

Social and Economic Monitoring for the Lakeview Stewardship CFLR Project

Fiscal Years 2018–2019 Results and Perspectives

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Executive Summary

Management activities on national forests have impacts on nearby communities and economies. This report is part of an ongoing effort to evaluate the socioeconomic impacts of the Lakeview Stewardship Collaborative Forest Landscape Restoration Project (CFLR) Project. This report:

1. Presents results for the project's five socioeconomic monitoring questions for federal fiscal years (FY) 2018 and 2019 alongside results from previous years, and
2. Summarizes key themes from interviews with project stakeholders on the socioeconomic impacts as well as the challenges, opportunities, and future considerations originating from the project.

Key findings include:

The socioeconomic context of the Lake County area:

- Population size, student enrollment, and school dropout rates have not changed notably since the start of the project.

- The county unemployment rate continued to trend downward, dropping to five percent in August 2019. Minor but consistent improvements in other indicators related to income and poverty also occurred, including an increase in the estimated median household income and small reductions in the percent of the population in poverty and the number of families receiving SNAP benefits.
- Half of the nonfarm employment in Lake County is in government, notably higher than the statewide rate, and much of the estimated 2011–19 employment growth occurred in local and state government.
- Modest increases occurred in private employment in the same timeframe, primarily in professional/business services and education/health services. Mining and logging employment did not change and still accounts for a higher percentage of nonfarm employment in Lake County compared to statewide.

Total and matching funds used in the CFLR Project:

- From FY 2012–2019, the Lakeview Stewardship CFLR Project funded more than \$54 million of on-the-ground restoration work and monitoring in the project area, with total funds ranging from \$4.8 to \$9.1 million each year.
- During FY 2012–19, direct funding varied between \$1.2 to \$2.7 million annually.
- In both FY 2017 and 2018, direct CFLR funds, Forest Service matching funds, and funds contributed through agreements were less than in prior years, leading to total funding during the two years that was also less than all prior years except for FY 2011 when the project began.
- Forest Service matching funds were 65 percent and 72 percent of total funds for the project in FY 2018 and 2019, respectively.
- Funds from partners' in-kind contributions in both FY 2018 and 2019 exceeded all other years thus far, accounting for four percent of total funding during each year.

Overall local economic impacts of the CFLR Project:

- During FY 2015–19, Lakeview CFLR/CFLN funds alone (not including matching funds) supported between 19 and 263 total local jobs each year and created between \$636,000–\$15.2 million in local labor income a year. Total project funding (direct and matching funds) supported between 60 and 289 local jobs and created between \$3.2 million and \$16.3 million in local labor income a year.
- Differences in local economic impacts each year originated primarily from differences in the volume of commercial forest products harvested from CFLR restoration work and then processed during each year. Local economic impacts from direct funds during FY 2018 and 2019 were considerably greater than prior years because direct funds were used for commercial harvesting activities during these years; in prior years only matching funds were used for commercial harvest activities.

Local capture of CFLR contracts:

- During FY 2012–19, nearly \$12.5 million in service contracts were awarded to businesses to complete restoration work as part of the Lakeview CFLR Project. Lake County contractors were awarded a total of \$675,255, or 5.4 percent of the total contract spending over the eight years.
- In FY 2018–19, as in FY 2016–17, no Lakeview CFLR service contract dollars went to local businesses. In monitoring reports prior to the FY 2016–17 analysis, between five and 11 percent of CFLR service contract dollars were awarded to local contractors.
- Interview data in addition to the contracting record suggest that local capacity in Lake County over the last decade has centered primarily in equipment-intensive and technical work, with little local capacity for the labor-intensive hand thinning work that the CFLR Project requires.
- Limited local capture of restoration contracts is a known issue and partners in the Lakeview collaborative, including the Forest Service and local NGOs, have tried multiple strategies to improve local businesses' ability to win contracts. However, these efforts have not yet to date led to greater local capture.
- In FY 2016–17, \$81,280 of service work was accomplished through goods-for-services funding as part of a stewardship contract with Collins Companies on the Lakeview CFLR landscape.

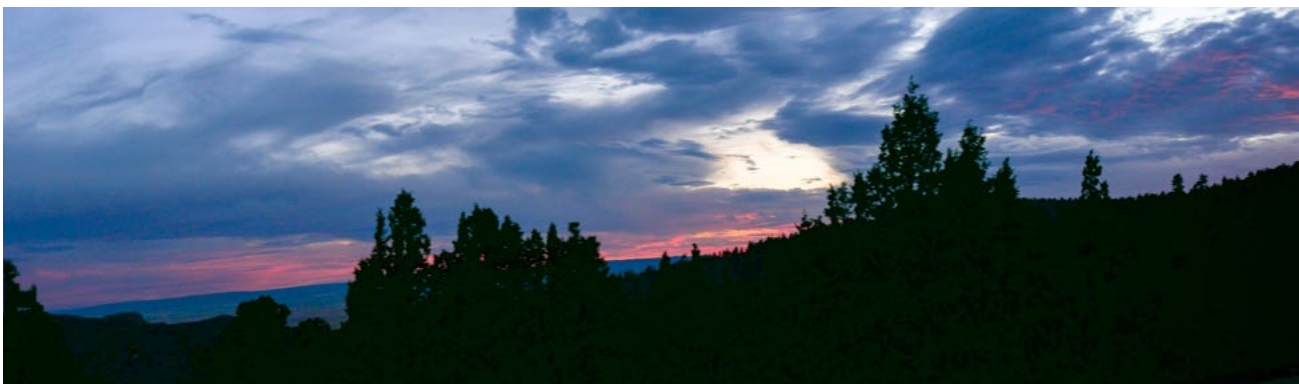
Costs, benefits, and outcomes of different project implementation mechanisms:

- Over the course of the CFLR Project, service contracts with private businesses have typically been used for on-the-ground work that requires specialized equipment or skills or that covers large areas. Contracted restoration activities during FY 2018 and 2019 included thinning work, hand piling, prescribed fire and pile burning, road maintenance and decommissioning, and survey work.
- In both FY 2018 and 2019, the footprint of acres treated as part of the CFLR Project were greater than in any of the previous six years.

- Agreements have been used throughout the CFLR Project to pay other entities to perform activities such as ecological monitoring, recreation facility and trail maintenance, invasive weed removal, and other restoration effort. Many of the partnership agreements during FY 2018 and 2019 are the result of long-standing efforts and relationships with partners in the Lakeview CFLR Project area.
- Interviewees described how in addition to providing needed capacity for accomplishing project activities, agreements also provided many social and economic benefits to the local area. Examples included personal development and work experience for local youth on youth crews and the monitoring team, and new local businesses that were created to address invasive weed management work through a CFLR agreement with the county weed management cooperative.
- Although local capture continues to be a challenge, interviewees described many other social and economic benefits to the local community, especially in the work done through agreements, such as the youth crews and monitoring team.
- Some interviewees noted that even with CFLR Program funding, they still did not have enough to do all the work they needed to do. Some interviewees also discussed how longer-term funding was needed in some circumstances, such as planning for continual applications of prescribed fire to landscapes, or for hiring staffing to help plan and administer the additional CFLR Project work.
- When asked about future work on the landscape after CFLR funding ends, interviewees mostly discussed concerns about the lack of a stable funding source to continue and maintain treatments. Interviewees were particularly concerned about: expanding non-commercial thinning treatments, being able to find sufficient partner funding without having CFLR matching funds, and maintaining some of the completed restoration work that requires regular reapplications, such as invasive weed treatments.
- Some interviewees noted potential changes to monitoring efforts that they felt were needed for future efforts. They described more strategic and efficient data collection that could more directly answer select monitoring questions, and funding that specifically allocated dollars for required monitoring work.

Stakeholder perspectives on challenges and successes:

- Interviewees reported that program funding has notably increased the amount of restoration work implemented on the landscape, particularly for non-commercial forest thinning work that was badly needed but that had few sources for funding prior to the CFLR Project.
- Interviewees described many opportunities to leverage funds to work across boundaries as a key result of CFLR funding, with project efforts that have been able to use a range of tools, authorities, and agreement types.







Introduction

This document is the fourth biannual report on socioeconomic monitoring results for the Lakeview Stewardship Collaborative Forest Landscape Restoration Project. It presents the monitoring results for federal Fiscal Years (FY) 2018 and 2019, which are the seventh and eighth years of the project. These results are shown alongside results from the three previous reports where applicable, highlighting accomplishments since the beginning of the project and allowing observation of trends and comparisons.

The Collaborative Forest Landscape Restoration (CFLR) Program was established in the Omnibus Public Land Management Act of 2009 to promote the collaborative, science-based ecosystem restoration of priority forest landscapes.¹ The program uses a competitive process to allocate funding to landscape-scale restoration projects that were proposed by the USDA Forest Service (Forest Service) and collaborators on national forest lands. The

Lakeview Stewardship CFLR Project was one of 13 projects selected for funding by the Forest Service in 2012 with an 8-year funding commitment; 10 projects were previously awarded in 2010 with 10-year funding commitments. However, in FY 2018, Congress reauthorized the CFLR Program in the 2018 Farm Bill and invited 2012-awarded projects to apply for extensions to reach a full 10-years of funding.² As a result, the Lakeview Stewardship CFLR Project will be funded through FY 2021.

Monitoring is a central component of all CFLR projects, and each is required to develop a collaborative, multiparty monitoring plan for tracking both the ecological and the socioeconomic outcomes of the project. The Lakeview Stewardship Group prioritized monitoring goals and created a monitoring plan that was approved in 2013.³ The monitoring plan included five socioeconomic monitoring questions; these questions are the focus of this and previous biannual socioeconomic reports.

Previous reports describe baseline workforce conditions in the local area prior to the start of the CFLR Project alongside socioeconomic monitoring results for FY 2012–13 (the first two years of the project),⁴ monitoring results for FY 2014–15,⁵ and results from FY 2016–17.⁶ In addition to reporting monitoring data following the same approach as previous reports, this report also includes data from interviews with Forest Service personnel, collaborative members, monitoring team members, and community partners. These insights offer context that is important to consider when interpreting results, as well as additional depth into social and economic impacts of the CFLR Project locally.

¹ Omnibus Public Land Management Act of 2009 Title IV—Forest Landscape Restoration, Public Law No. 111-11, S.2593. 2008. <https://www.fs.fed.us/restoration/documents/cflrp/titleIV.pdf>.

² USDA Forest Service. Collaborative Forest Landscape Restoration Program Overview: 2021 Request for Proposals. <https://www.fs.fed.us/restoration/CFLRP/overview.shtml>.

³ Lakeview Stewardship Group. 2015. Lakeview Collaborative Forest Landscape Restoration (CFLR) Project Monitoring Plan. Ecosystem Workforce Program, University of Oregon. Working Paper #60. Available at: <http://ewp.uoregon.edu/publications>.

⁴ White, E.M., E.J. Davis, and C. Moseley. 2015. Social and Economic Monitoring for the Lakeview Stewardship Collaborative Forest Landscape Restoration Project. Ecosystem Workforce Program, University of Oregon. Working Paper #55. Available at: <http://ewp.uoregon.edu/publications>.

⁵ The FY 2014–15 social and economic monitoring report was authored by S. Rosenberg, A. Ellison, and H. Huber-Stearns. The report and results were eventually incorporated into the following (FY 2016–17) report based on updated methods for showing monitoring results, available at: <http://ewp.uoregon.edu/publications>.

⁶ Ellison, A. and H. Huber-Stearns. 2019. Social and Economic Monitoring for the Lakeview Stewardship Collaborative Forest Landscape Restoration Project: Fiscal Years 2016 and 2017. Ecosystem Workforce Program, University of Oregon. Working Paper #97. Available at: <http://ewp.uoregon.edu/publications>.



Background

The Lakeview Stewardship Group

The Lakeview Stewardship Group (LSG) is one of the oldest forest collaboratives in the Pacific Northwest. It was formed in 1998 to develop a new strategy for sustainable forest management on the 667,000-acre Lakeview Federal Sustained Yield Unit (Unit) portion of the Fremont-Winema National Forest (FWNF). The Unit was established in 1950 to provide a steady supply of timber to local mills, but federal timber sales declined over the following decades and by the 1990s all but one local mill based in Lakeview had closed.

From its initiation, the LSG has been a public lands forest collaborative of community leaders that has brought together conservationists, business interests, scientists, timber workers, and other local stakeholders. In 2001, the Forest Service adopted goals for the Unit that were suggested by LSG after a commissioned review, and the Unit was redesignated as the Lakeview Federal Stewardship Unit.⁷ In 2002, the LSG developed the Biophysical Monitoring Project, which was designed to assess current conditions and answer questions about the impacts of management actions in the Unit. The Biophysical Monitoring Project has operated continuously since 2002, and today offers a trove of locally-collected

biophysical monitoring data around management actions in the unit.

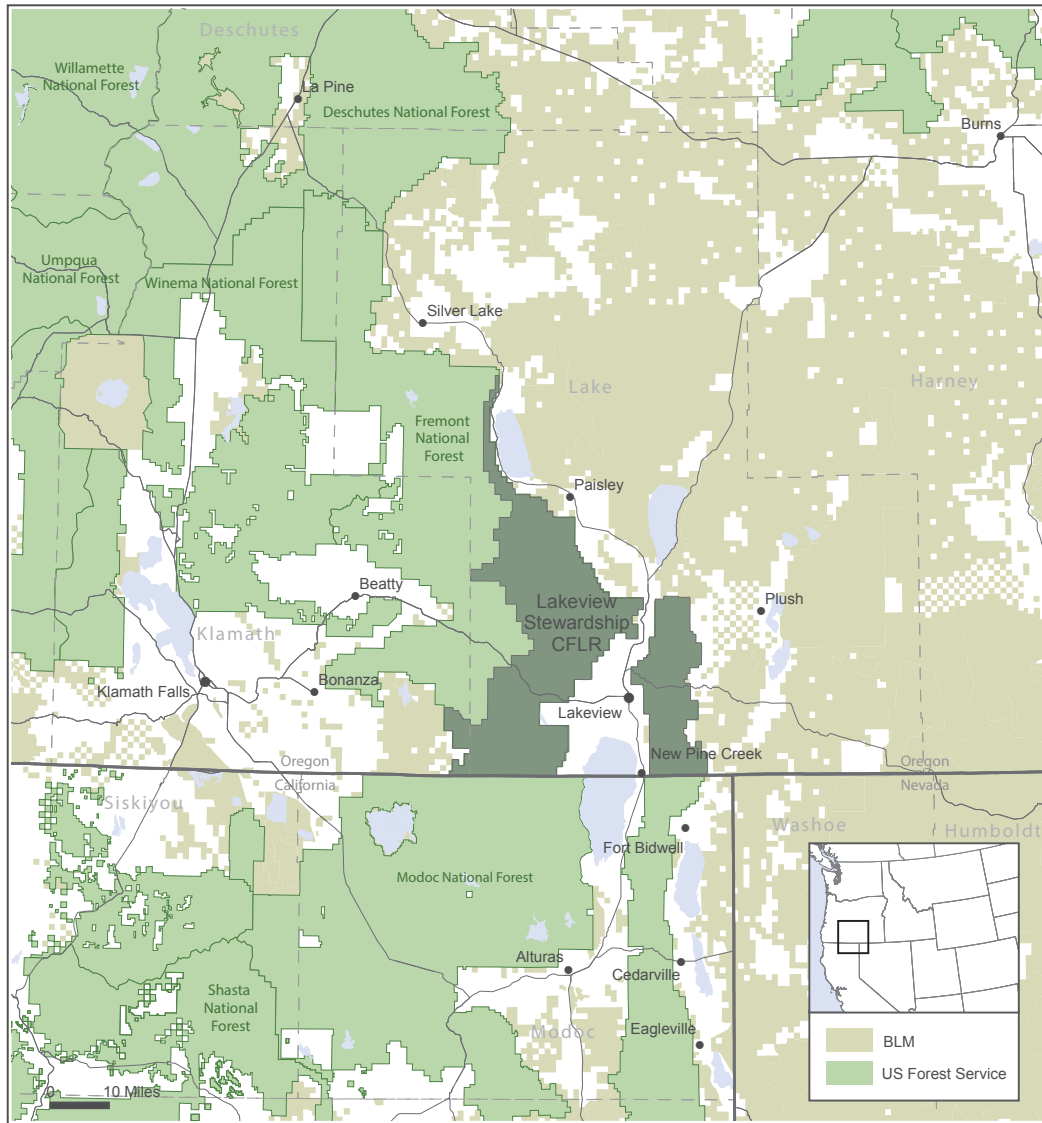
In 2005, the LSG developed a long-range strategy that reflects a common vision developed by the collaborative: “A sustainable forest that will ensure quality of life for present and future generations.”⁸ The strategy focuses on restoring the ecological health of the landscape while providing economic and social benefits to the local community. The LSG has continued to collaborate on restoration projects on the FWNF by building consensus on forest management decisions that contribute to the ecological and socioeconomic goals of the local landscape and community.

The Lakeview Stewardship CFLR Project

The LSG’s compelling collaborative vision and long-term dedication to the local landscape formed the basis of their successful proposal to the CFLR Program, and the Lakeview Stewardship CFLR Project was awarded in 2012. The project encompasses over 650,000 acres on the FWNF (Figure 1, page 7). It was designed and is implemented by the FWNF and the Lakeview Stewardship Group, and the two entities work together to plan ongoing activities and monitor impacts. Activities such as forest thinning work, prescribed fire, invasive species management, forest and wildlife surveys, road decommissioning,

⁷ Lakeview Stewardship Group. 2011. Long Range Strategy for the Lakeview Stewardship Unit. Available at: <https://www.scribd.com/document/93674224/2011-LONG-RANGE-STRATEGY-FOR-THE-LAKEVIEW-FEDERAL-STEWARDSHIP-UNIT>.

⁸ Lake County Resource Initiative. 2008. Lakeview Stewardship Group. Available at: http://www.lcri.org/wp-content/uploads/2014/05/lakeviewstory_lsg_final21.pdf.

Figure 1 Lakeview Stewardship CFLR Project

■ Lakeview Stewardship CFLR Project area

riparian restoration, and habitat enhancement are conducted as part of the project by Forest Service staff and partners. These activities contribute to the project's overall goals of improving forest health and reducing wildfire hazard while supporting the social and economic wellbeing of local communities.

Monitoring of activities and outcomes is a key component of CFLR projects, which are required to develop individual, multiparty monitoring plans to as-

sess the positive or negative ecological, social, and economic effects of implementing projects. After holding workshops to identify monitoring questions and establishing criteria to rank questions, the Lakeview Stewardship CFLR Project ultimately identified nine ecological and five socioeconomic questions to be included in the Lakeview Stewardship CFLR Monitoring Plan.⁹ This report summarizes results for the socioeconomic monitoring questions during FY 2018–19.

⁹ Lakeview Stewardship Group. 2015. Lakeview Collaborative Forest Landscape Restoration (CFLR) Project Monitoring Plan. Ecosystem Workforce Program, University of Oregon. Working Paper #60. Available at: <http://ewp.uoregon.edu/publications>.

FY 2018–19 overview

Two notable events affected the Lakeview Stewardship CFLR Project during FY 2018–19. First, in FY 2018, Congress reauthorized the CFLR Program in the 2018 Farm Bill and invited 2012-awarded projects to apply for extensions to reach a full 10-years of funding.¹⁰ As a result, the Lakeview Stewardship CFLR Project, which was originally awarded 8 years of funding that was set to expire after FY 2019, will now be funded through FY 2021.

Second, in 2019, the 10-year review of the Lakeview Federal Stewardship Unit (Unit) found that it was no longer meeting its original objective to support wood products manufacturing and economic development and sustainability in the Lakeview-Paisley area.¹¹ Based on this review, the Regional Forester recommended that the Forest Service dissolve the Unit, which also serves as the boundary for the CFLR Project. Although the recommendation does not affect activities that have been planned and are being implemented under the CFLR Project, it illustrated how declines in timber supply from the Unit have constrained the economic viability of the local timber purchaser—Collins Companies—with the first right of refusal for sales on the Unit. Ultimately, the recommended dissolution expanded the focus of both Collins Companies and the LSG beyond the Unit to the broader FWNF landscape.



Approach

Five of the Lakeview Stewardship CFLR Project's monitoring questions are intended to assess socioeconomic conditions and outcomes from the project (Table 1, page 9). The purpose of this report is to provide an update on the social and economic impacts of the Lakeview Stewardship CFLR Project, following these five monitoring questions for the 2018 and 2019 fiscal years. Where feasible, results are presented alongside those from prior reports. In some cases, changes in data collection, reporting strategies, or methodologies for measuring impacts throughout the course of the project have led to results that are not directly comparable between monitoring years.

In the following pages, a summary of the approach is included for each monitoring question. Monitoring questions were answered using a combination of quantitative and qualitative data to provide a more comprehensive picture of local conditions and stakeholder perspectives.

Quantitative data

In previous monitoring reports as well as this report, we have relied on quantitative data to address the socioeconomic monitoring questions. These data come primarily from sources managed by the Forest Service specifically to answer these questions for CFLR projects, and data sources are noted in the approach section for each question.

Qualitative data

To gain additional insight on monitoring questions, as well as broader stakeholder experiences with the Lakeview CFLR Project, we conducted interviews with FWNF staff, LSG collaborative members, monitoring team leaders and crewmembers, and community partners involved in different aspects of the project. The interview instrument and study protocols were approved by University of Oregon's Institutional Review Board.¹²

¹⁰ USDA Forest Service. Collaborative Forest Landscape Restoration Program Overview: 2021 Request for Proposals. <https://www.fs.fed.us/restoration/CFLRP/overview.shtml>.

¹¹ Davis, E.J. 2019. A Review of the Lakeview Federal Sustained Yield Unit 2010–2018. Available at: https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd645804.pdf.

¹² University of Oregon Institutional Review Board, Protocol # 05112014.019.

Table 1 Social and economic monitoring questions and methods for the Lakeview Stewardship CFLR Project multiparty monitoring plan

Questions	Indicators
What is the socioeconomic context of the Lake County area?	(Measured both as baseline and change over time) <ul style="list-style-type: none"> ▪ Employment in various sectors ▪ Median household income ▪ Unemployment rate ▪ Poverty rate ▪ Number of students eligible for free and reduced lunch ▪ School enrollment ▪ School dropout rates
What are the total and matching funds in CFLR?	Use of direct CFLR funds; matching funds provided by the agency; contributed funds by partner organizations; leveraged funds.
What are the overall economic impacts of the CFLR Project?	Job and labor income creation and retention; direct/indirect/induced effects.
How much and what kinds of CFLR work are captured locally?	Project dollars (timber sales, contracts, agreements, etc.) captured by local businesses; types of work captured and not captured. Jobs and income associated with local companies. The importance of CFLR in the work of local businesses.
What are the costs, local capture, and treatment outcomes of different project implementation mechanisms?	Type of work completed through different implementation mechanisms; number of acres treated; amount of stewardship receipts reinvested in restoration; local capture of work implemented with different mechanisms. Qualitative responses from the Forest Service about the costs and benefits of different mechanisms and why they were used. Qualitative responses from contractors that are satisfied with how CFLR projects are implemented.

Between November 2019 and May 2021, we interviewed 16 people via one-on-one phone interviews. The objective of the interviews was two-fold: 1) to gather more information around specific monitoring questions and data trends that have emerged since the start of monitoring, and 2) to better understand the broader perspectives and experiences of different stakeholders involved in CFLR-supported work on the FWNF.

Interview questions focused on:

- Interviewee experiences and perspectives with Lakeview CFLR activities and objectives, including key accomplishments so far;
- Local social and economic benefits arising from the project’s activities;
- Barriers and opportunities around the local workforce and local contracting capacity;
- Examples of parallel or cross-boundary restoration efforts that have built off of the CFLR Project;

- Challenges, opportunities, and lessons learned during the project so far.
- Insights on gaps or ongoing needs for achieving cross-boundary, landscape-scale restoration on the FWNF;
- Implications for future work and ongoing restoration after the CFLR Project funding ends.

Interviews ranged from 20-50 minutes. Each interview was recorded, and detailed notes were taken from the recordings. We grouped interview data in a matrix organized by each interviewee’s responses to the aforementioned key questions and identified recurrent themes in responses. We report interview findings in two ways in this report. First, we include interview data that adds insight to the quantitative data for some monitoring questions in the results sections of relevant monitoring questions. Second, we report interview data pertaining to overarching findings in a separate section after individual monitoring question results, starting on page 31.



I. Monitoring question: What is the socioeconomic context of the Lake County area?

Context

During development of the CFLR monitoring plan, members of the LSG widely understood that large-scale demographic trends at the county level would not change as a result of the Lakeview Stewardship CFLR Project and activities and would be affected by other trends and drivers. However, they felt that tracking this information over the course of the project would provide useful context for understanding local socioeconomic conditions in the area and facilitating data-informed discussions in the collaborative group about local needs and desired project impacts.

Approach

The socioeconomic indicators for this question were selected by the LSG and are included in the monitoring plan. We went to state and federal government sources to find data for the indicators, which we downloaded and summarized. Data sources are noted with each table and figure.

Results

As expected, many of the social and economic indicators for Lake County have not changed considerably since the start of Lakeview CFLR Project monitoring (Table 2, page 11). One exception is a considerable

drop in the unemployment rate from 11.4 percent in 2013 to five percent in 2019. Compared to the previous report (FY 2016–17), there were also minor but consistent improvements in other indicators related to income and poverty, including an increase in the estimated median household income and small reductions in the percent of the population in poverty and the number of families receiving SNAP benefits. These changes mirror statewide trends for the indicators since the last monitoring report. However, a consistent gap remains between the state of Oregon and Lake County averages for these indicators, with

Lake County having greater poverty and unemployment than the statewide average. The estimated median income for the county was just 57 percent of the statewide median income in 2019, and 7.1 percent more of the county population was in poverty than the statewide population as a whole. These changes suggest that while the unemployment rate decreased considerably in Lake County between 2013 and 2019, following statewide and broader trends after the 2009 recession, stagnation in wages led to a greater gap in income between the county and other parts of the state.

Table 2 Comparison of key social and economic characteristics in Lake County, 2013–2019

Indicator	Lake County (2013 report)	Lake County (2015 report)	Lake County (2017 report)	Lake County (2019 report)	Oregon State (2019 report)
Population ¹	7,830 (2007–2011)	7,829 (2011–2015)	7,807 (2013–2017)	7,837 (2015–2019)	4,217,737 (2015–2019)
Median age ¹	46.8 (2007–2011)	48.3 (2011–2015)	48.8 (2013–2017)	48.6 (2015–2019)	39.7 (2015–2019)
Student enrollment ²	+1.2% (2013/2014 change from previous year)	-0.25% (2014/2015 change from previous year)	-0.08% (2016/2017 change from previous year)	-0.58% (2018/2019 change from previous year)	+0.18% (2018/2019 change from previous year)
School dropout rate ²	2.25 % (2012/2013 school year)	2.71 % (2015/2016 school year)	2.54% (2016/2017 school year)	1.43% (2018/2019 school year)	3.26% (2018/2019 school year)
Percent of students eligible for free and reduced lunch ³	43% (2011–2012)	55% (2014–2015)	56% (2016–2017)	52% (2018–2019 data)	49% (2018–2019 data)
Median household income ¹	\$33,611 (2009–2013)	\$32,369 (2011–2015)	\$32,769 (2013–2017)	\$37,898 (2015–2019)	\$67,058 (2015–2019)
Unemployment rate ^{4,5}	11.4% (August 2013)	7.5% (August 2015)	5.6% (August 2017)	5.0% (August 2019)	3.6% (August 2019)
Percent of population in poverty ¹	18.7% (2007–2011)	18.6% (2011–2015)	20.0% (2013–2017)	18.5% (2015–2019)	11.4% (2015–2019)
Number of families receiving SNAP benefits ¹	783 (2009–2013)	740 (2011–2015)	720 (20.4%) (2013–2017)	648 (18.4%) (2015–2019)	221,265 (13.4%) (2015–2019)

¹ Data source: U.S. Census Bureau, American Community Survey 5-Year Estimates. 2015–2019 estimates accessed April 2021 from: <https://data.census.gov/cedsci/profile?q=ACSDP5Y2019.DP03%20Lake%20County,%20Oregon&g=05000000US41037>.

² Data source: Oregon Department of Education. Accessed October 2019 from: <https://www.oregon.gov/ode/reports-and-data/Pages/default.aspx>.

³ Data source: The National Center for Education Statistics (NCES). Data presented at: <https://www.countyhealthrankings.org/app/oregon/2019/measure/factors/65/data>.

⁴ Data source: State of Oregon Employment Department. Seasonally adjusted rate. Report accessed April 2021 from: <https://www.qualityinfo.org/ed-uesti/?at=1&t1=4101000000,4104000037~unemprate~y~2000~2021>.

⁵ Unemployment data were reported for August 2014 in the first monitoring report and November 2015 in the second report. Here we used projected unemployment rates for the same month (August) for 2013, 2015, and 2017, and 2019. Using the same month for each biannual reporting period offers a more consistent view over time, without conflation from seasonal variations in employment that could be included by reporting rates from different months.

Employment estimates for nonfarm jobs in Lake County show how the number of jobs in different sectors has changed in the county over time (Table 3, below). From 2011 to 2019, the estimated total nonfarm employment increased by 190 total jobs. Much of the estimated employment growth occurred in government, which added a net 160 jobs over this time period. These government jobs were exclusively in local government, which steadily added 170 jobs over the eight years, while state government jobs stayed the same and federal government jobs decreased by 10.

The estimated number of private jobs changed very little from 2011 to 2019, with an increase of only 30

jobs over the eight years. The increase can be attributed almost entirely to modest increases in professional and business services (+20 jobs), education and health services (+20 jobs) and other services (+20 jobs), while estimated decreases occurred in trade, transportation, and utilities (-10 jobs), financial activities (-20 jobs), and leisure and hospitality (-10 jobs). Although the estimated number of jobs in mining, logging, and construction increased by ten in 2019 from the previous year, the increase was in construction while jobs in mining and logging remained at 40. Mining and logging jobs overall accounted for an estimated 1.8 percent of total nonfarm employment in the county in 2019. This is considerably higher than statewide, as just 0.4 per-

Table 3 Nonfarm employment estimates for Lake County, 2011–2019, and Oregon State, 2019

	Lake County						Oregon
	2011	2013	2015	2017	2018	2019	2019
Total nonfarm employment	2,130	2,110	2,190	2,260	2,270	2,320	2,230
Total private	1,130	1,100	1,110	1,130	1,140	1,160 (50%)	84.7%
Mining, logging, construction	110	100	110	120	110	120 (5.2%)	6.0%
Mining and logging	50	40	40	40	40	40 (1.7%)	0.4%
Construction	60	60	70	70	70	80 (3.4%)	5.6%
Manufacturing	200	230	220	200	190	200 (8.6%)	10.1%
Trade, transportation, utilities	340	310	320	350	340	330 (14.2%)	18.3%
Retail trade	240	210	210	230	230	240 (10.3%)	10.8%
Information	20	20	20	20	20	20 (0.9%)	1.8%
Financial activities	60	60	60	50	40	40 (1.7%)	5.3%
Professional & business services	60	60	70	70	70	80 (3.4%)	13.0%
Education and health services	100	110	100	90	110	120 (5.2%)	16.0%
Leisure and hospitality	190	170	150	170	190	180 (7.8%)	10.9%
Other services	50	50	50	60	60	70 (3.0%)	3.3%
Total government	1,000	1,010	1,080	1,130	1,130	1,160 (50%)	15.3%
Federal government	260	240	250	260	250	250 (10.8%)	1.5%
State government	180	180	200	200	180	180 (7.8%)	2.1%
Local government	560	590	630	670	700	730 (31.5%)	11.7%

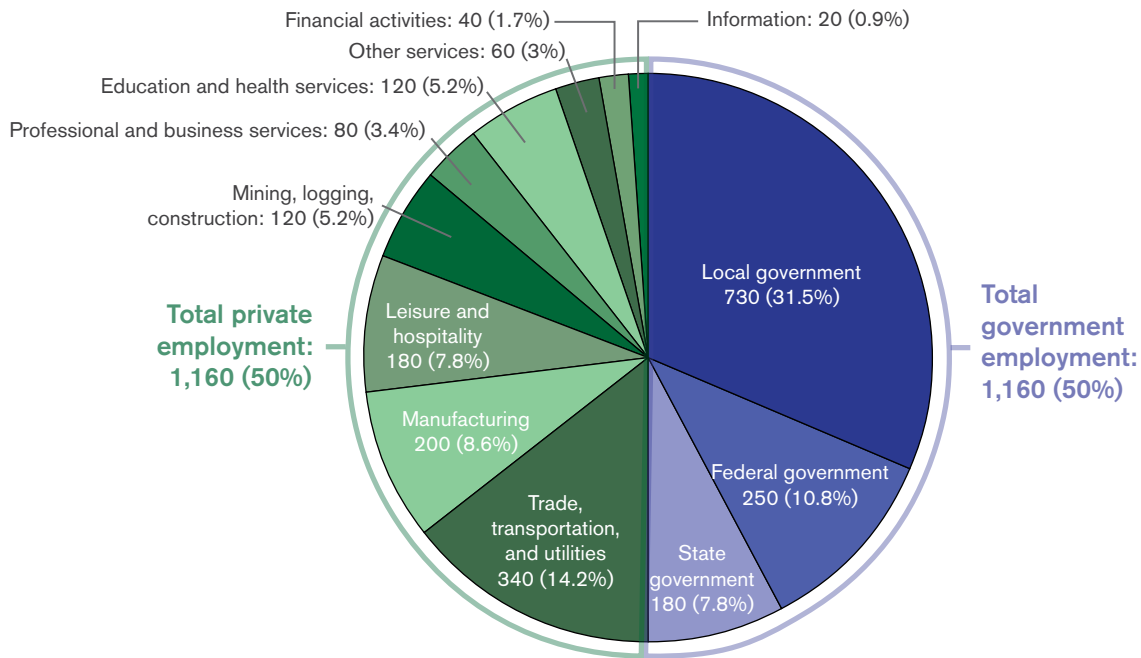
Data source: Oregon Employment Department

cent of Oregon’s employment is estimated to be in mining and logging.

The breakdown of 2019 employment (Figure 2, below) further illustrates the importance of government jobs in the Lake County economy and workforce. Half of the nonfarm jobs in the county are in government, considerably more than the statewide rate of 15.3 percent. Compared to statewide employment estimates, Lake County has a higher proportion of the workforce at every level of government. This includes 11.8 percent of nonfarm employment in

federal government (compared to Oregon statewide at 1.5 percent), 7.8 percent in state government (Oregon statewide is 2.1 percent), and 31.5 percent in local government (Oregon statewide is 11.7 percent). It is important to remember that these estimates are for nonfarm employment only. Many Lake County residents work in agriculture and on land they own, and are not considered employees by the Oregon Employment Department. This consideration can skew how percentages of nonfarm employment appear when compared to geographies with less agricultural activity.

Figure 2 Nonfarm employment estimates breakdown for Lake County, 2019



Data source: Oregon Employment Department



II. Monitoring question: What are the total and matching funds used in the Lakeview CFLR Project?

Context

Funds to accomplish CFLR activities come from multiple sources. Direct funds are allocated as CFLR/CFLN dollars from the Forest Service Washington Office to use on CFLR projects, and matching funds are used to increase the amount of work accomplished. CFLR legislation requires a 50 percent match of CFLR/CFLN funds, which can come from Forest Service spending at various levels (Washington Office, regional, or forest-level) as well as from non-Forest Service sources. Capacity to accomplish CFLR tasks also comes from partners through both agreements that provide dollars for mutual work and in-kind contributions that increase the scale of work accomplished on the CFLR landscape through labor and other resources.

Approach

We reviewed Lakeview Stewardship CFLR annual reports¹³ to identify the amount of direct CFLR/CFLN funds and non-CFLR/CFLN funds, including Forest Service matching funds, funds contributed via agreements, and in-kind contributions, used in CFLR activities during each year.

Results

From FY 2012 through FY 2019, the Lakeview Stewardship CFLR Project funded more than \$54 million of on-the-ground restoration work and monitoring in the project area. Total funds varied between \$4.7 million and \$9.1 million per year (Table 4, page 15).

¹³ Annual reports for all CFLR projects are available at: <https://www.fs.fed.us/restoration/CFLRP/results.shtml>.

Total funds contributed in support of CFLR activities added up to approximately \$4.7 million in FY 2018 and \$4.9 million in FY 2019. The total for both years was less than in all prior years except for FY 2012 when the project began. Both years had lower direct and Forest Service matching funds than all previous years, as well as the least amount of funds contributed through agreements. In-kind contributions, however, were considerably greater during both FY 2018 and 2019 relative to all other years.

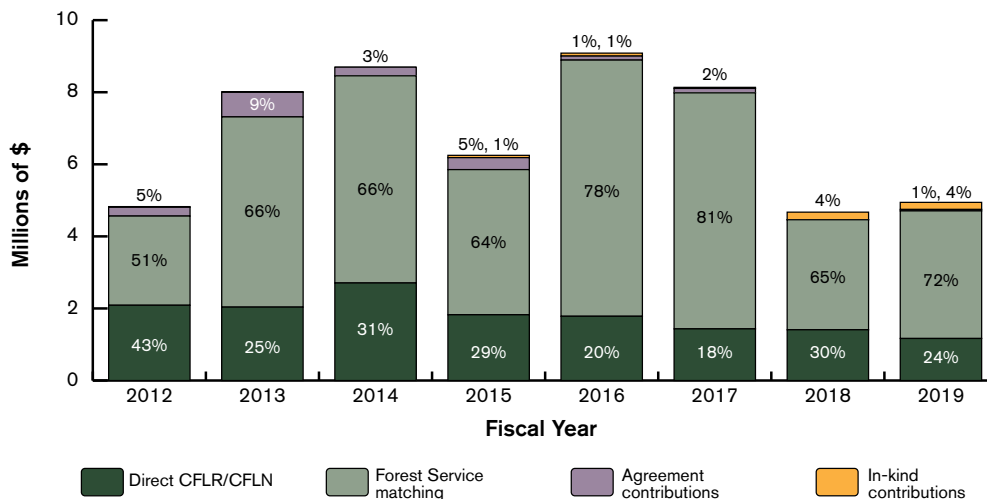
The proportions of funds from different sources were similar to previous years, with the exception of in-kind contributions (Figure 3, below). Forest Service matching funds were 65 percent of total funds in FY 2018 and 72 percent in FY 2019. During both years, in-kind contributions accounted for four percent of the total funds supporting CFLR activities; in prior years in-kind contributions accounted for one percent or less of total project funds.

Table 4 Direct, matching, and contributed funding in support of CFLR activities, FY 2012–19

	2012	2013	2014	2015	2016	2017	2018	2019
Direct CFLR/CFLN funds	\$2,088,646	\$2,037,204	\$2,707,036	\$1,824,530	\$1,783,061	\$1,433,272	\$1,408,364	\$1,166,809
Forest Service matching funds	\$2,475,267	\$5,278,075	\$5,748,551	\$4,028,358	\$7,108,760	\$6,549,424	\$3,053,296	\$3,540,163
Funds contributed via agreements	\$243,246	\$682,134	\$239,178	\$332,062	\$111,794	\$122,961	\$1,461	\$40,000
In-kind contributions	\$18,909	\$14,700	-	\$64,182	\$81,775	\$30,000	\$209,009	\$196,869
Total	\$4,826,068	\$8,012,113	\$8,694,765	\$6,249,132	\$9,085,390	\$8,135,657	\$4,672,130	\$4,943,841

Data source: Lakeview Stewardship CFLR annual reports

Figure 3 Proportion of total funds from direct, matching, agreements, and in-kind contributions to support CFLR activities during each year, FY 2012–19



Data source: Lakeview Stewardship CFLR annual reports

III. Monitoring question: What are the overall local economic impacts of the CFLR Project?

Context

A longstanding goal of the LSG has been to support healthy communities and the local economy through forest stewardship activities. Likewise, an important objective of the CFLR Program is to benefit local rural economies. This monitoring question provides detail about these impacts.

Restoration activities can create economic activity in multiple ways. Restoration tasks require some input of labor, from planning projects to implementing and then monitoring them. Direct economic impacts are created through the jobs and wages that are supported by CFLR funding, including through: the direct employment of Forest Service staff, contracts to private businesses, and agreements with NGOs and other entities. Economic impacts are also created indirectly through the purchase of material and supplies for projects, and by the spending of employees and businesses in nearby communities. This indirect spending contributes to jobs and wages in other sectors such as material suppliers, lodging, retail establishments, grocery stores, service providers like banks and accountants, and other general sectors of the economy. Finally, timber from restoration timber sales requires infrastructure and labor to harvest and process, which also contribute to the total economic benefits from the project.

Approach

This is a required monitoring question for all CFLR projects, and the Forest Service created and updated an economic impact analysis model that all projects use to estimate economic impacts during each project year. The *Treatments for Restoration Economic Analysis Tool* (TREAT), was developed by Forest Service economists specifically to standardize the approach to estimating the jobs and labor income that would be supported by restoration efforts across CFLR projects.¹⁴ TREAT creates estimates of local employment and labor income levels from specified funding amounts and funded activities. Additional

details about how labor income and job estimates are defined in TREAT calculations are provided in previous monitoring reports, as well as the TREAT user guide.

TREAT estimates are created by Forest Service economists based on inputs from CFLR project coordinator(s) on the funding spent on different aspects of the project and considerations such as: the amount of funding used for Forest Service employees and for contracts with private businesses, estimates of how much of the contract dollars went to local (“local” is defined as Lake County for the Lakeview CFLR Project) versus nonlocal contractors, and commercial timber volume harvested and processed for different wood products as a result of project activities during each year. Job and labor income impacts are estimated for two different scenarios: those which are supported by direct CFLR/CFLN funds only, and those that are supported when full project funds, including matching funds, are considered. Economists send TREAT results back to each CFLR coordinator, and selected results are included in annual reports for each CFLR Project.¹⁵ We reviewed both the TREAT data generated by Forest Service economists for the Lakeview CFLR Project during each fiscal year, as well as the annual reports for the Lakeview CFLR Project that include a subset of this required reporting. Small differences from rounding may exist between some numbers reported here and those in annual CFLR reports.

Results

FY 2012–14

Economic impacts for FY 2012, 2013, and 2014 are presented in Appendix A (page 38). We have presented these results in previous reports, and separate them here because an update to the TREAT model starting with FY 2015 means that results from FY 2012–14 are not comparable with later years. Ad-

¹⁴ USDA Forest Service. 2015. TREAT: Treatments for Restoration Economic Analysis Tool User Guide. Available at: <https://www.fs.fed.us/restoration/documents/cflrp/TREAT/TREATUserGuide20151005.pdf>.

¹⁵ Annual reports for all CFLR projects are available at: <https://www.fs.fed.us/restoration/CFLRP/results.shtml>.

ditional detail on the changes that were made to better estimate economic impacts starting in FY 2015 is also in Appendix A.

FY 2015–19

Starting in FY 2015, the TREAT model for estimating job and labor impacts from CFLR projects was updated to improve the reliability of the estimates it produced. The updated model includes local economic impacts created from Forest Service employment to plan, implement, and monitor projects, as

well as impacts from contracts with private businesses (separated into restoration contracts and contracts for monitoring) and from the timber harvesting and mill processing components of projects.

CFLR/CFLN funds only: During FY 2018 and 2019, Lakeview CFLR/CFLN funds alone (not including matching funds) supported 263 and 103 (respectively) annual jobs in Lake County and created \$15.2 million and \$6 million in Lake County labor income each year (Table 5, below). These job and labor income estimates are considerably higher than in pre-

Table 5 Jobs and labor income supported in Lake County from CFLR/CFLN funds only, FY 2015–19

Activity type	FY 2015		FY 2016		FY 2017	
	Jobs	Labor income (2015 dollars)	Jobs	Labor income (2016 dollars)	Jobs	Labor income (2017 dollars)
Timber harvesting	0.0	0	0.0	0	0.0	0
Forest and watershed restoration	0.6 (0.5 direct; 0.1 indirect)	\$38,653 (\$33,645 direct; \$5,007 indirect)	0.7 (0.5 direct; 0.2 indirect)	\$9,881 (\$5,661 direct; \$4,220 indirect)	0.2 (0.1 direct; 0.1 indirect)	\$4,842 (\$2,013 direct; \$2,829 indirect)
Mill processing	0.0	0	0.0	0	0.0	0
Forest Service monitoring and implementation	17.7 (15.8 direct; 1.9 indirect)	\$620,142 (\$563,831 direct; \$56,311 indirect)	19.6 (17.3 direct; 2.3 indirect)	\$611,683 (\$552,255 direct; \$59,428 indirect)	20.0 (17.0 direct; 3.0 indirect)	\$611,683 (\$552,255 direct; \$59,428 indirect)
Contracted monitoring and commercial firewood	0.6 (0.5 direct; 0.1 indirect)	\$37,245 (\$32,092 direct; \$5,153 indirect)	2.1 (1.7 direct; 0.4 indirect)	\$76,931 (\$64,856 direct; \$12,075 indirect)	0.5 (0.4 direct; 0.1 indirect)	\$19,748 (\$15,157 direct; \$4,591 indirect)
Total	19.0 jobs	\$696,039	22.4 jobs	\$698,495	20.6 jobs	\$636,274

Activity type	FY 2018		FY 2019	
	Jobs	Labor income (2018 dollars)	Jobs	Labor income (2019 dollars)
Timber harvesting	96.9 total (71.8 direct; 25.1 indirect)	\$7,147,866 (\$6,087,161 direct; \$1,060,705 indirect)	31.8 total (27.1 direct; 4.8 indirect)	\$2,663,940 (\$2,294,523 direct; \$369,417 indirect)
Forest and watershed restoration	2.5 (2.3 direct; 0.2 indirect)	\$9,484 (\$4,866 direct; \$4,618 indirect)	2.4 (2.1 direct; 0.4 indirect)	\$24,371 (\$15,236 direct; \$9,135 indirect)
Mill processing	135.5 (78.3 direct; 57.2 indirect)	\$7,095,036 (\$4,869,729 direct; \$2,225,307 indirect)	49.2 (29.5 direct; 19.7 indirect)	\$2,632,398 (\$1,835,618 direct; \$796,780 indirect)
Forest Service monitoring and implementation	26.5 (22.3 direct; 4.3 indirect)	\$908,462 (\$778,518 direct; \$129,944 indirect)	17.5 (15.2 direct; 2.2 indirect)	\$601,476 (\$538,705 direct; \$62,771 indirect)
Contracted monitoring and commercial firewood	1.6 (1.3 direct; 0.3 indirect)	\$51,735 (\$44,822 direct; \$6,913 indirect)	2.2 (1.8 direct; 0.4 indirect)	\$68,400 (\$58,868 direct; \$9,532 indirect)
Total	263.1 jobs	\$15,212,583	103.2 jobs	\$5,990,585

vious years, where between 19 and 22.4 local jobs and \$636,000 to \$698,000 in local labor income were supported. The difference comes primarily from the use of direct CFLR/CFLN funds on activities that produced commercial timber harvest in FY 2018 and 2019. In FY 2015–17, estimated jobs and associated income supported with direct funds were generated from forest and watershed restoration contracts with private businesses, Forest Service monitoring and implementation activities, and contracted monitoring efforts. In these prior years, no commercial forest products were generated from activities paid for with direct funds. In contrast, in FY 2018 and 2019, CFLR-generated commercial harvest volume resulted from activities funded with direct dollars only (Table 6, below). Because all saw timber harvested from the national forest as part of the Lakeview Stewardship CFLR Project was processed by the Collins Companies sawmill that is located in Lakeview, differences in the commercial harvest volume between years led to sizeable differences in local job and labor income estimates.

CFLR/CFLN and matching funds: Overall, total funding (direct plus matching funds) for the CFLR Project supported between 60 and 289 annual jobs between FY 2012–19, and between \$3.2 million and \$16.3 million in associated annual labor income (Table 7, page 19). This economic activity was created through the harvest and processing of commercial timber product from restoration activities, as well as forest and watershed restoration contracts with private businesses, Forest Service monitoring and implementation, and contracted monitoring efforts.

Differences between the estimated economic impacts from direct funds only compared to total funding were less in FY 2018–19 compared to previous years. This is because commercial harvest volume was generated from activities supported with direct funds in FY 2018 and 2019 but not in FY 2015–17. In FY 2015–17 commercial harvest activities were supported with matching funds only, and thus the estimated economic impacts increased greatly between direct fund and total funds estimates.

As noted in the previous section, commercial harvest volumes have a direct correlation with the magnitude of local economic impacts because all harvest volume for the Lakeview CFLR Project is processed locally. This is because the project footprint overlaps with the Sustainable Yield Unit that was active through FY 2019. Collins Companies was the sole purchaser of timber sales in the Unit, and during FY 2015–19, primary processing for all of the CFLR-generated restoration timber sale volume was processed at Collins’ Lakeview sawmill. This means that most economic impacts from both the timber harvesting and timber processing components of the project were local.

In contrast, TREAT model inputs estimated that local capture of contract dollars for forest and watershed restoration was nine percent in FY 2018 and five percent in FY 2019. Thus, while differences in timber harvesting and processing activities have had considerable local economic impacts throughout the CFLR Project, the impact of restoration contract spending has been notably less.

Table 6 Volume of CFLR-generated commercial harvest used in TREAT analyses, FY 2015–19

FY	Commercial harvest volume, centum cubic feet (CCF)	Fund source(s) used for commercial harvest activities
2015	34,377.00	Matching funds only
2016	9,234.00	Matching funds only
2017	44,554.84	Matching funds only
2018	65,243	Direct funds only
2019	24,593	Direct funds only

Table 7 Jobs and labor income supported in Lake County from CFLR/CFLN funds and matching funds, FY 2015–19

Activity type	FY 2015		FY 2016		FY 2017	
	Jobs	Labor income (2015 dollars)	Jobs	Labor income (2016 dollars)	Jobs	Labor income (2017 dollars)
Timber harvesting	53.4 (37.8 direct; 15.6 indirect)	\$3,590,801 (\$2,972,759 direct; \$618,042 indirect)	12.8 (10.2 direct; 2.6 indirect)	\$1,048,438 (\$820,479 direct; \$227,959 indirect)	62.0 (49.0 direct; 13.0 indirect)	\$5,084,644 (\$4,156,959 direct; \$927,685 indirect)
Forest and watershed restoration	4.5 (4.0 direct; 0.5 indirect)	\$142,693 (\$123,689 direct; \$19,004 indirect)	0.7 (0.5 direct; 0.2 indirect)	\$10,238 (\$5,865 direct; \$4,372 indirect)	0.2 (0.1 direct; 0.1 indirect)	\$4,742 (\$1,972 direct; \$2,771 indirect)
Mill processing	68.5 (41.3 direct; 27.3 indirect)	\$3,592,383 (\$2,378,207 direct; \$1,214,176 indirect)	21.3 (11.1 direct; 10.2 indirect)	\$1,020,918 (\$656,383 direct; \$364,534 indirect)	97.1 (53.5 direct; 43.6 indirect)	\$5,053,981 (\$3,325,567 direct; \$1,728,414 indirect)
Forest Service monitoring and implementation	31.8 (27.7 direct; 4.1 indirect)	\$1,327,544 (\$1,206,999 direct; \$120,545 indirect)	23.0 (19.0 direct; 4.1 indirect)	\$1,066,465 (\$962,853 direct; \$103,613 indirect)	18.9 (17.4 direct; 1.4 indirect)	\$469,742 (\$433,437 direct; \$36,304 indirect)
Contracted monitoring and commercial firewood	0.6 (0.5 direct; 0.2 indirect)	\$37,441 (\$32,262 direct; \$5,180 indirect)	2.1 (1.7 direct; 0.4 indirect)	\$79,711 (\$67,199 direct; \$12,512 indirect)	0.5 (0.4 direct; 0.1 indirect)	\$19,340 (\$14,844 direct; \$4,496 indirect)
Total	159.0 jobs	\$8,690,864	60.0 jobs	\$3,225,770	178.6 jobs	\$10,632,449

Activity type	FY 2018		FY 2019	
	Jobs	Labor income (2018 dollars)	Jobs	Labor income (2019 dollars)
Timber harvesting	96.9 total (71.8 direct; 25.1 indirect)	\$7,147,866 (\$6,087,161 direct; \$1,060,705 indirect)	31.8 total (27.1 direct; 4.8 indirect)	\$2,663,940 (\$2,294,523 direct; \$369,417 indirect)
Forest and watershed restoration	3.0 (2.8 direct; 0.3 indirect)	\$11,305 (\$5,800 direct; \$5,505 indirect)	3.2 (2.7 direct; 0.5 indirect)	\$31,940 (\$19,968 direct; \$11,972 indirect)
Mill processing	135.5 (78.3 direct; 57.2 indirect)	\$7,095,036 (\$4,869,729 direct; \$2,225,307 indirect)	49.2 (29.5 direct; 19.7 indirect)	\$2,632,398 (\$1,835,618 direct; \$796,780 indirect)
Forest Service monitoring and implementation	51.7 (42.0 direct; 9.6 indirect)	\$2,042,565 (\$1,750,401 direct; \$292,164 indirect)	36.9 (31.5 direct; 5.4 indirect)	\$1,463,285 (\$1,310,573 direct; \$152,712 indirect)
Contracted monitoring and commercial firewood	1.5 (1.2 direct; 0.3 indirect)	\$48,103 (\$41,675 direct; \$6,428 indirect)	2.1 (1.8 direct; 0.4 indirect)	\$67,563 (\$58,148 direct; \$9,416 indirect)
Total	288.6 jobs	\$16,344,875	123.3 jobs	\$6,859,126

IV. Monitoring question: How much and what kinds of CFLR Project work are captured locally?

Context

Restoration activities in CFLR projects may be accomplished through in-house Forest Service crews, service contracts with private businesses, timber sales for restoration-related byproducts, and partnerships with state agencies and NGOs. “Local capture” relates only to contracted work with businesses in Lake County. It is the percentage of the contract funds that local businesses receive, and is an important measure of local economic impacts. Although contracts with nonlocal businesses can yield local benefits through local purchases of supplies, materials, and living expenses, contracts with local businesses often result in greater local impacts by directly employing and providing income to residents in the place where they both live and work.

Local capture of contract work depends on local contractor capacity for the types and amounts of work that are available. Local contractor capacity is dynamic and can change between years based on the presence, skills, and availability of local businesses to conduct the available contract work. Local capture can reflect the ability of the local workforce to respond to agency contracting needs, and alignment of the agency’s contracting decisions with local workforce capacity and needs. Local capture can also be influenced by a variety of factors that are difficult to change, however. For example, there may not be local businesses that can perform the work because they do not have the equipment, skillsets, or experience for the work that is needed. Local businesses may also not be the appropriate size for the scale of contracted activities that are needed, or they may be unable to complete the work efficiently or at the required rate, meaning they may not be a competitive bidder on certain projects. Agency managers also need to consider best value and other criteria in contracting decisions, which can lead to nonlocal contractors ultimately being awarded a contract even if there are local contractors in the bidding. In some cases, for certain types of work or contracts (e.g., labor-intensive work), there may not be any local contractors participating in the bidding.

Approach

To determine how much of the different types of contracted work for the CFLR Project were awarded to local and nonlocal contractors, we reviewed Forest Service records of service contracts awarded for the project during FY 2012–2019. We classified each contract by 1) the location of the business that it was awarded to and 2) the type of work that the contract was for. We classified contract activities into five categories: equipment-intensive (e.g., mechanical tree thinning, grapple piling), material-intensive (e.g., road work, culvert work), labor-intensive (e.g., forest tree planting, hand thinning), professional services (e.g., engineering design, special studies), and technical services (e.g., weed abatement, plant surveys, timber marking). Following the definition of “local” in the monitoring plan¹⁶ only those businesses located in Lake County or Bly, Oregon were classified as local for the analysis.

In addition to CFLR-related service contracts, we reviewed: a) the commercial harvest volumes reported by the project and the amount of that volume awarded locally, and b) stewardship contract task orders, which include timber sale and service contract components, resulting from the CFLR Project.

Finally, in interviews with stakeholders, one question focused on barriers and opportunities around the local workforce and local contracting capacity. We include the key insights and themes that from interviewee responses to this question in the results.



¹⁶ Lakeview Stewardship Group. 2015. Lakeview Collaborative Forest Landscape Restoration (CFLR) Project Monitoring Plan. Ecosystem Workforce Program, University of Oregon. Working Paper #60. Available at: <http://ewp.uoregon.edu/publications>.

Results

Service contracts:

In total, \$12,470,050 in service contracts were awarded to businesses to complete restoration work as part of the Lakeview CFLR Project during FY 2012–19. Contracts were awarded almost entirely to businesses located in Oregon, with one small contract awarded out-of-state to a Vancouver, Washington business (Figure 4, below). More than half of the total service contract dollars went to one business in Salem for labor-intensive tree thinning work. Lake

County contractors were awarded a total of \$675,255 of the service contract dollars, 5.4 percent of the total over the eight years. Local capture varied between years and the type of the work contracted (Table 8, page 22).

In the first two years of the Lakeview CFLR Project (FY 2012–13), 11 percent of the service contract value for the project was awarded to local contractors; all of the local contractors' work was in equipment- or technical-intensive work. No contract dollars in labor-intensive work went to local contractors, and

Figure 4 Distribution of restoration service contract dollars from the Lakeview CFLR Project, FY 2012–19

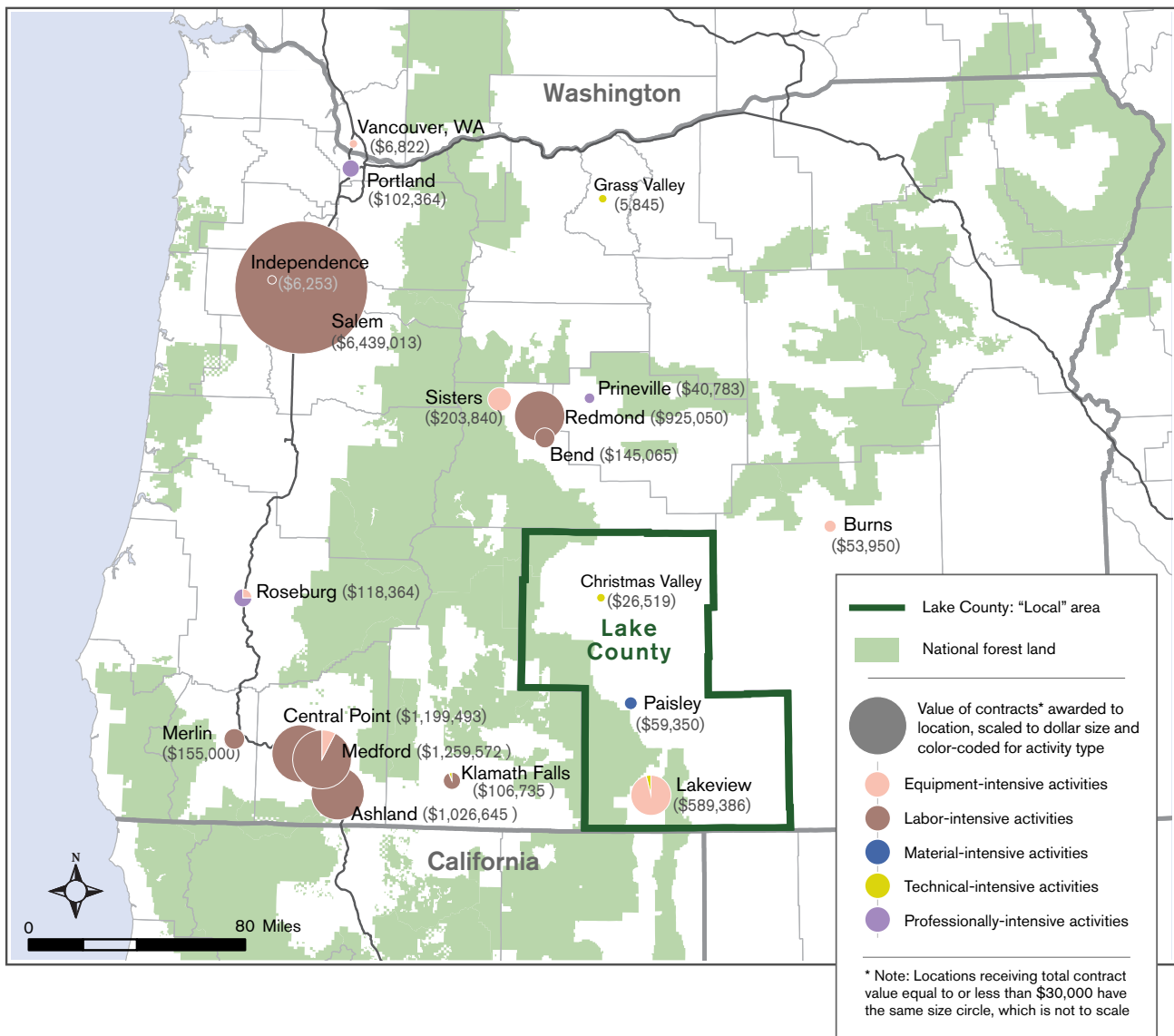


Table 8 Local capture of service contracts from the Lakeview CFLR Project, FY 2012–19

Contracted work type	2012–2013 total value	2012–2013 local capture	2014–2015 total value	2014–2015 local capture	2016–2017 total value	2016–2017 local capture	2018–2019 total value	2018–2019 local capture
Equipment-intensive	\$625,722	\$367,932 (59%)	\$248,312	\$198,832 (80%)	\$52,657	-	-	-
Labor-intensive	\$3,050,397	-	\$4,846,213	-	\$2,971,159	-	\$292,974	-
Material-intensive	-	-	\$59,350	\$59,350 (100%)	-	-	\$29,914	-
Professional-intensive	-	-	-	-	\$45,217	-	\$186,380	-
Technical-intensive	\$55,909	\$49,141 (88%)	-	-	\$5,845	-	-	-
Total service contract value	\$3,732,028	\$417,073 (11%)	\$5,153,875	\$258,182 (5%)	\$3,074,879	\$0	\$509,268	\$0

Data sources: Federal Procurement Data System and USDA Forest Service records

there were no contracts for material-, or professional-intensive work. In FY 2014–15, five percent of CFLR service contract dollars were awarded to local contractors—primarily for equipment-intensive work with some material-intensive work. Similar to the first two years, no contracts for labor-intensive work, which accounted for 94 percent of the CFLR contract spending, were awarded to local businesses in FY 2014 or 2015.

During both the FY 2016–17 and FY 2018–19 analyses, no CFLR restoration contracts were awarded to local businesses. While there could be many reasons for this, one reason is likely the large proportion of contract dollars for labor-intensive work, which have not been captured by any local contractor in any year since the project started. During FY 2016–17, 97 percent of contract spending was for labor-intensive work, more than previous years. In FY 2018–19 labor intensive work was a smaller portion but still the majority (58 percent) of contracted restoration work, and total contract spending was notably less than in previous years.

Contracts awarded to private businesses in FY 2018 and 2019 were for activities such as tree thinning, repair of roadways or bridges, landscape surveys, prescribed fire activities, and architecture/engi-

neering services. These were awarded primarily to businesses located along the Interstate-5 corridor of Oregon (Figure 5, page 23). Although no contracts were awarded to local businesses, all contracts were awarded to businesses based in other locations in Oregon. Specifically, labor-intensive restoration contracts for the Lakeview CFLR Project have been primarily for hand thinning work, and capacity for this type of work tends to be concentrated in a small number of contractors located in other parts of Oregon. The businesses that were awarded this work along the I-5 corridor may have been the closest contractors available to provide the restoration work needed for the project.

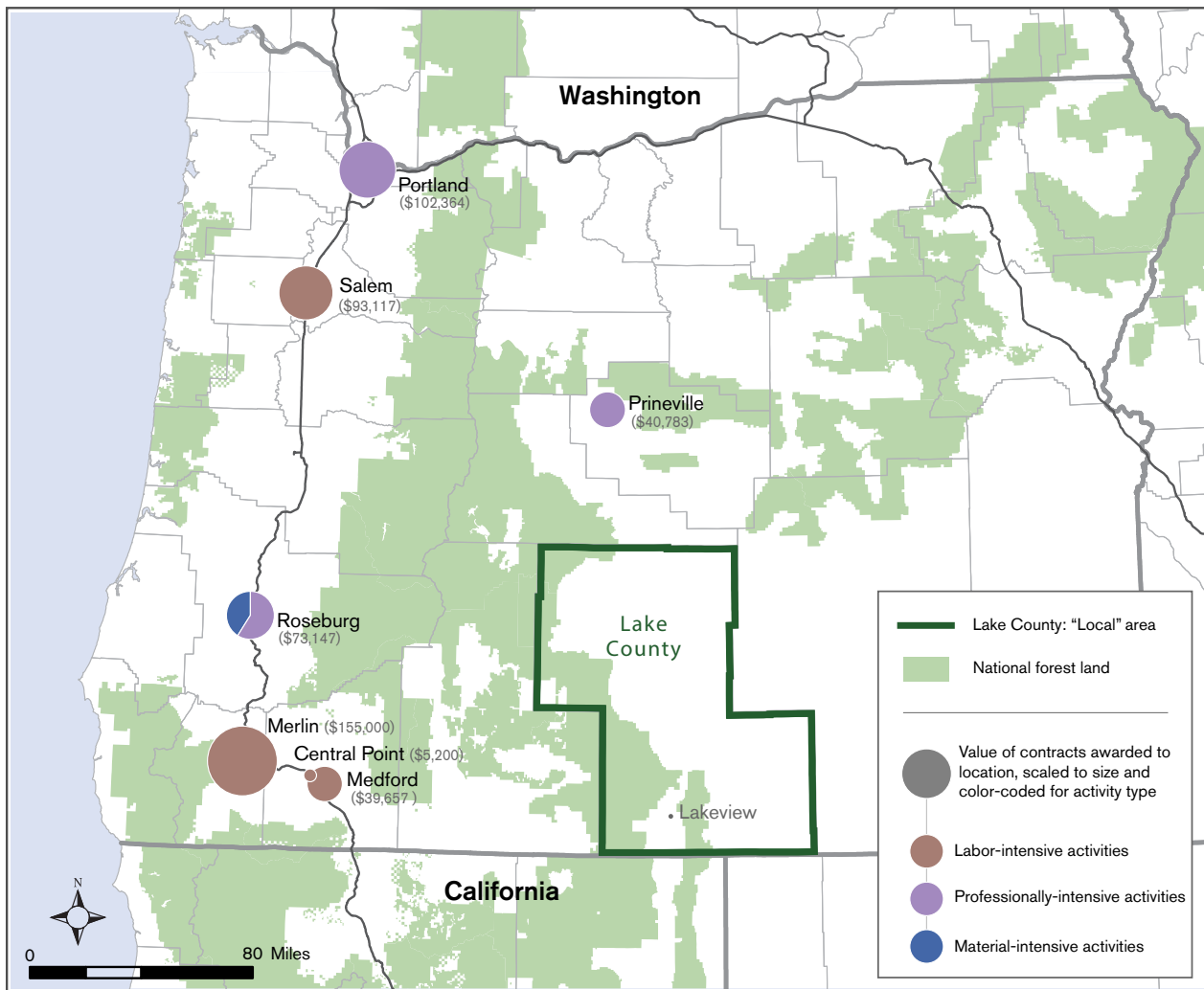
The lack of local capture of labor-intensive Forest Service contracts by Lake County businesses is not new or unique to the CFLR Project. A baseline analysis of local contracting with the Forest Service looked at the type of work that Lake County businesses were awarded (for work in any location, local or nonlocal) from FY 2001–11, prior to the start of the CFLR Project, to assess how much local capacity and in what types of work existed in Lake County. That baseline assessment showed that Lake County contractors were awarded some labor-intensive work in FY 2004–05 only. During FY 2006–11 however, local businesses did not capture labor-intensive restora-

tion work in Lake County or anywhere else.¹⁷ This ongoing lack of local capture, going back at least the last 15 years, suggests limited contracting capacity in Lake County specifically for the labor-intensive restoration work that makes up a large portion of the CFLR Project’s contract needs. It also suggests that the CFLR Project has to date not led to greater capacity being created locally for businesses to capture this type of work.

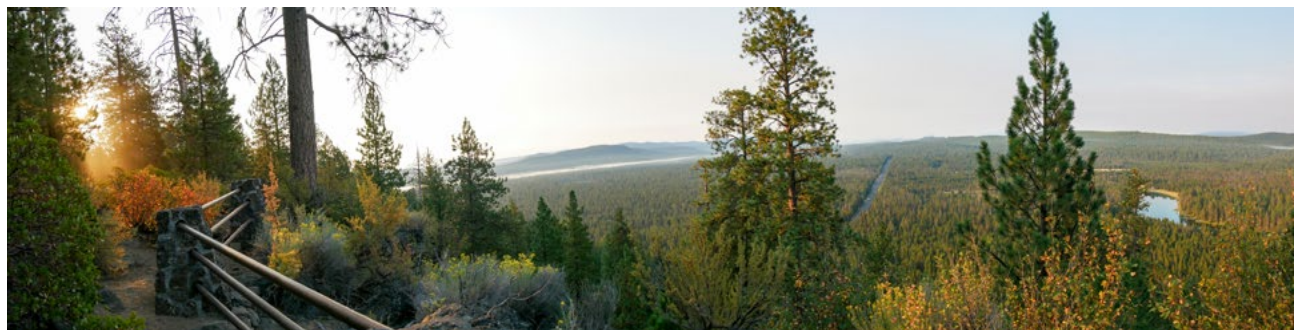
In FY 2018 and 2019, the dollar amount spent on service contracts was also far less overall than dur-

ing the other monitoring periods. At approximately \$500,000, total FY 2018–19 service contract spending was just 16.5 percent of the amount it was in FY 2016–17; in FY 2012–15, contract spending was even greater. The lower level of spending on service contracts in FY 2018–19 may partially relate to the lower levels of overall funding for the CFLR Project compared to prior years, as discussed in the first monitoring question. It may also reflect a different focus during these years, such as on implementation or monitoring work conducted by Forest Service staff or through agreements.

Figure 5 Distribution of restoration service contract dollars from the Lakeview CFLR Project, FY 2018–19



¹⁷ White, E.M., E.J. Davis, and C. Moseley. 2015. Social and Economic Monitoring for the Lakeview Stewardship Collaborative Forest Landscape Restoration Project. Ecosystem Workforce Program, University of Oregon. Working Paper #55. Available at: <http://ewp.uoregon.edu/publications>.



Stewardship timber sales

In FY 2008, the Forest Service awarded a 10-year stewardship contract to Collins Companies, a business based in Klamath Falls with a sawmill in Lakeview, to conduct timber harvesting in the Lakeview Stewardship Unit. Since 2012, the FWNF has awarded task orders under this contract with timber sale and service components. A recent review of the Lakeview Federal Sustained Yield Unit, which has the same boundaries as the Lakeview CFLR landscape, showed that from FY 2010–18, 100 percent of all road-building labor and between 36–80 percent of the logging workforce used in the Unit/CFLR landscape was local.¹⁸

During FY 2018–19, no new timber sales were awarded as part of the CFLR Project, however, volume was added to the Lil Sale which was awarded to Collins Companies under the stewardship contract in FY 2016. Harvesting for the Lil Sale, which was the largest sale awarded as part of the 10-year stewardship contract, continued during these years.

Service work within a stewardship contract

In stewardship contracts, the Forest Service “may ‘trade goods for services’ by applying the value of harvested forest products toward the value of restoration services.”¹⁹ CFLR annual reports track the service work that is accomplished through goods-for-services funding within stewardship contracts during each year. This is one of the ways that work is accomplished and accounted for in a stewardship contract. In FY 2018–19, \$81,280 of service work, all from contracts awarded in 2019, was accomplished through goods-for-services funding as part of stewardship contracts on the Lakeview CFLR landscape (Table 9, below). This was notably less than in other years, but the dollar amount of the service work accomplished through goods-for-services funding has varied considerably between years, from \$0 reported in FY 2018 to nearly \$900,000 in FY 2012.

Table 9 Value of service work reported in annual reports as accomplished through goods-for-services funding in a stewardship contract, FY 2012–19

	2012	2013	2014	2015*	2016	2017	2018	2019
Service work accomplished through goods-for-services funding in a stewardship contract	\$872,246	\$3,042	\$6,938	\$376,776	\$78,058	\$88,537	\$0	\$81,280

Data source: Lakeview Stewardship CFLR annual reports.

* The 2015 Annual Report notes an additional \$1,269,396 under “Total revised credit limit for open and closed contracts awarded and previously reported prior to FY15.”

¹⁸ Davis, E.J. 2019. A Review of the Lakeview Federal Sustained Yield Unit 2010–2018. Available at: https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd645804.pdf.

¹⁹ Congressional Research Service. 2019. Stewardship End Result Contracting: Forest Service and Bureau of Land Management. Available at: <https://fas.org/spp/crs/misc/IF11179.pdf>.



Stakeholder insights and perspectives:

Interviewees described the barriers and dynamics that they perceived around the local workforce and local contracting capacity for the CFLR Project's needs. Key findings included:

Interviewees described a mismatch between the type of contracting capacity needed for the CFLR Project activities and the type of work capacity available in the local area. They explained that the few local contractors in the area tended to do machine-intensive work, while the CFLR relied extensively on large-scale hand-thinning efforts, describing how,

“Because there’s sensitive habitat, it’s hard to put machinery in there, and what we discovered was that most local contractors were really only set up to do machine work, but machine work is difficult to do in aspen, riparian, and meadow areas because you have really sensitive soils so you have to do the work by hand, and our local contractors right here in Lakeview really only have the capacity to do stuff with machines.”

Another interviewee added to this, noting,

“I think the reality in Lake County is, we don’t have very many local contractors. That’s just what it comes down to, it’s very limited in the area of logging or heavy equipment work like logging or in-stream work...the hand thinning work that is a huge part of the CFLR Program, we just don’t have those local contractors here.”

Some interviewees felt that industry and contracting standards or requirements were a barrier for local workers. For instance, one interviewee described how local residents had expressed that they wanted to do contracting work only in the local area and not have to travel, while hand thinning crew work tended to be highly mobile,

“The people that do that kind of work bid on projects everywhere west of the Rockies... I’m not sure that the work force is here, I’m not sure that there are 20 people that are willing to go do that kind of work and travel out of the area.”

Several interviewees described the seasonality of the work that was needed, with a lack of winter work in the area, meaning that contractors could not formulate year-round work from local contracts. Another described an experience with local community members who were interested in bidding on CFLR contracts but were not able to because of contract requirements:

“They had experience running equipment and had experience in the logging industry or timber industry but their experience was not recognized as a federal contractor for whatever reason so they didn’t have the ability to bid on federal contracts immediately. They needed to have more experience or more documented experience with restoration before they were able to bid on and secure federal contracts... They weren’t able to bid.”

A few interviewees related low local capture of restoration contracts to longer-term trends in the area.

One interviewee described how, *“As sawmills go away, contractors go away,”* in relation to the loss of six local sawmills in recent decades, further explaining that existing contractors in the local area all worked for the one remaining sawmill and had little incentive to seek out contracts directly with the Forest Service. Several other interviewees described a labor shortage in the county as a whole, with many businesses in the community experiencing difficulty hiring for jobs in recent years, and no “new contractors moving into the area and setting up shop.” They said that one of the key reasons for this was that housing prices in recent years had skyrocketed and that no new homes were on the market, presenting a big limitation for anyone new moving to the community.

Some interviewees explained that original plans to accomplish more of the restoration service work through a 10-year stewardship contract with Collins Companies did not fully come to fruition. They said that the FWNF had planned to get more of the non-commercial restoration work accomplished as part of the Integrated Resource Stewardship Contract awarded to Collins Companies, who would then be responsible for completing the work or finding sub-

contractors to complete it. However, interviewees explained that the work was not consistent enough under the contract. This made it difficult for Collins to adapt and accommodate non-commercial work that was not directly aligned with their main focus as a timber company on harvesting and processing timber. Thus, Collins declined most of the non-commercial thinning work task orders that were offered through the stewardship contract, and the FWNF managed contracting efforts through the agency instead. One interviewee said that even though the plan for contracting the noncommercial thinning work changed, differences in local impacts were negligible because subcontracts for the work, even if administered through a local company *“would have used the same nonlocal companies anyway because nobody local does hand thinning.”*

Interviewees detailed multiple efforts to improve local capture of contracts, and a continued focus on trying new things. Specific efforts and strategies that interviewees detailed included:

- During the first several years of the CFLR Project, the FWNF worked with a local NGO to offer several “Working with the Government” meetings. The meetings described the steps to take to become a federal contractor able to bid on projects.
- In FY 2016, Forest Service staff offered a no-cost workshop to contractors on how to make proposals more competitive. Staff on the CFLR also engaged Acquisitions Management (AQM) staff to identify additional contracting instruments, timing, and sizes that could encourage more local contractors to bid on projects. Despite these efforts, there was no increase in local contractors bidding on contracts.
- A couple of Forest Service interviewees described personal outreach in an effort to engage local contractors that they were aware of. For example, one interviewee described contacting local firms when an IDIQ contract was being set up for surveying work as part of the CFLR Project, *“I contacted firms in Lakeview, there is one firm here that’s capable of doing it, I’ve had them do some work before. I reached out to them to see if they would be willing to do the effort to go through the*

list. They didn't make the list...Not sure if they put in and didn't meet the criteria, or didn't put in."

- One interviewee described how in more recent years, the FWNF has experimented with different contracting approaches to try and better match local contractor capacity. Specifically, one effort included offering a small contract through the Oregon Department of Forestry as part of a Good Neighbor Authority project. That contract specified a preference for local contractors as part of the bid evaluation process. In another effort, a small part of a large hand-thinning project was separated and offered as mechanical thinning to try and better match local contractors' equipment-based capacity. Although neither of these efforts were successful in securing a local contractor, they illustrate the continued efforts on the FWNF to innovate and adapt to encourage more local capture.

Finally, some interviewees emphasized the indirect benefits from nonlocal contractors in the local economy. These interviewees described that because Lakeview is somewhat isolated from other significant population centers, nonlocal contractors with winning bids for restoration work tended to stay in the community and contribute to the local economy even though they were not full-time residents. For example, one interviewee described the impact of hand-thinning crews awarded bids as part of the CFLR work,

"Those contractors are staying in Lakeview all the time, from the time the snow comes off until the time they get snowed out, and so they are having an effect on the local economy—they are renting motel rooms, they still buy food here, they still buy fuel here. So there is some of that indirect effect."



V. Monitoring question: What are the costs, benefits, and outcomes of different project implementation mechanisms?

Context

As noted throughout this report, CFLR Project activities may be accomplished through a variety of implementation mechanisms, including with in-house Forest Service crews, through service contracts with private businesses, under timber sales for restoration thinning, and through partnership agreements with other agencies or NGOs. Each of these mechanisms can have different costs, benefits, and outcomes.

The Forest Service identifies partnerships as key to the agency's accomplishments, noting that, "Partnerships and collaboration can build long-term support and short-term momentum for projects. By pooling efforts, partners can add their capabilities to increase efficiency and results while reducing duplication."²⁰ Partners can contribute capacity to CFLR objectives by providing funds for work or by providing in-kind contributions such as donated equipment or supplies, volunteer labor, or other goods and services so support or expand restoration efforts. The Forest Service also engages in partnerships by using CFLR funds to pay other entities to complete work, which may result in cost savings and social benefits.

Approach

We reviewed the Forest Service's annual reports for the Lakeview CFLR Project.²¹ The annual reports provide an accounting of accomplishments from the project in each fiscal year, as well as narratives that describe some of the mechanisms through which key accomplishments were completed. We provide examples of on-the-ground outcomes from the contracts with private businesses, which we analyzed in the previous monitoring question. We also provide examples of on-the-ground accomplishments from partnership agreements. These accomplishments come from partners' in-kind and funding contributions as well as from the use of CFLR funds to pay partners to accomplish work.

Finally, during interviews with stakeholders, many interviewees offered detailed examples of different agreements that have been supported by the CFLR Project. Interviewees emphasized the importance of these agreements and described a number of socio-economic benefits originating from them. We highlight several agreement outcomes in call-out boxes throughout the monitoring results to provide additional detail and interviewee insights around some agreements.

Results

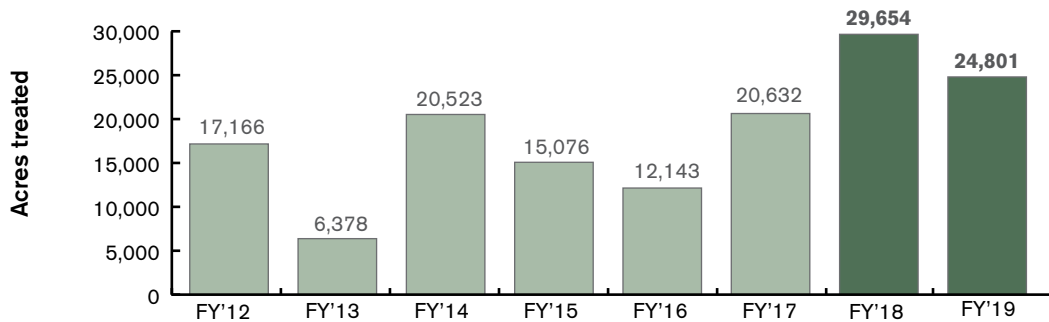
Work in support of the CFLR Project was accomplished with FWNF staff support, through restoration timber sales and service contracts with private businesses, and through agreements and partnerships with outside organizations. The benefits provided by in-house Forest Service crews include employment and labor income provided by the agency to local employees; these benefits are captured in the TREAT local economic impact models covered in Question 3 (page 12).

Service contracts:

Over the course of the CFLR Project, service contracts with private businesses were typically used for work that required specialized equipment or skills or for work that covers large areas. Contracts for CFLR work were typically awarded for one year or less. Together, service contract work has resulted in thousands of acres of restoration treatments that were implemented for the project between FY 2012–19. Much of the footprint of acres treated during each year of the project were completed through restoration service contracts (Figure 6, page 29). In both FY 2018 and 2019, the footprint of acres treated in the CFLR Project were greater than in any of the previous six years. Although multiple restoration activities are often completed on the same site (e.g., fuels reduction thinning, followed by piling of slash generated from thinning work, invasive plant

²⁰ USDA Forest Service. 2014. Partnering with the USDA Forest Service, Chapter 1. Available at: https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprd3828323.pdf.

²¹ Annual reports for all CFLR projects are available at: <https://www.fs.fed.us/restoration/CFLRP/results.shtml>.

Figure 6 Footprint of acres treated under the Lakeview CFLR Project, FY 2012–19

Data source: Lakeview Stewardship CFLR annual reports

removal, and other related activities), the footprint of treatments for each year shown in Figure 6 counts each acre only once, regardless of how many treatments were completed on it. Detailed breakdowns of the acres treated with different activities are available in annual reports, and a summary table including key accomplishments during each year through contracts is included in Appendix B (page 40). Restoration activities during FY 2018–19 included thinning work, hand piling, prescribed fire and pile burning, road maintenance and decommissioning, and survey work.

Agreements:

Agreements involve the transfer of dollars between entities to accomplish work with mutual benefits, and can involve the transfer of funds to the Forest Service from partners, or to partners from the agency to accomplish work. Contributions to accomplishing work on the CFLR landscape since FY 2012 have come from partners such as Lake County Resource Initiative, Lake County Cooperative Weed Management Area, Lake County Umbrella Watershed Partnership, the Mule Deer Foundation, the Rocky Mountain Elk Foundation, and the Ruby Pipeline Mitigation Team. These contributions are detailed in annual reports and are accounted for in the first monitoring question (Table 4, page 11).

Agreements with CFLR funds to other entities have been enacted for activities such as ecological monitoring, recreation facility and trail maintenance, invasive weed removal, and other restoration efforts. Details of project agreements are available in

annual reports, and a summary table of key accomplishments during each year through agreements is included in Appendix B (page 40). Many of the partnership agreements detailed during FY 2018 and 2019 are the result of long-standing efforts and relationships with partners in the Lakeview CFLR Project area. In many cases, these agreements also have benefits beyond simply accomplishing work on the ground. For example, agreements with Lake County Resource Initiative to fund the Chewaucan Biophysical Monitoring Team and agreements for a variety of youth crews are intended to provide local youth jobs with natural resource field training and skill development while accomplishing monitoring and recreation maintenance work that is needed on the landscape (see agreement spotlights on pages 30 and 31). Agreements with the Lake County Cooperative Weed Management Area, which the forest has worked with for many years, fund local contractors who identify, inventory, and treat populations of invasive weeds before they can become well-established and spread (see agreement spotlight on page 32).

These local jobs for local youth and invasive species contractors are not reflected in the Forest Service contracting data because employment occurs through other entities. This is one example of how CFLR funds have had a direct impact on creating local jobs even without any local capture of FWNF-offered contracts. Additional discussion of the benefits from each of these long-standing relationships and agreements are discussed in greater detail in the callout boxes on the following pages.

Agreement spotlight: The Chewaucan Biophysical Monitoring Team



The Chewaucan Biophysical Monitoring Team (CBMT) was created in 2002 to gather data on the FWNF and critically analyze the impacts of forest treatments. The team includes local high school and college students that collect data and conduct monitoring activities (e.g., pre- and post-harvest, wildlife, and stream surveys, soil nutrient analyses) during each summer with supervision from an adult crew lead.

The FWNF has used CFLR funds for an agreement with Lake County Resource Initiative to support the CBMT since FY 2012. This has allowed the CBMT to expand from eight to as many as 16 members during some seasons. The data that the CBMT collects has been important for showing impacts of CFLR treatments on the landscape. The extra capacity has also allowed the team to combine all data—including all protocols and changes in protocols—from 2002 onward in a single, searchable database.

In addition to conducting the biophysical monitoring that is required for the CFLR Project and providing critical data for making decisions around forest management practices, the CBMT has also had local social and economic benefits. One of the goals of the CBMT is to provide Lake County students with natural resource field training. During 2012–19, the CBMT hired 26 different local students. Many of these crew members returned each summer season during high school and college, and some have continued beyond that, returning as crew leaders during summers while working other jobs during the rest of the year. During 2018 and 2019, the CBMT had 14 members, all but one of which were returning members, including some returning for their seventh and eighth year. Many interviewees noted the CBMT as a source of local socioeconomic benefits from the CFLR Project. Crew leaders and student crewmembers further detailed many personal benefits from work on the team, from helping to pay for college to learning skills like organization, critical thinking, computer data analysis programs, and others:

“[Just from an economic standpoint] it has provided 10-15 jobs a year to Lake County residents, and it has people come back to the area during the summers.”

“[Working on the CBMT] helped me understand good recording practices, for a lot of stuff. Because we focus on recording high quality data, it’s kind of led into other aspects of my life, where like I know how to set stuff up to how it makes sense and is easy for other people to come in and look at it.”

“It’s hands down above anything else you could do [as a summer job in high school], we are doing real world science and data collection as well as working on real aspects of problem solving, whether its simple getting things done, or problem solving when it comes to logistics, problem solving when it comes to protocols even—having debates or discussions about what’s the most logical thing to do, its just a really engaging way to teach and learn for young adults. And I think more than anything else it gives them a sense of pride and a sense of community and a lot of knowledge about the place that they live that they wouldn’t get otherwise, at least that’s what it did for me.... I would say it prepared me for any job that I wanted. It created in me a mindset and a work ethic of ‘hey, if you’re doing this, you need to do it right, because other people are depending on it’...It’s really such a great unique experience, it changed my life.”

“I’ve seen a lot of kids go through the crew, and just become better people because of it...I’ve seen peoples’ career paths change... on a personal level, you’ve got 10-15 kids every summer that are getting seriously enriched by this experience, and that ripples out to the community. A lot of those kids are in the Lakeview community, and a lot of them go on to do other things, it’s like a launch pad to go out from the community.”

Agreement spotlight: Recreation youth crews



Much of the recreation work on the CFLR landscape over the last eight years (e.g., trail maintenance, removing brush and downed trees, facility and grounds upkeep) has been accomplished through agreements with several different entities hosting youth crews. Northwest Youth Corps (NYC) crews have partnered with the FWNF for many years and have been integral to building and maintaining recreation trails. Agreements funded through the CFLR Project have allowed the Forest Service to continue to partner with NYC to accomplish labor-intensive trail maintenance work across the Lakeview Stewardship CFLR land-

scape, while providing youth with job skills and training. Similarly, youth crews with adult leadership from the Central Oregon Intergovernmental Council and Youth Conservation Corps were also supported by Lakeview CFLR funds throughout the project, these crews also helped accomplish a wide variety of resource enhancement projects at recreation sites and trails across the CFLR landscape. Starting in FY 2018, the FWNF entered into a participating agreement with Lake County School District 7 to set up and employ another youth crew. This youth crew, called the Step Up Youth Crew, hires students from the local school district to complete various trail and recreation maintenance projects under the supervision of an adult crew leader, providing both summer jobs for local youth and additional capacity for recreation maintenance on the CFLR landscape.

Interviewees described many benefits arising from the ability to consistently employ youth crews on recreation maintenance in the CFLR project area, including: skills development and work experience for local youth, improved conditions of local recreation facilities, which creates better assets for both local community members and visitors, and greater capacity among recreation staff to engage in community outreach and partnership development due to not having to complete all maintenance tasks themselves. One interviewee also described how having the youth crews working each year contributed to local economic growth in more indirect, but important ways:

“The better care we take of our trail system, the more improvements we make to it, the greater amount of use that’s occurring and it’s generating tourism and economic benefits to the communities in our county... By having people come here from all over, there’s been an uptick in lodging, the lodging funding that’s being poured into our community, the funding into the restaurants...we now have an outdoor recreation-focused store that provides outdoor equipment or maintenance on bikes, or rental services for bikes or snowshoes or skis... This is part of what is helping to improve our economy.”

Agreement spotlight: Invasive weed management

The FWNF has worked collaboratively with the Lake County Cooperative Weed Management Area (LCCWMA) for many years to identify, inventory, and treat populations of invasive weeds before they can become well-established and spread. CFLR funds have supported ongoing agreements with the LCCWMA to fund invasive weed treatments and monitoring across the CFLR landscape during each year of the project, and also supported the hiring of a full time LCCWMA coordinator who provides needed invasive weeds education and outreach in the local community, in addition to administering invasive weed treatments on the CFLR landscape. The LCCWMA has used



CFLR funds to hire several Lake County contractors to treat and monitor extensive new areas for invasive weeds. Interviewees described how prior to CFLR funds, there were no local contractors available for invasive weed work in Lake County. As a result of the dedicated CFLR funds and efforts to recruit local contractors, interviewees described how two new companies were established in Lake County that did not exist before the CFLR Project.

One interviewee described the outreach in greater detail, including the efforts to recruit and train local community members to do this work through the LCCWMA, and the resulting relationships and level of trust that both the agency and the LCCWMA had with local contractors as a result. They explained:

"I spent a lot of time getting people trained how I like them to be trained, and picking responsible people and kind of cultivated that in the county...we have [herbicide] applicators that are here [locally] that we can have that relationship with, where the guys who come from 4 or 5 hours away, they just weren't invested enough to be able to do what we needed to do..."

One of the new companies has two employees, and the other has two to three year-round employees with an additional three or four seasonal employees during summer months. One interviewee summarized the positive impact that ongoing annual agreements with the LCCWMA have had on the ability to identify, consistently treat, and limit invasive weed impacts on the CFLR landscape while also providing significant economic activity locally:

"I am very fortunate to say that all of the CFLR funds are staying local and in county and we are not bringing in someone from out of county...[the local contracts have] a substantial impact, worth about \$100,000 to \$120,000 of impact between the two contractors."



Stakeholder perspectives on successes and challenges

Our interviews with stakeholders also provided further insights into the successes and challenges of CFLR, and future considerations for the program and the area.

Successes and accomplishments of CFLR

Interviewees described many successes of the CFLR Project, especially the amount of work/number of acres that have been accomplished on the ground. Interviewees explained how the project created the ability to increase partnerships, leverage funds, and pay for work that traditionally is harder to fund, mainly noncommercial restoration work. One interviewee noted that it had expanded opportunities, describing,

“CFLR has been very helpful, very successful to bring in the funding, but it also has expanded our use and opportunity, and probably one of the factors-- with a national scale program—we’ve been able to look at the Lakeview area in comparison with these other projects across the US and demonstrate our effectiveness in both our collaboration and the on-the-ground work.”

The amount of work being accomplished was noted by interviewees as well, explained in one case as,

“[We’re] getting ten times more work done than we were previously, dramatically increasing the amount of habitat that we’ve been able to do restoration on over the last years.”

Another interviewee noted the greatest opportunities to have emerged from the CFLR program were about engaging in more of an all-lands partnership, from on-the-ground work to monitoring. Some interviewees also noted that the CFLRP Project has helped support the timber supply (and therefore economic security) of the one remaining local timber mill. From an agency perspective, one interviewee described how CFLR funds were used to contract out a backlog of surveying and boundary work, to accelerate the timeline for upcoming projects.

Interviewees highlighted how CFLR funding has provided opportunities for local youth to engage in monitoring efforts and work crews (as described in prior section on monitoring questions). One explained how the monitoring efforts overall have brought *“the diverse stakeholders together. It’s*

something that can inspire buying from the diverse stakeholders because it's something that everyone can trust to be objective." Another noted that a key accomplishment that occurred due to CFLR funding was having the consistent funding for the CBMT allowed for more capacity at the leadership level to lead the crew and participate versus applying and always looking for new grant funding.

Interviewees described the range of opportunities to leverage funds to work across boundaries as a key result of CFLR funding. Some interviewees explained that having CFLR funding provided an advantage to successfully obtaining other funding for working across landownership boundaries, such as through partners (e.g., Rocky Mountain Elk Foundation, Mule Deer Foundation, Forest Service State and Private Forestry, partners with Oregon Watershed Enhancement Board funding), Good Neighbor Authority efforts with Oregon Department of Forestry and the Joint Chiefs' Restoration Program with the Natural Resources Conservation Service.

One interviewee described the leveraged funding opportunities as, *"We've used CFLR funding bigtime to leverage other grant money, we've bought in millions of dollars above and beyond CFLR and part of the reason is just the ability to have that CFLR funding to leverage."*

Another interviewee explained how project efforts have been able to navigate using a range of tools and authorities, saying,

"It's really just a matter of, once you've identified that [priority] landscape, you've got to be committed to full-scale landscape restoration using all tools, authorities, funding sources, and then you just figure it out. Like, we haven't hit a bottleneck we haven't been able to overcome. We've had to be creative, using different agreements or authorities or shuffling different money around, but it's just a matter of, you just gotta figure it out, you know, all the tools are there you just need to use them all."

An interviewee explained how the leveraging of funds also helped expand the issues the collaborative cared about, allowing them to expand work to

recreation efforts and onto private lands. They noted the importance of working on private lands, saying,

"So being more inclusive of the private land element gives us a landscape that is much more resistance to the disturbance factors we are looking at and also helps them be more successful and productive with their own [lands], because a lot of those lands have grazing or some other element that is going on as well."

Although local capture of restoration contracts continues to be a challenge, interviewees described many other social and economic benefits of the CFLR program locally. As detailed earlier in this report, interviewees identified local social and economic benefits from the CFLR Project, particularly from work done through agreements, including the youth monitoring work, youth crews, and the creation of new businesses to address invasive weeds, as well as the timber harvesting and processing through Collins Companies. One interviewee described social and cultural benefits generated from the monitoring crew as:

"The monitoring crew consists of local high school students and graduates and they enjoy it, come back summer after summer, and it helps to engage the younger generation of Lakeview residents and their families in the restoration process."



Challenges and limitations of CFLR

Interviewees also noted the limited social and economic benefits of local contractors to the community, given the historically low rates of local capture. As detailed in monitoring question 4, a range of strategies have been employed to try to address this, with limited success to date. One interviewee described this challenge as,

“The lack of a local restoration workforce other than the Collins operation and the monitoring crew. Despite our collaborative group’s strong objective to enable the Lake County community to benefit economically from the restoration of the unit, the restoration contracts have generally gone outside of the county, so only indirect benefits from the workers come and staying and buying food and gas. It’s not resulted in a decline in the unemployment rate or new contractors moving into the area setting up shop.”

Interviewees also described related challenges around small business opportunities, and broader workforce training, availability, and retention challenges. One interviewee described how the CFLR Project has not provided the range of small business opportunities it was intended to. Another explained, *“We tried at first, things were always available for local contractors to bid on, but they just didn’t have the capacity to do the work and the acres we had by hand.”* Another added to this, noting how the IDIQ contract type requires a portfolio of work, that likely larger businesses would have more capacity to handle than smaller businesses. One interviewee listed other reasons for limited local capture related to workforce retention and training, such as an unreliable workforce and the lack of limited training for relevant work in the area, noting,

“The community as a whole or the county as a whole, we have a serious demand for blue collar labor but there aren’t people in the community to fill that role. Businesses coming, regardless of what they are have a very difficult time recruiting employees, and it’s a big issue in Lake County and housing is tied into that as well.... As a whole there is a serious hole in the labor workforce here in Lake County.”

Some interviewees noted that even with CFLR program funding, they still did not have enough funds to do all the work they needed to on the landscape. They explained how they were always looking for other funding or places to leverage funds to be able to work on more holistic prescriptions. This includes for example, fire on the landscape, where continual applications of fire are needed over time, long beyond the 10-year timeframe of the CFLR Program. Related to this, an interviewee explained that although 10 years seems like a long time, CFLR Program funding is still temporary and it had not increased the agency workforce (no hiring of permanent staff), and that longer-term reliable funding would take the burden off of staff trying to do too much work. A few interviewees did note that the administrative challenges for the funding were still worth it for the available funding and work opportunities provided through the CFLR Program.

Two interviewees thought there should be more flexibility in how and where on the landscape funds were spent, since wildfires and other large events could impact their ability to do work where they had planned. Another interviewee explained that having to stay within the project boundary created challenges, when people could use that increased capacity on other parts of the forest as well.





Post-CFLR implications

A few interviewees had a range of ideas on what else is needed to achieve more cross boundary restoration, namely continued diversifying of funds and expanding into other parts of the FWNF. This includes needing to engage other partners such as counties and tribes, as well as looking for other funding sources such as from the Oregon Watershed Enhancement Board to conduct more work on adjacent private lands, and improving existing relationships with partners to strategically accomplish more work. One interviewee explained the need for more creativity in using a range of agreements and finding ways to avoid administrative “bottlenecks” in the process. The challenges of hiring processes, getting qualified positions filled, and higher agency turnover rates in rural areas were noted as related challenges. One interviewee said that expertise to guide monitoring efforts was often not available and that agency capacity issues would need to be addressed.

When asked about the future of CFLR, interviewees mostly discussed concerns about the lack of a stable funding source if the program were to end. Interviewees explained that without the CFLR program funding, many partners would lose reliable funding needed to keep people employed, or to maintain the

current size of their crews of programs of work. Interviewees described these concerns as:

“...people are starting to get really nervous about not having that pot of money because they realize, some programs, that’s their own reliable source of funding from year to year.”

“[If CFLR ends], It’ll mean that I won’t necessarily have funding to fund some of my seasonal people that I have had that have worked on layout and contracting and things like that.”

From an agency perspective, an interviewee explained that when they do not have CFLR funding anymore, they may have more pressure to get the work done with existing agency staff only, and would likely fall behind in accomplishing their work at the same pace as during the program. A few interviewees also were concerned about being able to find sufficient partner funding without CFLR to use as matching funding. One interviewee noted that any time they had declines in funding, some sites with work such as invasive treatments that required annual treatments would have to be let go, which means losing traction on accomplishments at these sites. They related this concern to the end of CFLR funding.

Some interviewees mentioned a potential change to monitoring for the future, to improve efficiency be more selective about the data to collect. A few interviewees explained how this would result in more strategic data collection and less of the current wide-ranging data collection. Another interviewee suggested the future of the CFLR Program should consider the way restoration grants are structured and funded, namely the challenges around required-monitoring of restoration projects but often without a budget matched to the monitoring need. Related to this, one interviewee noted that the CFLR Program requires five years post-project monitoring but it was unclear where the funds to continue that work would come from. Another interviewee emphasized the need for expanding upon the successes of their CFLR work and monitoring more broadly to apply lessons learned to work on other parts of the forest that needed it.



Conclusion

Management efforts on national forests can have important impacts on nearby communities and economies. This monitoring report is part of an ongoing effort to evaluate the socioeconomic impacts of the Lakeview Stewardship CFLR Project, along with progress in meeting the CFLR Program's local socioeconomic benefit objectives. Results show how the Lakeview CFLR Project has notably increased the capacity of the FWNF to address landscape restoration needs and leverage accomplishments for work across boundaries. At the same time, the project has supported local social and economic benefits, particularly through restoration timber sales and work done through agreements.

The successes and challenges of the project are similar to those reflected in other CFLR projects.²² In particular, local business capture of restoration service contracts has remained a prominent challenge throughout the project. Despite a variety of efforts aimed at supporting and encouraging local

business participation in contracts, results suggest that the project to date has not led to greater local business capacity being created for this work. Other research has found that this is a common challenge, and that the CFLR Program has overall not been successful in creating new businesses or encouraging existing businesses to expand significantly.²³ This suggests that local capture of CFLR contracts is a widespread concern with continued challenges likely in the foreseeable future.

Ongoing monitoring is a key component of all CFLR projects meant to inform forthcoming project efforts. Results in this report for FY 2018–19, in comparison to prior years, can help the FWNF and stakeholders determine whether project objectives are being met and if changes can be made to better meet goals. Consideration of the key successes, challenges and limitations, concerns, and lessons learned may be helpful in directing efforts at both project- and program-scales.

²² USDA Forest Service. 2015. Collaborative Forest Landscape Restoration Program 5-Year Report. Available at: <https://www.nationalforests.org/assets/blog/CFLR-5-Year-Report-USFS-lowres-4.6.15.pdf>.

²³ Schultz, C., K. McIntyre, L. Cyphers, A. Ellison, C. Kooistra, and C. Moseley. 2017. Strategies for Success Under Forest Service Restoration Initiatives. Ecosystem Workforce Program, University of Oregon. Working Paper #81. Available at: <http://ewp.uoregon.edu/publications>.

Appendix A:

Economic impacts in FY 2012–2014

FY 2012–2014

CFLR funds only: Prior to updates, TREAT analyses for FY 2012, 2013, and 2014 indicated that CFLR funds alone (not including matching funds) supported between 5.9 and 18 local jobs each year and created between \$161,072 and \$435,755 in local labor income each year (Table A1). These jobs and associated income were all from in-woods restoration work, as no commercial forest products were generated from activities paid for with CFLR funds. The relatively high number of local economic impacts in FY 2012 compared to the other years reflects a higher estimated portion of the contracting work awarded to local contractors— in FY 2012 an estimated 30 percent of funds (for both CFLR funds and matching funds, which are reported below) were awarded locally. Early socioeconomic monitoring work for this project suggested that this estimate was high, with actual local capture of restoration contract funds closer to ten percent or less. Estimates of local capture in the following years decreased as a result. The estimate for the percent of contract work awarded to local contractors was five percent in FY 2013 and seven percent in FY 2014; these lower estimates for local capture are reflected in the lower local economic impacts for FY 2013 and 2014, which are likely more realistic.

CFLR/CFLN and matching funds: When including matching funds, TREAT analyses for FY 2012, 2013, and 2014 estimated that the CFLR Project supported between 23 and 95 jobs each year and created between \$866,000 and \$5.2 million in labor income a year (Table A2). The relatively high number of supported jobs and labor income in FY 2012 is due to the overestimation of how much local capture of restoration contracts that local businesses captured, as noted in the prior section. The greater impacts in FY 2013 originate from a greater volume of commercial forest products generated from the project than in prior years.

Prior to updates in 2015, the earlier TREAT model did not produce results that were considered accurate. The authors of the first Lakeview socioeconomic monitoring report (for FY 2012 and 2013) used a different method to estimate economic impacts based on an economic model developed specifically for the Lake County economy. This model more closely matched the updated TREAT model that was later used for estimates for all projects starting in FY 2015. Using this model for FY 2012 and 2013 spending amounts, they found a much lower estimate of five local (Lake County) jobs supported from CFLR contracting with local businesses over the two years; however, if the indirect impacts from spending in the community by nonlocal businesses for services and supplies were considered, this estimate of jobs created in the county increased to 12 (Table A3). Although these estimates are likely more accurate and comparable to subsequent years than those included in the annual reports that were created through TREAT prior to its updates, neither method is directly comparable with the results from TREAT analysis starting in FY 2015 when updates were incorporated. It is also important to note that neither method includes impacts from Forest Service employment, they include only impacts from contracts with private businesses for restoration services.

Finally, although changes to the methods for estimating economic impacts from CFLR projects prohibit longitudinal comparison of economic impacts across the full years of a project, it is important to note that such changes were expected as part of the monitoring process. In a description of the monitoring process for CFLR projects in the Pacific Northwest region, authors explain: “the CFLRP monitoring process is intended as a learning process among the collaboratives within an adaptive management context. The process is intended to explicitly provide opportunities for education, regrouping, reflection, and adaptation to meet changing needs and/or circumstances.”²²

²² DeMeo, T, A. Markus, B. Bormann, and J. Leingang. 2015. Tracking Progress: The Monitoring Process Used in Collaborative Forest Landscape Restoration Projects in the Pacific Northwest. Ecosystem Workforce Program, University of Oregon. Working Paper 54. Available at: <http://ewp.uoregon.edu/publications>.

Table A1 Local jobs and labor income supported in Lake County from CFLR/CFLN funds only, FY 2012–14 (using early version of TREAT prior to model updates in 2015)

Activity type	FY 2012		FY 2013		FY 2014	
	Jobs	Labor income	Jobs	Labor income	Jobs	Labor income
Commercial forest product processing	0	0	0	0	0	0
Other activities	18 total (16.1 direct; 1.9 indirect)	\$435,755 total (\$385,059 direct; \$50,696 indirect)	9.3 total (8.3 direct; 1.0 indirect)	\$220,933 total (\$195,632 direct; \$25,300 indirect)	5.9 total (4.8 direct; 1.1 indirect)	\$161,072 total (\$131,707 direct; \$29,365 indirect)
Total	18 jobs	\$435,755	9.3 jobs	\$220,933	5.9 jobs	\$161,072

Table A2 Local jobs and labor income supported in Lake County from CFLR/CFLN funds and matching funds, FY 2012–14 (using early version of TREAT prior to model updates in 2015)

Activity type	FY 2012		FY 2013		FY 2014	
	Jobs	Labor income	Jobs	Labor income	Jobs	Labor income
Commercial forest product processing	35.8 total (19.0 direct; 16.8 indirect)	\$1,832,882 total (\$1,199,130 direct; \$633,752 indirect)	11.4 total (6.1 direct; 5.3 indirect)	\$584,848 total (\$382,626 direct; \$202,222 indirect)	87.3 total (60.2 direct; 27.1 indirect)	\$5,022,893 total (\$3,897,848 direct; \$1,125,045 indirect)
Other activities	51.6 total (46.4 direct; 5.2 indirect)	\$1,230,099 total (\$1,093,190 direct; \$136,909 indirect)	11.8 total (10.6 direct; 1.2 indirect)	\$280,881 total (\$248,714 direct; \$32,167 indirect)	7.7 total (6.3 direct; 1.4 indirect)	\$202,802 total (\$163,668 direct; \$39,134 indirect)
Total	87.5 jobs	\$3,062,981	23.2 jobs	\$865,728	95.0 jobs	\$5,225,695

Table A3 Total Lake County private sector jobs and income from the first two years of CFLR Project service contracting (FY 2012–13), with impacts from locally-awarded contracts, as well as all awarded contracts (local and nonlocal)

Economic effects	Local impacts from contracts to Lake County businesses only	Local impacts from all contracts (local and nonlocal)
Direct jobs from completing work	2.0	2.0
Direct income from completing work	\$70,000	\$70,000
Secondary jobs from suppliers, retailers, and service providers	3.0	10.0
Secondary income from suppliers, retailers, and service providers	\$70,000	\$191,000
Total jobs	5.0	12.0
Total income	\$140,000	\$261,000

Appendix B:

Example outcomes from Lakeview CFLR contracts and partner agreements, FY 2012–19

FY	Contracts	Partner agreements
2012	<ul style="list-style-type: none"> Pre-commercial thinning on 3,256 acres in Jakabe and Launch projects. 3 miles of stream bank stabilization and 15 acres of riparian restoration. 315 acres of aspen restoration. 1,171 acres of juniper thinning. 	<ul style="list-style-type: none"> 67 sites established or resurveyed, new landscape monitoring sites established, and 500 plots completed by the Chewaucan Biological Monitoring Team 153 miles of trail restoration by Northwest Youth Corps, Central Oregon Intergovernmental Council, and others. Material, fencing, and labor in the Chewaucan Aquatic Habitat Restoration project with local ranchers and landowners.
2013	<ul style="list-style-type: none"> Pre-commercial thinning of 376 acres in the Burnt Willow Environmental Assessment. Pre-commercial thinning on 693 acres in the Jakabe project. Pre-commercial thinning on 1,619 acres in Foster and Wooley Creek subwatersheds. 	<ul style="list-style-type: none"> 68 sites established, 40 soil disturbance surveys, and stream water sampling completed by the Chewaucan Biological Monitoring Team. 86 miles of trail restoration by Northwest Youth Corps, Central Oregon Intergovernmental Council, and others. Five acres of hand piling of slash, 38 acres of juniper slash reduction, 138 acres of aspen enhancement, 10 acres of fuels treatment, and recreation site fence repair by Warner Creek Correctional Facility crews.
2014	<ul style="list-style-type: none"> WRZ multi-treatment/Jakabe fuels reduction on 1,775 acres. Pre-commercial thinning of 1,367 acres in the Burnt Willow Environmental Assessment. Fuels reduction thinning of 683 acres under the Deuce pre-commercial thinning project. 	<ul style="list-style-type: none"> Warner Creek Correctional Facility performed 75 acres of hand-piling small diameter material in conifer stands and 160 acres of hand-piling cut material in aspen stands. Central Oregon Intergovernmental Council restored and maintained 11.5 miles of trails, cleared paths for ADA-accessible recreation facilities, and installed a dock to mitigate lakefront erosion. Northwest Youth Corps maintained 68 miles of recreation trails.
2015	<ul style="list-style-type: none"> West Dews Environmental Assessment pre-commercial thinning/juniper/piling project on 1,064 acres. 1,800 acres of Coffee Pot fuels reduction project. Dairy Creek large wood restoration project. 	<ul style="list-style-type: none"> Central Oregon Intergovernmental Council constructed 2.7 miles of cattle exclusion fences, maintained 12 miles of trails, removed hundreds of hazardous trees, and conducted other recreation-oriented restoration activities. Northwest Youth Corps bucked and cleared 962 trees, repaired 25 drainage structures, and dropped and bucked 500 standing dead trees that were a hazard to public visitors. Youth Conservation Corps manually treated 184.9 acres of invasive musk thistle.
2016	<ul style="list-style-type: none"> Thinning, piling, juniper removal, and prescribed fire on 2,084 acres of the West Dews Environmental Assessment project, leading to completion of a landscape-level project on the Lakeview Ranger District Aspen and meadow restoration on 1,007 acres of the South Warner Aspen Meadow Restoration Project. Thinning treatments on 1,848 acres that completed the Coffee Pot Fuels Reduction Project. 5,209 acres of small tree thinning as part of a timber sale awarded to Collins Companies under the Crooked Mud Honey Environmental Analysis project. 	<ul style="list-style-type: none"> The Chewaucan Biological Monitoring Team: established 90 sites, revisited 37 sites, conducted soil condition class surveys to act as controls for the impact of logging and fire on steep slopes; and conducted 120 miles of stream monitoring that was subsidized by the Lake County Watershed Council. The Warner Creek Correctional Facility completed 119 acres of hand-piling from prior pre-commercial thinning work and 20 acres of manual invasive treatments. Northwest Youth Corps crews continued treatments on a 97-acre aspen stand and maintained 54 miles of trails, including brushing, adding trail markings, and constructing treadways and drainage structures. An agreement with Lake County Cooperative Weed Management Area supported hiring two local contractors to treat 196.5 acres of invasive plants. Ruby Pipeline Mitigation cost reimbursement funded 46.8 acres of invasive plants treatment. Two Central Oregon Intergovernmental Council crews constructed 1,700' of new fence, repaired and maintained 13,500' of existing fence, maintained 23 miles of trail, and removed 100s of hazardous trees in developed recreation sites. Youth Conservation Corps crews completed 10 miles of trail maintenance, 24 acres planting area maintenance, 4 miles of fence repair, and 270.7 acres of manual invasive plant removal in addition to assisting forest staff with riparian restoration, aspen restoration, recreation site vegetation management, and archeology surveys. Treatment projects to enhance habitat in the Warner Mountains were supported by the Rocky Mountain Elk Foundation, Mule Deer Foundation, and Ruby Pipeline Mitigation Team.
2017	<ul style="list-style-type: none"> 429 acres of non-commercial thinning on the Crooked Mud Honey project. The Deuce South and Northwest TSI Non-Commercial Thinning Contract was awarded but due to high fire activity has yet to be implemented. 890 acres of aspen and meadow restoration in the North and South Warner project areas. Approximately 36 miles of road maintenance plus commercial harvest and small tree thinning on 3,750 acres as part of the integrated resource stewardship contract with Collins Companies. 	<ul style="list-style-type: none"> The Chewaucan Biological Monitoring Team established 110 new sites and revisited 87 sites. The Warner Creek Correctional Facility conducted 30 acres of hand-piling around osprey nests. The Oregon Department of Forestry completed 19 acres of small tree thinning and hand piling Northwest Youth Corps crews continued treatments on a heavily encroached 97-acre aspen stand, reconstructed 10 miles of trail, removed invasive weeds for 100 acres. Youth Conservation Corps crews manually treated 129.1 acres of invasive species. An agreement with the Lake County Cooperative Weed Management Area supported hiring two local contractors to treat 381.1 acres of invasive plants. Ruby Pipeline Mitigation cost reimbursement funded 49.4 acres of invasive plant treatments Central Oregon Intergovernmental Council crews repaired 6 miles of fencing, maintained or reconstructed 30 miles of trail, and completed many other recreation-focused projects near Lakeview.

FY	Contracts	Partner agreements
2018	<ul style="list-style-type: none"> ▪ 10 mmbf of commercial harvest. ▪ 1,024 acres of non-commercial thinning with hand piling. ▪ 5,540 acres of prescribed fire and 5,500 acres of pile burning. ▪ 5 miles of FWNF roads that had been determined as no longer needed for resource management or fire suppression were decommissioned. ▪ Contracted vegetation plots were completed to validate lidar data acquired to cover 434,000 acres of the CFLR Project area. ▪ A cadastral surveying contract with a private land surveying firm was conducted in support of future timber sales. 	<p>Site monitoring:</p> <ul style="list-style-type: none"> ▪ The Chewaucan Biological Monitoring Team established 38 new sites and revisited 95 sites. Revisited sites included harvest, aspen, steep slope logging impact, 10-year post-burn, and untouched old growth sites. <p>Invasive weed treatments:</p> <ul style="list-style-type: none"> ▪ The Lake County Cooperative Weed Management Area performed manual and herbicide invasive weed treatments on 636 acres with CFLR funds; an additional 455 acres were treated through Forest Service matching funds and partner cash match. ▪ 130 acres (178 sites) were treated with herbicide with funding for sage grouse habitat improvement ▪ The Youth Conservation Corps crew assisted with manual treatments throughout the project area ▪ 100s of other sites were revisited and treatment was deemed unnecessary. <p>Youth Crews</p> <ul style="list-style-type: none"> ▪ 4 leaders and 18 Northwest Youth Corps members maintained 7 miles of the Fremont National Recreation Trail through clearing brush, removing downed trees, restoring tread, and performing general trail maintenance. ▪ Two Youth Conservation Corps crews (1 crew lead and 4 crew members each) spent 8 weeks performing: surveys for wildlife, geology, archeology, botany, and weeds; weed abatement; trail maintenance; and recreation site maintenance. ▪ A participating agreement between the FWNF and Lake County School District 7 was set up to employ a crew lead and 6 crew members for the Step Up Youth Crew. This youth crew will complete various trail and recreation maintenance projects on national forest lands for 4 weeks of each summer through FY 2023 including: trail tread repair and maintenance, trail clearing and brushing, trail sign and reassurance marker installation, micro trash cleanup, recreation facility painting, and recreation site ground maintenance. <p>Agreements with Oregon Department of Forestry and the Bureau of Land Management were put in place to ensure assistance with future pile burning and prescribed fire.</p>
2019	<ul style="list-style-type: none"> ▪ 12 mmbf of commercial harvest. ▪ 1,711 acres of non-commercial thinning with hand piling in the North Warner area within the last four years. ▪ 4,127 acres of prescribed fire and 5,410 acres of pile burning. ▪ A cadastral surveying contract with a private land surveying firm accomplished 7.75 miles of FWNF boundary maintenance and the maintenance of 19 corner monuments that define the boundary lines, along with associated paperwork, to support future timber sales in the area. 	<p>Site monitoring:</p> <ul style="list-style-type: none"> ▪ The Chewaucan Biological Monitoring Team established 38 new sites and revisited 95 sites. Revisited sites included harvest, aspen, steep slope logging impact, 10-year post-burn, and untouched old growth sites. <p>Invasive weed treatments: Overall, 1,823.6 acres were treated and an additional 117.7 acres (782 sites) were accounted for within the CFLR Project Area.</p> <ul style="list-style-type: none"> ▪ The Lake County Cooperative Weed Management Area performed manual and herbicide invasive weed treatments on 643 acres with CFLR funds; an additional 702 acres were treated by through Forest Service matching funds and partner cash match. ▪ Through a personnel agreement with the BLM, FWNF provided funds for one BLM employee to work on national forest lands for invasive weed management. ▪ The Youth Conservation Corps crew assisted with manual treatments throughout the project area ▪ 100s of other sites were revisited and treatment was deemed unnecessary. <p>Youth Crews</p> <ul style="list-style-type: none"> ▪ Northwest Youth Corps completed approximately 24 of the 893 acres in the Mud Creek area using an adult (19-26 years old) saw crew. ▪ 4 leaders and 18 youth crew members maintained 19 miles of trails through clearing brush, removing downed trees, restoring tread, and performing general trail maintenance. ▪ Two Youth Conservation Corps crews (1 crew lead and 4 crew members each) spent 8 weeks performing: surveys for wildlife, geology, archeology, botany, and weeds; weed abatement; ecosystem restoration; trail maintenance; and recreation site maintenance. ▪ A participating agreement between the FWNF and Lake County School District 7 employed a crew lead and 4 crew members for 8 weeks on the Step Up Youth Crew. This youth crew completed various trail and recreation maintenance projects on national forest lands including: trail tread repair and maintenance, trail clearing and brushing, trail sign and reassurance marker installation, micro trash cleanup, recreation facility painting, and recreation site ground maintenance. <p>CFLN funding was provided to the High Desert Rangeland Association to complete a community-based wildfire pre-plan for the Summer Lake community. The plan will include locations and assessment of all structures, waterholes, existing or potential wildfire control lines, ingress/egress, and potential opportunities for defensible space, thinning, and/or prescribed fire treatments on public or private lands. This data will be provided to all agencies and partners to pursue implementation and use during the next wildfire event.</p>

