



Preface

The following document reveals the USDA’s forest management policies are driven by a world government agenda known as the United Nations Agenda for the 21st Century (Agenda 21). that is contrary to the interests of the American people. Despite Agenda 21 never being ratified by the United States, both Republican and Democratic administrations are pushing this agenda. The consequences will be devastating to our national sovereignty, security, prosperity, and self-reliance. One goal of Agenda 21, for example, is the redistribution of wealth. Simple population statistics demonstrate the equalization of resource consumption amongst the United States, Communist China, and India, for example, would collapse the prosperity of American citizens from \$48,100 per year to \$6,833 per year in per capita GDP. Simply stated, the United States would follow the European Union into an economic abyss. The benefit to India’s residents would be a modest \$3,133 per year increase. Everyone would be equally poor.

Country	Population	Per Capita GDP		Change
		Current	Merged	
United States	313,847,465	\$48,100	\$6,833	86% drop
Communist China	1,343,239,923	\$8,400	\$6,833	19% drop
India	1,205,073,612	\$3,700	\$6,833	85% increase

Source: The CIA World FactBook (April 25, 2012)

The USDA-Forest Service’s Commitment and Approach to Forest Sustainability

Submitted to the Society of American Foresters
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Sustainable Development Provides Context

The Forest Service’s (FS) commitment and approach to forest sustainability is based upon the international and domestic dialogue about sustainable development that has been underway for over 20 years. Even though many definitions of sustainability exist, as noted in the Discussion Guide published by the Society of American Foresters (SAF) in February 2001, the FS’s efforts support and build upon the groundwork done during the 1980s by the World Commission on Environment and Development led by Gro Harlem Brundtland, Prime Minister of Norway. In *Our Common Future* published in 1987, the Brundtland Commission explains that “the ‘environment’ is where we all live; and



‘development’ is what we all do in attempting to improve our lot within that abode.” It also defines ‘sustainable development’ as “...it meets the needs of the present without compromising the ability of future generations to meet their own needs.” We believe forest and resource management must integrate concerns about the environment and development to be sustainable.

In 1992, at the United Nations Conference on Environment and Development in Rio de Janeiro (also known as the Earth Summit), forests were identified as a key component of sustainable development worldwide. Then in 1995, ten countries including the United States (US), endorsed the Montreal Process Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forests (C&I) via the Santiago Declaration. The C&I focus our attention on biophysical, socio-economic, and institutional conditions and measures. Basic information about the C&I was published by the SAF in the April 1995 issue of the *Journal of Forestry* and more current information is readily available via the FS website (www.fs.fed.us) and other sources. A review of the history of dialogue related to sustainable forest and resource management (see Attachment 1) shows that the C&I are increasingly being used by Federal and non-Federal stakeholders as a common language and framework for sustainable forest management at the national level. More attention needs to be given by SAF and others to the power of the C&I framework for better data, better information, and better decisions.

Even though social, economic, and environmental dimensions of sustainable development are being explored through many governmental and non-governmental forums in the US, it is important to recognize that no single policy or plan covers sustainable development. Specific policy goals addressing dimensions of sustainable development are being developed by various interests (e.g, Federal, tribal, State, and local government; and for- and not-for-profit private sectors), are found in various sectors (e.g., forest, agriculture, communities, etc.), and are applicable at various scales (e.g., national, regional, state, local, site, etc.). This, of course, leads to questions about how we integrate data and lessons learned as well as how we coordinate them.

Collaboration and Integration are Necessary

We believe success depends on making connections across disciplines, interests, agency functions and units, public and private sector responsibilities, and ownership and jurisdictional boundaries to address issues across the landscape. The FS’s approach to foster sustainable forest and resource management focuses on the intergenerational, comprehensive, collaborative, and place-based elements of sustainable development by:

- Linking our long-term strategy and outcomes to short-term objectives and applications (intergenerational);
- Integrating knowledge and making available information about the state of biophysical, socio-economic, and institutional conditions and trends (comprehensive);



- Using participatory processes and systems to collaborate internally and externally with a diversity of people (remembering, of course, that collaboration starts at home); and
- Spanning geographic or spatial scales through coordinated local to global actions (place-based).

The FS approach also is based upon the fact that conservation begins and ends of the ground, and recognizes that we cannot hope to achieve sustainability on an isolated piece of land. We need to be concerned about how we affect each other across ownerships and boundaries (that is, across the landscape), recognizing that there are different objectives for different lands. During Science Day 2001 on May 31, 2001, Lee Talbot made a key point about ‘conservation’ and ‘sustainability.’ He said that although the two concepts have a great deal in common, the products are usually very different.

Without a doubt, challenges do exist. In the US there are millions of landowners, managers, and other stakeholders who share interests in the nation’s forests and other natural resources; and so collaboration is a challenge. Other challenges relate to recreation and other resource demands, watershed conditions, data issues and information capabilities, and much more. It seems clear that stakeholders in the US seem to be expecting a more holistic approach to natural resource management; and sustainability seems to be the unifying concept that brings the interests together at this time.

Forest Service’s Role Evolves

We believe sustainability concepts have always been part of the FS mission as well as the natural resource professions, but our knowledge about what it means and the nature of our commitment keeps evolving. In 2000, the FS explicitly incorporated sustainability into an updated expression of the agency’s mission in our long-term Strategic Plan. It states: “The agency’s mission is to sustain the health, diversity and productivity of the nation’s forests and grasslands to meet the needs of present and future generations.”

The agency’s conservation roots, laws, and policies support a comprehensive role involving all parts of the agency including State and Private Forestry, Research and Development, the National Forest System, International Programs, Business Operations, and financial health. We recognize that the FS is part of a much larger global effort to foster sustainable forest and resource management, and that our domestic contribution relates to all the nation’s forests as well as those forests and grasslands managed by the agency.

The agency’s contribution also includes working with others to develop and share data and other information about the state of the nation’s forests. Information is a powerful motivator, and so we are focusing on making information about the nations’ forests and innovations in forest management available to the public. In 2003, the US and the other



Montreal Process countries, will each report on the state of their nation's forests using the C&I as a common framework for data gathering and reporting on bio-physical, socio-economic, and institutional conditions. Our plan for developing the US report is available on the FS website (www.fs.fed.us) under Sustainable Resource Management.

The FS role also involves convening, facilitating, and participating in dialogue in the US about sustainable forest and resource management. Currently, the agency is supporting and participating in national multi-stakeholder forums focusing on the applicability of the C&I to forests, rangelands, minerals and energy, and communities. These forums help us all better understand the perspectives, roles, and responsibilities of other stakeholders. The FS website also has links and other information about each forum.

As we carry out our leadership responsibilities, we acknowledge there are varying viewpoints about sustainability. The SAF's Committee on Forest Policy suggests in the Discussion Guide that sustainability can be thought of as a moral principle to guide individual behavior and societal policies, as an objective for taking action, and as a means to achieve the objective. We recently used these perspectives to more fully explore the C&I as a common language and framework for sustainable forest management, and shared our initial ideas in March 2001 at Global Initiatives and Public Policies: First International Conference on Private Forestry in the 21st Century (see Attachment 2). This exercise did help us think more about how the C&I can help us grasp the basic idea of sustainable forest management and put it into practice by shaping our vision and policies as well as informing our planning and resource management activities.

Actions Demonstrate Commitment

Although the C&I are neither fully tested technically nor perfect conceptually, they provide a common language and practical framework with which to examine our understanding and measure the current state of the biophysical, socio-economic, and institutional conditions of sustainable forest management. The practical application and testing of any new concept requires a place to start, and the C&I have emerged as a widely accepted starting point for fostering action at multiple scales. A variety of C&I-related actions are underway from the local to international levels, as identified in Attachment 3.

Efforts to foster use of the C&I as a common language and framework are key, however, we know the agency will be judged by what we actually accomplish on the ground. The following examples briefly illustrate the range of actions underway by the FS to improve resource conditions and management practices in sustainable ways.

Implementing a Comprehensive National Fire Plan: Through the National Fire Plan the Departments of Agriculture and Interior are integrating efforts to protect communities and natural resources from wildland fires and invasive species. Restoration work requires



removing small diameter material. To be sustainable, the restoration work must be integrated with science and technology, business opportunities, and community development. The vision for the Ten-Year Comprehensive Strategy, developed by the agencies, State foresters, the Western Governors' Association, and many others, focuses on reducing the risk of wildfires to people, communities, and watersheds by restoring and maintaining the health, sustainability, and resiliency of fire-prone ecosystems through collaborative efforts at all levels.

Using Agroforestry to Address Watershed Issues: Traditional agroforestry technologies incorporate trees and shrubs into farm and ranch operations to accomplish landowners' economic and conservation goals. A more comprehensive approach using agroforestry practices and a green infrastructure framework to managing water quality, for example, is being used in Topeka, Kansas. Topeka, like other cities and towns, is nested within a matrix of land uses including forestry and agriculture. The USDA National Agroforestry Center, a joint venture of the FS and the USDA-Natural Resources Conservation Service, is working with the City of Topeka and others in the watershed to develop urban/rural watershed solutions that systematically address stormwater issues and develop community amenities in the urban, rural, and interface areas of the watershed.

Providing Quality Recreation Opportunities: The Recreation Agenda of the Forest Service focuses on providing quality recreation opportunities within the sustainable capabilities of national forest ecosystems through settings, service, conservation education and interpretation, community connections and relationships, and partnerships. A number of efforts are underway which address diverse interests and needs in sustainable ways. For instance, the agency has developed a Built Environment Image Guide using sustainability concepts to shape the design and construction of facilities. Educational efforts, like "Leave No Trace," focus on the general public as well as specialists and practitioners who provide recreation services. Grass-roots projects in the Ozarks and elsewhere are fostering ecotourism experiences. Communities and states are involved in planning and implementing Scenic Byways. Big events, like the Olympics and the Lewis and Clark Bicentennial Trail Recognition, provide opportunities to collaboratively develop destinations, facilities, and other products and services for longer-term use.

Like any organization, the agency's progress depends on the tone and direction set by top leadership. In his speech to the National Capital Society of the SAF on May 29, 2001, Chief Dale Bosworth said "Sustainability is not just a slogan to the Forest Service" and he affirmed his intention to continue to support sustainability through C&I-related activities and the work we do on the ground and in communities.

During the last few years we have been increasing the Forest Service's commitment, capacity, and accountability for sustainability by:



- Reinforcing our commitment to sustainability in the agency’s mission statement and long-term strategic plan;
- Linking the long-term strategy to annual budget and performance;
- Identifying and establishing a network of employees to champion and track sustainability for leadership and to interact with counterparts in the agency in headquarter and field units as well as with constituencies;
- Identifying innovative actions and practitioners, sharing lessons learned, and building sustainability messages into official communication (e.g., speeches, testimony, negotiations, newsletters, memos, websites, etc.);
- Reviewing domestic and international policies and programs for opportunities to align, reinforce sustainability, and develop more collaborative approaches; and
- Building sustainability and collaboration concepts into corporate and individual training programs.

These actions are generally applicable to any organization, and we suggest that with some variation they could perhaps be used by any organization to evaluate organizational commitment and progress.

We know the FS’s success depends upon all employees; and therefore we need to keep finding ways to link each individual’s capabilities with the needs of the agency. And we think individual mastery and organizational success need to be more closely linked. There are many models of leadership but one developed by Growth Dynamics, Incorporated, connects personal and organizational capabilities through intentions, awareness, and practice. We have presented the nine leadership habits developed by Growth Dynamics to suggest ways in which each individual can contribute (see Attachment 4).

Success in the 21st Century

In the 21st Century we believe success depends upon making connections and investments every day across ownerships and boundaries in ways that foster sustainable forest and resource management. We believe sustainability can be defined, measured, and applied by real people to address real issues in real places. More attention does need to be given to using a common language and framework, such as the C&I, to help us all make sense of the issues confronting landowners, managers, and society and to integrate our local to global actions with full recognition that our understandings and perspectives will change over time.



Attachment 1

History of Dialogue Related to U.S. Commitment to Sustainable Forest/Resource Management As of February 2001

(Updated May 14, 2001)

- 1968 International Conference for Rational Use and Conservation of the Biosphere (Paris, France)
- United Nations Educational, Scientific, and Cultural Organization (UNESCO) held pioneering event for discussing ecologically sustainable development.
- 1972 United Nations Conference on the Human Environment (Stockholm, Sweden; known as Stockholm Conference)
- Addressed economic and environmental issues.
- Led to United Nations Environment Program (UNEP)—mission is “to provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations.”
- 1983 World Commission on Environment and Development (known as Brundtland Commission)
- Prime Minister of Norway (Gro Harlem Brundtland) asked by Secretary General of United Nations to lead a special commission.
- Addressed how the world community could:
- Develop a long-term environmental strategy for achieving sustainable development by the year 2000 and beyond.
 - Define a shared perception of long-term environmental issues and appropriate efforts to deal with them effectively.
- 1984 International Conference on Environment and Economics (OECD)
- Concluded that environment and economics should be mutually reinforcing. Helped shape *Our Common Future* (see below).
- 1987 *Our Common Future* (also known as Brundtland Report)
- Popularized term ‘sustainable development.’



Defined ‘sustainable development’ as “...development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

- 1992 United Nations Conference on Environment and Development (Rio de Janeiro, Brazil; known as Earth Summit)

Established ‘sustainable development’ as a common goal of human development for the 160 or so countries that attended the meeting.

Recognized sustainable management of forests as key component to sustainable development.

Set out Agenda 21 as a blueprint for action in the 21st century; includes non-binding Statement of Forest Principles that provides guidelines for sustainable forest management.

- 1993 United Nations Commission on Sustainable Development

Established to help countries implement Agenda 21 in follow-up to Earth Summit.

International Seminar of Experts on Sustainable Development of Boreal and Temperate Forests (Montreal, Quebec, Canada)

Resulted in initiative to develop and implement internationally agreed criteria and indicators for the conservation and sustainable management of temperate and boreal forests.

Second Ministerial Conference on the Protection of Forests in Europe (Helsinki, Finland)

USDA-Forest Service, representing U.S. as observer country, stated belief that all countries, not just members of the International Tropical Timber Organization, should adopt the goal of sustainable forest management by the year 2000.

Presidential Decision Directive/NSC-16 (United States)

U.S. committed “...to a national goal of achieving sustainable management of U.S. forests by the year 2000.”

- 1994 Working Group on Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forests (Geneva, Switzerland)

Ten countries hold first “Montreal Process” meeting: Australia, Canada, Chile, China, Japan, Mexico, New Zealand, Republic of Korea, Russian Federation, and United States.



1995 Santiago Declaration (Santiago, Chile)

Original ten Montreal Process countries (listed above) endorsed a statement of political commitment together with a comprehensive set of seven criteria and sixty-seven indicators for the conservation and sustainable management of temperate and boreal forests.

Now includes twelve countries on five continents comprising 60 percent of the world's forests, 90 percent of the world's temperate and boreal forests, and 35 percent of the world's population: original ten (listed above) plus Argentina and Uruguay.

1996 Montreal Process Technical Advisory Committee

Established to support Montreal Process.

Agreed to prepare First Approximation Report.

President's Council on Sustainable Development (United States)

Released report, *Sustainable America—A New Consensus*, that:

- Outlined goals for “economic prosperity, environmental protection, and social equity together” (known as the 3 e’s)
- Included policy recommendation on sustainable forest management: “Establish a structured process involving a representative group of stakeholders to facilitate public and private efforts to define and achieve the national goal of sustainable management of forests by the year 2000.”

Seventh American Forest Congress (United States)

More than 1500 citizens gathered in Washington, D.C. to discuss “what common ground do we have with regard to America’s forests?” and developed vision elements and set of principles, many of which include ‘sustainability.’

United States Department of Agriculture (USDA) (United States)

Secretary established Department-wide policy on Sustainable Development (Secretary’s Memorandum 9500-6) focusing on sustainable agriculture, sustainable forestry, and sustainable rural community development.

1997 Montreal Process First Approximation Report

Participating countries developed individual country reports for Montreal Process “progress report” to be published and presented along with reports by other regional initiatives at Eleventh World Forestry Congress (Antalya, Turkey).



National Association of State Foresters (NASF) and USDA-Forest Service (United States)

Exchanged letters leading to further commitment by USDA-Forest Service to sustainable forest management.

1998 Private Sector Support (United States)

Six private sector organizations wrote Office of Management and Budget (OMB) and Council on Environmental Quality (CEQ) within Federal government to urge cooperation among Federal agencies in data collection: NASF, Global Forest Policy Project, American Forest & Paper Association, National Audubon Society, Society of American Foresters, and World Wildlife Fund.

G-8 Foreign Ministers

Published, and committed selves to implement, an Action Program on Forests.

Set out specific measures to promote sustainable forest management.

Multi-Stakeholder Meeting on Sustainable Resource Management (United States)

In response to private sector letter to OMB and CEQ, USDA-Forest Service convened public meeting for public and private sector representatives to share perspectives about Montreal Process and discuss opportunities to foster sustainable forest and resource management in the United States.

1999 Roundtable on Sustainable Forests (United States)

Self-chartered, and facilitated by Meridian Institute, "...to serve as a forum to share information and perspectives that will enable better decision making in the U.S. regarding sustainable forests."

Initial focus "is to implement and promote utilization of the Criteria and Indicators (C&I) contained in the Santiago Declaration of the Montreal Process as a means of measuring national progress towards achievement of this goal."

2000 Federal Memorandum of Understanding (MOU) on Sustainable Forest Management Data (United States)

Initially signed by nine Federal agencies in U.S; includes eleven by January 2000.

Provides:

- A common interagency forum for Federal coordination to resolve issues integral to collecting, monitoring, analyzing, reporting, and making data



available on an ongoing basis related to the Montreal Process Criteria and Indicators.

- A process for helping the Federal agencies develop a national report by 2003 for the Montreal Process on the state of the Nation's forests and progress towards sustainable forest management in the United States.

2001 Sustainable Forest Data Working Group of Federal Geographic Data Committee (United States)

Chartered to further the goal of sustainable forest resources by fostering the standardization and implementation of criteria and indicators of sustainability; and responsible for developing annual work plans to implement the Federal MOU on Sustainable Forest Management Data.



Attachment 2

Applying the Montreal Process Criteria and Indicators To the Varying Views of Sustainability

Earlier this year Ruth McWilliams of the USDA-Forest Service presented a paper on “U.S. Implementation of the Montreal Process Criteria and Indicators—Implications for Non-Federal Forest Lands” at Global Initiatives and Public Policies: First International Conference on Private Forestry in the 21st Century. The conference was organized by the Forest Policy Center at Auburn University and others and held on March 25-27, 2001, in Atlanta, Georgia.

In the paper Ruth and the other authors (Michael Washburn, David Radloff, and Denise Ingram) explore the implications of applying the C&I using the notion expressed in the February 2001 issue of the *Journal of Forestry* that sustainability can be viewed as:

- A moral principle to guide individual behavior and societal policies
- An objective for taking action (e.g., the sustainable forest).
- A means to achieve the objective (e.g., sustainable forestry and indicators of sustainable forestry).

The following is based upon the paper.

As a Moral Principle

Individual and societal values result in choices being made by individuals and society about rights and responsibilities as well as desired goals and investments. The C&I can help shape society’s will and the long-term vision of individual landowners, neighbors, and communities. They can help us:

- Converge our shared interests in creating opportunities for people today while preserving choices for future generations.
- Improve the science about our environmental, economic, and social concerns, and develop more comprehensive understanding of sustainability for decision-making.
- Build partnerships among non-Federal and Federal forest landowners responsible for managing resources plus other citizens who affect and are affected by decisions.
- Organize and work with landowners and other stakeholders at the appropriate geographic scale to address landowner and societal concerns in integrated and coordinated ways.



As an Objective

The purpose for owning and managing forestland varies greatly among private landowners as do society's goals for public as well as private lands. Regional differences also exist. The C&I give us:

- A framework to integrate data and develop information tools for landowner and community decision-making.
- A more holistic understanding about the potential benefits from different lands.
- A way to increase landowner and public awareness about current situations.
- A more comprehensive and systematic way for landowners, neighbors, and communities to organize thinking about natural resource management and related development options, and discuss possible solutions.
- An opportunity to engage the public and generate public support for a wider range of investment tools.

As a Means

There are many avenues or vehicles to help landowners make informed decisions and achieve desired objectives and benefits. The C&I can help enhance stewardship activities through:

- More complete assistance to non-Federal forest landowners via updated incentives and assistance programs that help individuals make investments.
- Establishing an evaluative framework for state forest practices.
- Improved coordination among government (e.g., Federal and State agencies, tribal governments, etc.) and non-government (e.g., watershed councils, consultants, etc.) assistance providers.
- Increased private capacity to address landowner objectives (e.g., sustainable forestry cooperatives)
- More coordinated natural resource and land use planning and decision-making processes at state and regional levels (e.g., State resource and development planning, local/regional green infrastructure planning, etc.).
- Better trained landowners, practitioners, and consultants via education and other voluntary processes (e.g., licensing, certifying, and registering).
- Standards setting, certification, and verification of forest management practices.

These three approaches are presented as a means of framing various perspectives on sustainability. They are not intended to be definitive or exclusive.



Attachment 3

Local to Global Actions by the Forest Service and Others Related to the Montreal Process Criteria and Indicators

Local

- Testing C&I through Local Unit Criteria and Indicator project on 6 National Forests
- Revising regulations for National Forest System Land and Resource Management Planning
- Working with States (e.g., Oregon, Maryland, etc.) to integrate the C&I framework in State forest/resource planning
- Helping communities (e.g., Gogebic County, Michigan, etc.) examine linkages to the C&I

Regional

- Doing broad-scale and watershed level assessments of resource situations (e.g., Great Lakes Forest Assessment and Southern Forest Resource Assessment)
- Continuing large-scale watershed projects, involving mixed ownership jurisdictions and diverse partners, to achieve sustainable conservation and related development

National

- Implementing agency's long-term Strategic Plan with sustainability as the goal
- Releasing new 2000 Resources Planning Act Assessment organized by the Criteria framework
- Fulfilling agreement with National Association of State Foresters to implement the Forest Inventory and Analysis Program that underpins the bio-physical C&I
- Implementing Federal interagency Memorandum of Understanding on Sustainable Forest Management Data, including co-chairing a new Sustainable Forest Data Working Group of the Federal Geographic Data Committee and leading U.S. government effort to develop 2003 National Report on Sustainable Forests with stakeholder involvement
- Participating in multi-stakeholder forums related to sustainable forests, rangelands, energy/minerals, and communities as well as specific issues such as biodiversity science, certification, State implementation, and environmental reporting



International

- Facilitating and participating in C&I processes, including the Montreal Process that focuses on the Conservation and Management of Temperate and Boreal Forests
- Participating along with State Department in the new United Nations Forum on Forests that focuses on implementing Proposals for Action



Attachment 4

Individual Responsibility and Commitment

All employees can contribute by increasing their personal mastery and helping shape their respective organizations. The two are really inter-related. Each person can help foster sustainable approaches by:

- Building trust ... check with your peers, staffs, and stakeholders regularly and take every opportunity to build strong, positive relationships by putting sustainability on agendas, explaining to newcomers, encouraging other perspectives, and using to frame activities
- Generating and sharing ideas ... use creative and collaborative ways to stimulate thinking and share innovations about the whole picture of sustainability as well as its components
- Aligning behavior and intentions ... compare and test your personal values and resolve against desired organizational outcomes
- Stopping and reflecting ... assess individually and as a group the many challenges related to sustainability and integrate ideas into next steps or plans
- Looking at yourself first ... reinforce and model sustainability behaviors (e.g., balance, collaboration, transparency, etc.) you want to see in others and in the organization
- Putting a stake in the ground ... create your own stump speech to let others know and “see” what your care about, what results you want, etc.
- Clarifying and reinforcing what you want ... use positive stories from your experiences and work to convey what you want and to develop a shared organizational vision
- Asking for feedback ... use meetings, forums, and lessons learned processes to continuously gather feedback from staffs, partners, customers, and other stakeholders
- Coaching others to succeed ... strategically guide/help others to understand “what’s in it for me?”

Note: Adapted from the nine ‘Leadership Habits’ developed by Growth Dynamics, Inc.