state, and local parties.

The parties to the Interagency Memorandum of Understanding and the Governors of Oregon, Washington, and California shall approve the Plan within 15 days of its submission.

B. Development of Implementation Plan

Working with representatives of the State CERTs, the Tribal Nations and other persons the parties to the Interagency Memorandum of Understanding deem appropriate, the Regional CERT shall prepare an Implementation Plan and submit that plan to the MAC and the Governors of Oregon, Washington, and California within 45 days of the approval of the Strategic Plan. The Implementation Plan shall address a three-year period and include:

- a detailed plan for integrating and implementing the relevant programs and services of the Departments of Labor, Commerce, Interior, Agriculture, Housing and Urban Development, the Small Business Administration, and the Environmental Protection Agency;
- a detailed plan for a clearinghouse of services for state and local officials, individuals, and firms;
- a detailed and comprehensive list of temporary and permanent legislative and regulatory provisions necessary for the prompt and efficient delivery of assistance to affected communities and individuals;
- a plan for a uniform system for reporting to the MAC;
- dates for the final submission of projects, with deadlines for approval;
- limits on administrative expenses and overhead for services provided to workers, businesses, and communities; and
- a detailed plan and timetable for the actual receipt of assistance by affected communities and individuals.

The MAC and the Governors of Oregon, Washington, and California shall approve the Implementation Plan within 15 days of its submission.

C. *Execution*

The MAC and the Governors shall make available the resources (including adequate personnel and support services) necessary to execute the Implementation Plan, including the financial resources set forth in Part V of the Interagency Memorandum of Understanding, and subject to the conditions set forth in Part V of the Interagency Memorandum of Understanding.

Working with state and local officials and other persons the parties to the Interagency Memorandum of Understanding deem appropriate, the State and Regional CERTs shall implement the three-year Implementation Plan as consistent with federal and state law.

The parties to this Memorandum agree:

- (i) to seek an equitable interstate distribution of the total sum of federal monies made available under Part V the Interagency Memorandum of Understanding; the parties understand each State may have unique characteristics and needs which they agree to consider in seeking an equitable distribution of funds;
- (ii) to cooperate so that residents of, or communities in, each State will receive no less than fifteen percent (15%) of the total sum of federal funds made available each federal

fiscal year;

(iii) provided that, should any State fail, by the end of the fifth month of the relevant federal fiscal year, to file proposals for more than ten percent (10%) of the total sum of federal funds made available that federal fiscal year, section (ii) shall not apply.

As set forth in the Memorandum of Understanding for Forest Ecosystem Management, the Regional Executive Committee (REC) established for purposes of federal land management shall have the ultimate authority for the implementation of the watershed restoration projects and attendant "jobs in the woods" efforts. The Regional CERT and the REC shall work together to prepare a plan for implementing those projects that will ensure (i) creation of family-wage jobs, a preference for displaced timber workers, integration with job training and placement programs, and minimal administrative overhead; and (ii) integration of these employment criteria with environmental criteria.

The Regional CERT shall identify options for improving the Strategic Plan and recommend any such improvements to the Multi-Agency Command. The Multi-Agency Command, in consultation with the Governors of the three States, must act on any such suggestions within 30 days.

The Multi-Agency Command, working with appropriate local and state officials, shall review and evaluate the structure set forth in this Memorandum, determine whether that structure is appropriate for the continued delivery of economic adjustment assistance to the region, and develop and propose any revisions to the structure the MAC deems necessary. The MAC shall submit a report on these issues within six months of the approval of the Strategic Plan.

V. REPORTS

Every six months, the Multi-Agency Command shall promptly prepare and file with the parties to the Interagency Memorandum of Understanding and the Governors of the three States an evaluation report which

- assesses the progress made in the preceding period toward the goals and objectives identified in the Strategic Plan; and
- suggests any adjustments or amendments in the cooperative relationship that the MAC considers desirable.

VI. LIABILITY

This is not a legally binding or enforceable agreement. The matters covered in this memorandum are intended only to improve the coordinated delivery of economic adjustment assistance to the

Pacific Northwest and northern California and are not intended to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States or any State, any state or federal agencies, any state or federal official, any party to this agreement, or any person.

VII. TERMS

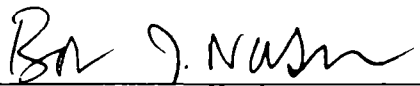
The term of this agreement is forty months from the date of execution. At that time, the parties may, by unanimous action, extend this agreement for any additional period. This agreement may be amended by unanimous consent of the parties. Any party may terminate its participation in this agreement without cause.

AGREED:

The Governor of California

The Governor of Oregon

The Governor of Washington



Representing the Multi-Agency Command

Representing local communities in California

Representing local communities in California

Representing local communities in Oregon

Representing local communities in Oregon

Representing local communities in Washington

Representing local communities in Washington

Date

NORTHWEST ECONOMIC ADJUSTMENT INITIATIVE: STRUCTURE

MULTI-AGENCY COMMAND (MAC)

Membership:

- Senior federal agency representatives (one from each federal agency or office; one or two each from Agriculture and Interior);
- Chaired by Agriculture.

Responsibilities:

- Policymaking;
- development of Strategic Plan;
- approval of Implementation Plan;
- resolving unsettled matters from Regional CERT.

REGIONAL COMMUNITY ECONOMIC REVITALIZATION TEAM (REGIONAL CERT)

Membership:

- Federal agency representatives (one or more from each federal agency or office);
- One representative of each Governor;
- One representative selected by the nonfederal State CERT participants;
- Co-chaired by Agriculture and Interior.

Responsibilities:

- Coordination of economic adjustment policy within region;
- development (with representatives of State CERTs) of Implementation Plan (for approval by MAC and Governors);
- resolving unsettled matters from State CERTs.

STATE COMMUNITY ECONOMIC REVITALIZATION TEAMS (STATE CERTS)

Membership:

- Federal agency representatives (one or more from each federal agency or office);
- State and local representative as designated by each Governor and approved by local governmental organizations;
- Chair designated by nonfederal representatives.

Responsibilities:

- Daily implementation of Strategic and Implementation Plans as consistent with and limited by federal and state laws;
- development (with Regional CERT) of Implementation Plan (for approval by MAC and Governors).

MEMORANDUM OF UNDERSTANDING

FOR FOREST ECOSYSTEM MANAGEMENT

I. PARTIES

This is an understanding among five parties:

The Director of the White House Office on Environmental Policy
The Secretary of the Interior
The Secretary of Agriculture
The Administrator of the Environmental Protection Agency
The Under Secretary of Commerce for Oceans and Atmosphere

II. BACKGROUND

The President has proposed a comprehensive plan to alleviate the impasse over management of federal forest lands in the Pacific Northwest within the range of the northern spotted owl. The plan fulfills the President's request for "a balanced and comprehensive strategy for the conservation and management of forest ecosystems, while maximizing economic and social benefits from the forests." By taking an innovative approach based on ecosystem and watershed management, the plan transcends traditional administrative boundaries. Successful implementation will require unprecedented interagency cooperation, coordination, and collaboration, both in the long-term and in the short-term.

The report of the Agency Coordination team established by the President following the April 2, 1993 Forest Conference presents a mechanism to achieve better coordination and cooperation among the federal agencies that are involved in forest management issues. It concluded that "bold changes are required" in how agencies relate to one another and to the states, tribes, private landowners, and communities and people in the region.

III. PURPOSE

The purpose of this Memorandum of Understanding is to establish a framework for cooperative planning, improved decision making, and coordinated implementation of the forest ecosystem management component of the President's *Forest Plan for a Sustainable Economy and a Sustainable Environment* which is designed to resolve northwest forest issues within the range of the northern spotted owl.

Signatories to this Memorandum of Understanding agree to:

- develop a cohesive vision and shared sense of mission for the management of federal forest lands which balances multiple objectives;
- improve their ability to adapt to change, such as new scientific understanding or changing societal values, in a cohesive manner;
- cultivate greater trust, coordination, and cooperation among federal agencies, within individual agencies, and between federal agencies and non-federal interests;
- address inconsistencies among statutory mandates;
- improve integrated application of agency budgets to maximize efficient use of funds for overlapping or related efforts;
- improve the sharing of information and the pooling of agencies' technology and expertise;
- coordinate ecosystem management activities in concert with federal, state and local programs for economic, labor, and community assistance.

IV. STRUCTURE

The following interagency groups are established to develop, monitor, and oversee the implementation of the comprehensive forest management strategy for federal forests within the range of the northern spotted owl. They will support the development and implementation of land and resource management plans. This agreement does not substitute for or alter the line authority of individual agencies.

- A. Interagency Steering Committee: The Interagency Steering Committee will establish overall policies governing the prompt, coordinated and effective implementation of the President's forest management plan by all relevant federal agencies and address and resolve issues referred to it by the Regional Executive Committee, described below. The Committee will be located in Washington, D.C. The signatories will appoint representatives to this Committee which will be chaired by the Director of the White House Office on Environmental Policy or her/his designee. A White House appointed representative of the ISC will serve as interagency coordinator to provide general oversight and guidance of regional activities.

- B. Regional Interagency Executive Committee (RIEC): This group will consist of regional representatives of the agencies signatory to this M.O.U. The chairmanship of the RIEC will alternate between the Regional Forester and State Director of the Bureau of Land Management. In appropriate situations this core group will consult with other federal and state agencies and tribes. The Regional Interagency Executive Committee will serve as the senior regional entity to assure the prompt, coordinated and successful implementation of the President's forest management plan at the regional level. It will serve as the principal conduit for communications between the Interagency Steering Committee and the region. It will be responsible for implementing the directives of the Interagency Steering Committee, reporting regularly on implementation progress, and referring issues relating to the policies or procedures for implementing the plan to the Interagency Steering Committee.

The RIEC will appoint an interim interagency implementation team to oversee and initiate actions during the interim period moving toward to full implementation of the new forest management strategy.

The Regional Interagency Executive Committee will work together with the Multi-Agency Command group (MAC) of the Northwest Economic Adjustment Initiative to develop criteria and priorities for restoration projects or other ecosystem investment opportunities.

The Regional Interagency Executive Committee will be accountable to the Interagency Steering Committee for establishment and oversight of the Regional Ecosystem Office, Research and Monitoring Committee and Provincial Teams. The Regional Interagency Executive Committee will also make recommendations for minimizing planning redundancies.

1. Regional Ecosystem Office: This office will provide a focal point for scientific and technical expertise in support of implementation of the forest management plan. It will also be responsible for evaluation of major modifications arising from the adaptive management process and will coordinate the formulation and implementation of data standards. This office will report to the Regional Interagency Executive Committee and will be responsible for development, evaluation, and resolution of consistency and implementation issues with respect to specific topics including, but not limited to, the following:

- Geographic Information Systems
- Prototype watershed analyses
- Restoration and reforestation guidelines
- Support of agency efforts to meet obligations of Endangered Species Act (e.g. Section 7 consultations, preparation of recovery plans)

- Adaptive management guidelines
- Monitoring
- Research
- Refining definition of reserve boundaries

Agencies will detail staff to the Regional Ecosystem Office as appropriate.

2. Research and Monitoring Committee: This committee, composed of research scientists and managers from a variety of disciplines will provide advice to the Regional Interagency Executive Committee on implementation of the forest plan including adaptive management areas and watershed assessments. The Research and Monitoring Committee will review and evaluate ongoing research, develop a research plan to address critical natural resource commodity and non-commodity questions, and address biological, social, economic, and adaptive management research questions. It will also develop scientifically credible, cost-efficient monitoring plans. The Research and Monitoring Committee will report to the Regional Interagency Executive Committee.
3. Provincial Teams: These teams will consist of representatives of federal agencies, states, tribes, and others. The Interagency Steering Committee and the Regional Interagency Executive Committee will determine the appropriate role for these teams at the level of physiographic provinces, adaptive management areas or particular watersheds.

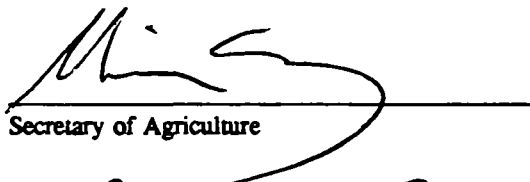
V. TERMS

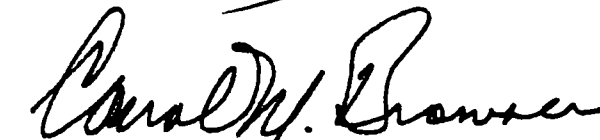
The term of this agreement is five years from the date of execution, after which time the parties may extend the agreement.

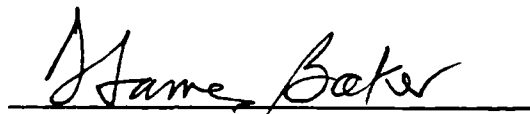
AGREED:


Director, White House Office on Environmental Policy


Secretary of the Interior


Secretary of Agriculture


Administrator, Environmental Protection Agency


Under Secretary of Commerce for Oceans and Atmosphere



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

MEMORANDUM

TO: Members of the Pacific Northwest Multi-Agency Command

FROM: Bob J. Nash *RJN*
Under Secretary, Small Community and Rural Development, USDA

SUBJECT: Meeting of the Multi-Agency Command

DATE: October 4, 1993

You have been designated by your agency or department as a member of the Pacific Northwest Multi-Agency Command (referred to as the "MAC"). This group was created under the memorandum of understanding for economic adjustment for the communities affected by the President's Pacific Northwest Forestry Plan.

The memorandum requires that the MAC prepare a "strategic plan" within 45 days of signing. Completion of a plan under such time constraints will require our immediate attention. I would like to hold an introductory meeting for all members of the MAC on Wednesday, October 6 from 10:30 to 11:30 at the Department of Agriculture -- Room 5030-S. I have attached an agenda for this meeting.

I suggest that we each designate a representative to prepare options for the plan and to present these options to the MAC. This individual should be someone who can speak for your agency in coordinating federal adjustment efforts. Your representative should be present at the Wednesday meeting and should be prepared to stay for further discussions until 1:00 pm.

I have attached two lists of individuals that you may wish to consider as your representative. The first is a list of agency participants from the White House working group that developed the memorandum of understanding. The second is a list of agency representatives on the federal working group for the National Initiative on Rural America, which is an existing inter-agency development group.

Please have your agency contact my office at 720-4581 to confirm your attendance at the Wednesday meeting.

**Meeting of the Multi-Agency Command
October 6, 1993**

*** AGENDA ***

**Location: USDA, South Building
Room**

10:30 - 10:35	Opening Remarks - Bob Nash, Chair
10:35 - 10:45	Introductions by MAC and Working Group members
10:45 - 10:50	Background on PNW effort - Peter Yu, White House
10:50 - 10:55	Outline of MOUs - Peter Yu
10:55 - 11:05	Outline of USDA efforts to date and next steps
11:05 - 11:25	Questions/Responses to the presentation
11:25 - 11:30	Establishment of schedule for completing the strategic plan

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Forest Summit Economic Issues Working Group [partial] (1 page)	10/04/93	b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Michael Schmidt
OA/Box Number: 7349

FOLDER TITLE:

Forest Management - MAC [Multi-Agency Command] [2]

2013-0968-S

sb60

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

FOREST SUMMIT/ECONOMIC ISSUES WORKING GROUP

<u>NAME</u>	<u>AGENCY</u>	<u>PHONE</u>	<u>FAX</u>	<u>P.O.B.</u>
Beard, Bruce	OMB	395-4806	395-6899	
Beasley, J. Lamar	USDA/FS	205-1707	205-1181	
Chupka, Marc	OEP	456-6224	456-2710	
Colombo, Robert	DOL	219-5577	219-5938	
Duncan, Robert	HUD	708-3773	708-7543	
Duwadi, Kirhn	OMB	395-3388	395-7238	
Freedman, Doris	SBA	205-6532	205-6928	
Gaede, Mark	USDA	720-8570	720-4732	
Gillette, Felicity	EDA/DOC	482-2659	482-0995	
Gillingham, Robert	Treasury	622-2220	622-1294	
Hagy, Bill	USDA/RDA	720-9693	690-4737	
Hall, Doug	DOC	482-3567	482-6318	
Kaiser, Fred	FS	205-1032	205-1087	
Kritzer, Bernard	DOC	482-0074	482-3195	
Lamb, Bob	DOI	208-6254	208-7508	(b)(6)
Leathers, Howard	CEA	395-5040	395-6947	
Lyon, Jim	AGR	720-7173	720-4732	
Peterson, Tom	EPA	260-2277	260-2300	
Portman, Rob	Labor	219-6045	219-4315	
Prager, Rick	DOL	219-5339	219-5938	
Sakura, Dan	Interior	208-4123	208-4684	
Saunders, Ruth	OMB	395-3446	395-4941	
Schmidt, Mike	DPC	456-2330	456-7739	
Shaeley, Cynthia	USDA	720-3631	720-5437	
Silver, Jonathan	Commerce	482-5283	482-2741	
Tuchman, Tom	DOI	208-4612	208-3144	
Van Erden, Jim	"	219-6540	219-5428	
Wolcott, Robert	EPA	260-5484	260-2300	
Yu, Peter	NEC	456-2802	456-2223	

**National Initiative On Rural America
Monday Management Group***

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* This list includes MMG members from the agencies party to the Pacific Northwest Economic Adjustment Memorandum of Understanding, except for USDA.

FAX SHEET

FROM: BOB J. NASH
Under Secretary for Small Community and Rural Development
U.S. Department of Agriculture

TO: Members of the Pacific Northwest Multi-Agency Command

Jim Van Erden, DOL, Administrator
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Andrew Cuomo, HUD, Assistant Secretary,
Fax # (202) 708-3336

B.J. Thornberry, DOI, Dep. Asst. Secretary
Fax # (202) 208-3144

Wilbur Hawkins, DOC, Dep. Asst. Secretary
Fax # (202) 482-0995

Craig B. Kirby, SBA, Director
Fax # (202) 205-6802

Mike Schmidt, White House, Senior Policy Analyst
Fax # (202) 456-7028

Peter Yu, White House, National Economic Council
Fax # (202) 456-2223

Will Steele, White House, Associate Director
Fax # (202) 456-2710

David Gardiner, EPA, Asst. Administrator
Fax # (202) 260-0275

Bruce Beard, OMB, Interior Branch Chief
Fax # (202) 395-6899

DATE: August 23, 1993
TO: Peter Yu
FROM: Mike Schmidt
RE: Some Thoughts on the Forest Policy CERT Process

CERTS - spell out

Last week you asked me to think about some basic implementation issues surrounding the creation of state and regional CERTS in the Pacific Northwest. More specifically, we talked about the need for Presidential letters and training for CERT members. After thinking about it for the last few days, I jotted down a few thoughts and suggestions for your consideration. Hopefully, they will lead to more detailed discussions later on.

Letters

We will need to prepare several official letters to agency participants in this process. Possible letters could include:

- *first* A letter from the President to the Secretaries of participating departments and three State Governors asking them to designate representatives to serve on the MAC and the CERTS. This letter would underline the importance the President is placing on this initiative, selling it as both reinventing government and as balancing environmental and economic interests.
- *2nd* An official letter to CERT and MAC members from the President thanking them for their efforts, giving praise, etc. etc. Some kind of framed certificate would also be nice (although cost may prohibit).

Events

It may be a good idea to push this policy forward through the use of policy and media events. For example:

- The President could call a meeting of the Domestic Policy Council or National Economic Council to discuss the importance of this initiative, and the need to delegate authority down the chain of command to get things done quickly.
- An announcement of this initiative at some sort of event in the region that will get big play in the Northwest. The announcement could take place as the CERTs "officially" begin their work in the region, thus underlining their importance. The President, Vice President, or a key Cabinet Secretary could make the announcement and answer media questions (perhaps the VP could make the announcement as part of his Reinventing Government campaign). Also an opportunity

for CERT members to get picture with the President or whichever VIP attends, this event would underline the importance of this initiative in the minds of CERT team members.

Training/Orientation

The members of the CERTS will need to have some sort of orientation/training session. In thinking about the subject of training, four questions come to mind:

- What kind of training is needed?
- How much training is needed?
- Where will the funds come from to do training?
- What are the political ramifications of providing training to CERT team members (will it look like the Administration is "wasting" valuable program dollars on training -- we must evaluate and try to manage the press spin on this)?

At the very least, CERT members need to have some sort of session to get to know one another and feel comfortable with each other. Therefore, it seems to me that the best and safest route to take is to organize a day-long (or two-day) orientation session for CERT members. The orientation would allow team members to meet and get to know one another. Possible topics/sessions could include:

- An in-depth briefing on the purpose and goals of the CERT process;
- A rough, first attempt at an implementation plan (even though the mission statement may not be ready yet, the group can still begin thinking about how they will coordinate and consolidate their efforts);
- Team-building exercises;
- Conflict resolution training;
- A session on cutting through bureaucratic inertia;
- Some kind of brainstorming/goalsetting session.

Who Should Do the Training?

Another important question that comes to mind is: Who should do the training? There are a number of possibilities:

- There may be someone (or several people) in one of the State governments that has the expertise to run the orientation training exercises. For example, members of the Washington Timber Team may know of someone (I believe they had some training before beginning their work).
- A professional training consultant could be hired to do the training and run the orientation session. The problem here is cost, as well as how it may play in the media.
- Federal training sources could be tapped. For example, the Office of Personnel Management has a Seattle Regional Training Center. USDA Grad School may be another possibility. Although both of these sources are reimbursable, we may be able to convince these agencies to donate their services "to the cause".

Resources

CERT team members will need some kind of document laying out basic information. This document can be as detailed or as simple as we want it to be. For example, it could include any or all of the following:

- Names, addresses, phone numbers of all members;
- A description of the various programs offered by each participating Federal (and State) agency (what they are, how they work, legislative restrictions, etc.);
- A section stressing the need to coordinate Federal and State efforts and the need for cutting through red tape;
- A copy of the Forest management plan;
- A list of various state, local, tribal, non-profit entities who are interested in participating in process (could be members of state Rural Development Councils).

M —

this is GREAT!

Could you figure out
how we go about doing
the letters etc —

~~If it's ok w/ you~~ The other

steps we can discuss w/ the
State reps who will be here —
September (after ^{just} Labor Day)

If it's ok w/ you, I'm sending

them a copy — Thanks!
P—

INTERAGENCY MEMORANDUM OF UNDERSTANDING FOR ECONOMIC ADJUSTMENT AND COMMUNITY ASSISTANCE

I. PARTIES

This is an agreement among eleven parties:

- the Secretary of the Interior;
- the Secretary of Agriculture;
- the Secretary of Commerce;
- the Secretary of Labor;
- the Secretary of Housing and Urban Development;
- the Administrator of the Environmental Protection Agency;
- the Deputy Director of the Office of Management and Budget;
- the Administrator of the Small Business Administration;
- the Assistant to the President for Economic Policy;
- the Assistant to the President for Domestic Policy; and
- the Director of the Office on Environmental Policy;

II. PURPOSE

The purpose of this Memorandum is to improve interagency cooperation in order to enhance the delivery, tracking, and evaluation of economic adjustment assistance to workers, families, businesses, and communities affected by the President's Forest Plan for the Pacific Northwest and northern California. This memorandum establishes the principles that will guide the parties' cooperation in this undertaking, sets forth the objectives of this collaborative effort, and outlines the responsibilities of the parties. It also defines the structure of federal coordination, which is designed to work closely with state and local governments, Tribal Nations, and others, in order to make the best use of federal resources. This memorandum complements the Memorandum of Understanding for Forest Ecosystem Management.

III. STRUCTURE

A. *Equal Status:* The parties are equal members of this cooperative relationship.

B. *Multi-Agency Command:* Each of the parties shall, within 7 days of the signing of this Memorandum, designate one individual (the Secretary of Agriculture and the Secretary of the Interior may each designate one or two individuals) to serve as the liaison with the other parties and to report directly to the appropriate party. These individuals shall comprise the Multi-Agency Command (MAC). The Secretary of Agriculture shall designate one of the representatives to serve as Chair of the MAC.

The MAC, under the guidance of the parties, shall have oversight and policymaking authority and

responsibilities as consistent with the authority delegated by each party.

C. *Regional Community Economic Revitalization Team:* The Secretaries and the Administrators shall, within 14 days of signing this Memorandum, each designate one or more representatives to participate in the Regional Community Economic Revitalization Team (Regional CERT), which will be based in the affected region. The Regional CERT shall also include two representatives each from Oregon, Washington, and California. One of those two representatives shall be designated by the Governor, and the second representative shall be designated by the nonfederal members of the State CERT. The Secretary of Agriculture and the Secretary of the Interior shall designate two of the federal representatives to serve as Co-chairs of the Regional CERT.

The Regional Community Economic Revitalization Team, under the guidance of the Multi-Agency Command and the parties, shall have decision authority as consistent with federal law and the Strategic Plan described in Part IV, and subject to the limitations set forth in Part V. However, nothing in this Memorandum shall be construed to expand or diminish the authority of federal, state, or local officials participating in the Regional CERT. Matters unsettled or disputed within the Regional CERT shall be forwarded to the MAC for resolution.

D. *State Community Economic Revitalization Team:* The parties and the Governors of Oregon, Washington, and California shall establish State Community Economic Revitalization Teams (State CERTs). Each State CERT should include representatives of each federal agency with program responsibility, representatives of state government appointed by the Governor, and representatives of local government appointed by the Governor with the approval of local governmental organizations. The Chair of each State CERT shall be selected by its nonfederal members.

The State CERTs shall have daily authority to implement the Strategic and Implementation Plans as consistent with federal and state law. However, nothing in this Memorandum shall be construed to expand or diminish the authority of federal, state, or local officials participating in the State CERTs. Matters unsettled or disputed within a State CERT shall be forwarded to the Regional CERT for resolution.

E. *Memorandum of Understanding with the States:* The Multi-Agency Command shall, within 14 days of the signing of this Memorandum, enter into a Memorandum of Understanding with the Governors of Oregon, Washington, and California, and representatives of affected communities in the region. That Federal-State Memorandum shall complement this Interagency Memorandum and set forth in greater detail the responsibilities of the Regional CERT, the State CERTs, relevant state and local governments, and other parties, as well as the relationships between state and local representatives.

IV. RESPONSIBILITIES OF THE PARTIES

In the development and execution of economic adjustment activities, state and local governments, Tribal Nations, and others shall play a critical role in determining how best to meet the needs of the affected communities. Federal officials should resolve interagency differences, coordinate interagency activity, and remove any unnecessary regulatory impediments to economic adjustment and assistance.

A. Development of Strategic Plan

Working with state and local officials, representatives of the Tribal Nations, and other persons the parties deem appropriate, the Multi-Agency Command shall prepare a Strategic Plan for Economic Adjustment and submit that plan to the parties and the Governors of Oregon, Washington, and California within 45 days of the signing of this Memorandum. The Plan, which shall be consistent with the limitations set forth in Part V, shall address a three-year period and include:

- a detailed statement of the goals of the Plan;
- a streamlined process for the delivery of economic assistance and services;
- a detailed description of authority delegated to federal officials in the region;
- quantifiable benchmarks of progress, such as new family-wage jobs created, numbers of dislocated workers retrained, numbers of community facilities funded, and capital investment levels, and related timetables; and
- a detailed description of the relationship among the federal, state, and local parties.

The parties and the Governors of Oregon, Washington, and California shall approve the Plan within 15 days of its submission.

B. Development of Implementation Plan

Working with representatives of the State CERTs, the Tribal Nations and other persons the parties deem appropriate, the Regional CERT shall prepare an Implementation Plan and submit that plan to the MAC and the Governors of Oregon, Washington, and California within 45 days of the approval of the Strategic Plan. The Implementation Plan shall address a three-year period and include:

- a detailed plan for integrating and implementing the relevant programs and services of the Departments of Labor, Commerce, Interior, Agriculture, Housing and Urban Development, the Small Business Administration, and the Environmental Protection Agency;

- a detailed plan for a clearinghouse of services for state and local officials, individuals, and firms;
- a detailed and comprehensive list of temporary and permanent legislative and regulatory provisions necessary for the prompt and efficient delivery of assistance to affected communities and individuals;
- a plan for a uniform system for reporting to the MAC;
- dates for the final submission of projects, with deadlines for approval;
- limits on administrative expenses and overhead for services provided to workers, businesses, and communities; and
- a detailed plan and timetable for the actual receipt of assistance by affected communities and individuals.

The MAC and the Governors of Oregon, Washington, and California shall approve the Implementation Plan within 15 days of its submission.

C. *Execution*

The parties shall make available the resources (including adequate personnel and support services) necessary to execute the Implementation Plan, including the financial resources set forth in Part V, and subject to the conditions set forth in Part V.

Working with state and local officials and other persons the parties deem appropriate, the State and Regional CERTs shall implement the three-year Implementation Plan as consistent with federal and state law.

As set forth in the Memorandum of Understanding for Forest Ecosystem Management, the Regional Executive Committee (REC) established for purposes of federal land management shall have the ultimate authority for the implementation of the watershed restoration projects and attendant "jobs in the woods" efforts, except where Federal law vests such decisions in the States or elsewhere (e.g., the Clean Water Act). The Regional CERT and the REC shall work together to prepare a plan for implementing those projects that will promote (i) creation of family-wage jobs, a preference for displaced timber workers, integration with job training and placement programs, and minimal administrative overhead; and (ii) integration of these employment criteria with environmental criteria.

The Multi-Agency Command, working with appropriate local and state officials, shall review and evaluate both the Strategic Plan and the structure set forth in this Memorandum, determine whether the Plan and structure are appropriate for the continued delivery of economic adjustment assistance to the region, and develop and propose any revisions to the structure the MAC deems

necessary. The MAC shall submit a report on these issues within six months of the approval of the Strategic Plan.

V. FINANCIAL COMMITMENTS

The parties agree to make available the following financial resources under the following specified conditions:

The Department of Labor (DOL): Subject to sufficient appropriations by Congress, DOL agrees to make available, out of Job Training Partnership Act (JTPA) funds reserved by the Secretary pursuant to Title III, twelve million dollars (\$12 million) per year, for the three-year period beginning July 1, 1993, to support the purposes set forth in Part II of this Memorandum. Such funds shall be available subject to the following conditions:

1. That each State involved, namely Oregon, Washington, and California, certifies that formula funds made available to the State pursuant to Title III of JTPA for each year of the three-year period are not and will not be available for the purposes described in Part II of this Memorandum, and that the State is utilizing and will continue to utilize, to the maximum extent possible, JTPA Title III formula funds for such purposes;
2. That the final decision regarding the award of any of the Secretary of Labor's reserve funds made available under Title III of JTPA shall be made by the Secretary pursuant to the applicable law; and
3. That, if a sufficient number of meritorious proposals are not submitted by the named States by at least three months prior to the end of each program year (June 30) for each of the three years for which the \$12 million commitment is made, there will be no obligation to commit the balance of the \$12 million to any or all of the named States for the purposes described in Part II of this Memorandum.

The Department of Agriculture: The Department of Agriculture agrees to provide assistance through both the US Forest Service (USFS) and the Rural Development Administration (RDA).

The Rural Development Administration: RDA agrees to request appropriations and/or reprogramming in the following amounts in the following programs. All eligibility criteria under current regulations governing these programs must be met in order to obtain financial assistance.

The continued funding at the program levels indicated below and for FY1995 and FY1996 is subject to sufficient Congressional appropriations for those Fiscal Years. For all listed programs, with the exception of the Rural Business Enterprise Grant (RBEG) Program, one-half of unobligated funds available to the region will revert to the Agency's National Office Reserve in April with the balance of unobligated funds reverting to the Agency's National Office Reserve in August. Unobligated RBEG Program funds will revert to the Agency's National Office

Reserve in July.

1. The Business and Industry Program (B&I) provides guarantees for loans to improve, develop, or finance business or industrial activity, and to improve the economic and environmental climate in rural communities. This type of assistance is available to businesses located in areas outside the boundary of a city of 50,000 or more and its immediate adjacent urbanized area. For FY1994–FY1996, a total of \$35.3 million each year will be made available.
2. The Community Facilities (CF) Program provides financial assistance to construct, extend, or otherwise improve community facilities providing essential services in rural areas and towns with a population of less than 20,000. For FY1994–FY1996, a total of \$41.6 million each year will be made available.
3. The Intermediary Relending Program (IRP) provides direct loans to nonprofit organizations to establish revolving loan funds. The funds then provide loans for businesses and community development projects not within the outer boundary of any city having a population of 25,000 or more. For FY1994–FY1996, a total of \$16.0 million each year will be made available.
4. The Rural Business Enterprise Grant (RBEG) program supports public and nonprofit organizations that provide technical assistance to new and growing businesses, that fund revolving loan funds for such businesses, or that develop industrial park sites. The program assists business enterprises located in areas outside the boundary of a city of 50,000 or more and its immediately adjacent urbanized area. For FY1994–FY1996, a total of \$4.1 million each year will be made available.
5. The Water and Waste Disposal (WWD) Loan and Grant Program provides financial assistance for the development of water and waste disposal including solid waste disposal and storm drainage systems in rural areas and towns with a population of less than 10,000. For FY1994–FY1996, a total of \$87.0 million each year will be made available.

The Forest Service: USFS agrees to request appropriations and/or reprogramming in the following amounts in the following programs:

1. Under Subtitle G of the 1990 Farm Bill (Rural Revitalization Through Forestry), the Rural Community Assistance program supports rural development, economic recovery, and studies designed to help diversify economic conditions in these communities. USFS will make available through reprogramming and redirection an additional thirteen million dollars (\$13 million) in FY1994, and an additional ten million (\$10 million) each year in FY1995 and FY1996, for these programs.
2. The Old Growth Diversification program funds projects designed to improve

markets for value-added wood products. USFS will make available through reprogramming and redirection an additional three million dollars (\$3 million) each year for FY1994–FY1996 for this program.

3. The Forest Stewardship Program and Stewardship Incentive Program provide technical and financial assistance to private non-industrial landowners. USFS will make available through reprogramming and redirection an additional four million dollars (\$4 million) each year for FY1994–FY1996 for this program.

4. USFS agrees to make available through reprogramming and redirection an additional sixteen million dollars (\$16 million) per year for FY1994–FY1998. These funds would support watershed restoration and "jobs in the woods" in the Pacific Northwest and northern California.

The Department of the Interior: The Department of the Interior agrees to request appropriations and/or reprogramming of thirty million dollars (\$30 million) each year for FY1994–FY1998. These funds would support watershed restoration and "jobs in the woods" in the Pacific Northwest and northern California.

The Department of Commerce: Subject to sufficient appropriations by Congress, the Department of Commerce agrees to make available an additional \$15 million in FY1994. These funds would support increased activity by the Economic Development Administration (such as planning, technical assistance, lending, and grantmaking) in the affected region. In the event that such appropriations are not available, and in FY1995 and FY1996, the Department of Commerce will make available an additional \$3 million (over normal annual expenditures) to be used for capacity-building (planning and technical assistance).

The Environmental Protection Agency: The Environmental Protection Agency agrees to request appropriations and/or reprogramming of five million dollars (\$5 million) each year for FY1994–FY1998. These funds would support watershed restoration as authorized under Section 318 of the Clean Water Act and ecological risk assessment research in the Pacific Northwest and northern California.

VI. REPORTS

Every six months, the Multi-Agency Command shall promptly prepare and file with the parties and the Governors of the three States an evaluation report which

- assesses the progress made in the preceding period toward the goals and objectives identified in the Strategic Plan; and
- suggests any adjustments or amendments in the cooperative relationship that the MAC considers desirable.

VII. LIABILITY

This is not a legally binding or enforceable agreement. The matters covered in this memorandum are intended only to improve the internal management of the Executive Branch and are not intended to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any person.

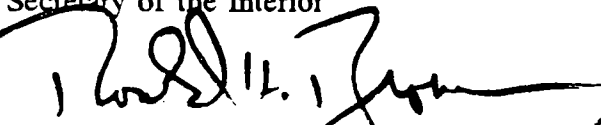
VIII. TERMS

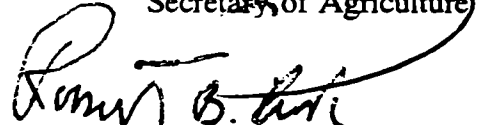
The term of this agreement is forty months from the date of execution. At that time, the parties may, by unanimous action, extend this agreement for any additional period. This agreement may be amended by unanimous consent of the parties. Any party may terminate its participation in this agreement without cause.

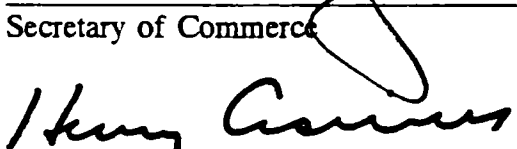
AGREED:

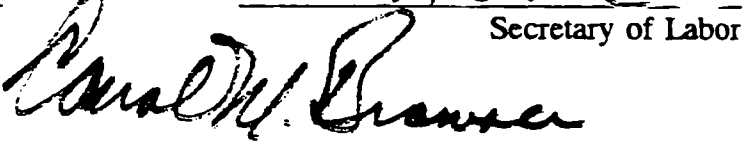

Secretary of the Interior


Secretary of Agriculture

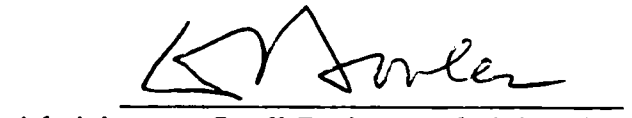

Secretary of Commerce


Secretary of Labor

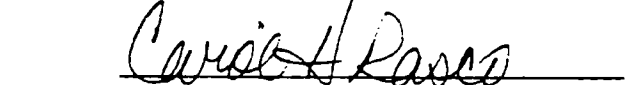

Secretary of Housing & Urban Development

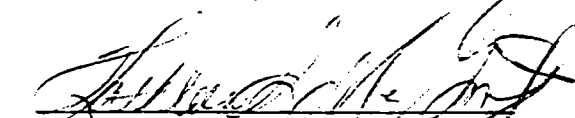

Administrator, Environmental Protection Agency


Deputy Director
Office of Management & Budget


Administrator, Small Business Administration


Assistant to the President for Economic Policy


Assistant to the President for Domestic Policy


Director, Office on Environmental Policy