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# THE PINCHOT LETTER

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*News from the Pinchot Institute for Conservation*

**Vol. 8, No. 1 Spring 2003**

CELEBRATING 40 YEARS OF PARTNERSHIP WITH THE USDA FOREST SERVICE

1963 🌿 2003

*Dedicated by former President John F. Kennedy, Jr. at Grey Towers National Historic Landmark  
to carry forward Gifford Pinchot's forest conservation legacy.*

## **Tropical Sustainable Forestry: A New Community Forestry Program in Northwestern Ecuador**

**I**n conjunction with the Milford (Pennsylvania) Experimental Forest, the Pinchot Institute established a project last year to support community forestry in the northern coastal plain of Ecuador. The project—intended to sustain the forestlands in that region and spark economic development—is a partnership between the Pinchot Institute and four other organizations: the U.S. Peace Corps, the USDA Forest Service, Fundacion Jatun Sacha (Ecuador's largest conservation non-governmental organization), and a network of rural communities practicing sustainable forestry in northwestern Ecuador. The partners have created a pilot project in the commu-

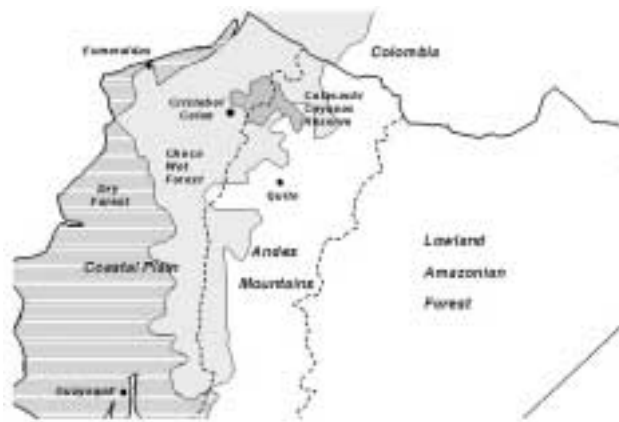
nity of Cristobol Colon, with 300 families that together own 45,000 hectares (about 111,150 acres) of wet tropical forests in the foothills of the Andes.

The northern coastal plain of Ecuador is one of the most threatened biodiversity hotspots in South America, with less than 3% of its original forests still remaining. A study by Botanist Alwyn Gentry of a 200-hectare forest stand found over 1,000 plant species—more than half of which are woody plants, and many endemic to that region. Meanwhile, small communities of colonists and indigenous peoples struggling with persistent poverty own much of the

forestland that has not yet been converted to banana, coffee, and oil palm plantations. In many of these communities, since the markets for agricultural crops such as coffee, bananas, and milk have failed, the economic lifeline for farmers is selling wood harvested from their primary forests.

During the last decade, USAID and other funders have made large investments to encourage sustainable forestry in rural communities in this region. The ten-year Sustainable Uses for Biological Resources (SUBIR) project, the most ambitious of these programs, was successful in helping communities gain legal title to their lands and pioneer a simple, but effective

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Cristobol Colon, a community of 300 families located 45,000 hectares adjacent to the 200,000 hectare Cotacachi-Cayapas Reserve close to Colombia, South America

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*Leadership in Forest Conservation Thought, Policy and Action*

tive, approach to sustainable forest management that works well in a community setting. However, despite this important work, little progress has been made in translating good forestry into economic development that addresses the underlying reasons for deforestation.

The Pinchot Institute became involved in Ecuador through a Peace Corps volunteer, David Smith, who worked for several years with the Milford Experimental Forest on community deer management and other forestry projects. David went to

Ecuador with a copy of Gifford Pinchot's *Primer of Forestry*, which was written in response to the North American period of forest exploitation that parallels the rapid loss of primary forests in South America today.

The community forestry project in Ecuador is a direct example of the application of the principles of forest conservation defined by Gifford Pinchot a century ago. Pinchot described good forestry as the ability to "use and preserve the forest at one and the same time." Moreover, he stressed that conservation meant that "natur-

al resources must be developed and preserved for the benefit of the many, and not merely for the profit of a few." This was a socially progressive notion that lay at the heart of the coalition of interests that defined the first American conservation revolution.

In Ecuador, Smith soon recognized that Cristobol Colon would continue to exploit its forests until families could make a decent living by managing them sustainably. Furniture

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## ABOUT THE PINCHOT INSTITUTE

Recognized as a leader in forest conservation thought, policy and action, the Pinchot Institute for Conservation was dedicated in 1963 by President John F. Kennedy, Jr. at Grey Towers National Historic Landmark (Milford, PA)—home of conservation leader Gifford Pinchot. The Institute is an independent nonprofit organization that works collaboratively with all Americans nationwide—from federal and state policymakers to citizens in rural communities—to strengthen forest conservation by advancing sustainable forest management, developing conservation leaders, and providing science-based solutions to emerging natural resource issues. Further information about the Pinchot Institute's programs and activities can be found at [www.pinchot.org](http://www.pinchot.org).

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Cattle pasture, coffee and cacao plantation: three failing crop markets.

manufacturers pay community members about \$0.10 per foot for rough-sawn boards. At these prices, even when farmers cut as many trees as they can, their families still make considerably less than \$1,000 per year selling their lumber wholesale. Given this, there is little chance of making a lasting transition to sustainable forestry practices, and the remaining forests will probably continue to be converted to unsustainable agricultural enterprises. This was exactly the kind of situation Pinchot was addressing in his exhortation that conservation must provide benefits to the “common person” if it is to succeed as a policy.



Segundo Moreno milling a hardwood tree into rough-sawn boards with a chainsaw. Such technique leaves over 50% of the usable wood wasted in the forest and greatly increases the rate of harvest for the same economic return.

Shortly after he arrived in Cristobol Colon, David Smith asked the Milford Experimental Forest—a program of the Pinchot Institute that uses the Pinchot family’s Pennsylvania forest as a testing ground for sustainability issues that can be applied elsewhere—to help him develop an innovative pilot to address the problems faced by his community. Thus the partnership between the Peace Corps, USDA Forest Service, Fundación Jatun Sacha, the community network, and the Pinchot Institute was formed. The pilot study will explore how to help the community cut fewer trees and return a greater profit to its members by developing cooperative businesses in the value-added processing and marketing of wood products.

Last December, the Institute raised \$70,000 from private donors to purchase appropriately scaled tools to allow the community to begin producing finished wood products. The tools include a portable bandsaw sawmill, a kiln powered by solar energy and wood heat, a diesel generator, a planer/molder and other carpentry tools, and an outboard motor and logging arch to transport wood to the sawmill.

Once the tools are delivered to the community, the bulk of the project will focus on technical assistance to help them learn the skills of sustainable forest management, production and marketing of high-value wood products, and business management. A critical element of the project will be to create the institutional capacity in Ecuador to train and mentor community members in marketing and business development.

The project has five components:

**Forest management.** Assistance in developing forest management plans and training paraforesters within the community who can assume many of the functions of a forester.



Portable bandsaw sawmill with a kerf narrower than a chainsaw, these saws can cut smaller diameter material, thereby greatly increasing the marketable yield from each tree.

**Agroforestry.** Assistance in developing model agroforestry plots to reforest failing agricultural lands with a wide diversity of short-term crops and forest trees.

**Wood product development.** Study of the wood properties of the hundreds of tree species and the development of simple wood products that have a potential market. Training community members in the use of the sawmill, kiln, and carpentry tools to produce high-quality products.

**Marketing.** Initial assistance in selecting several products that the community can make and sell right away, and then carrying out an extensive marketing study of the most profitable products produced by their skills and wood species, both for Ecuadorian markets and eventually, for international markets.

**Business management.** Training community members in the basic skills of running a viable business, including business plans, accounting, credit management, etc.

The US Peace Corps has placed two volunteers in Cristobol Colon (one in community forestry, the other in business management), and has made an atypical commitment to continue placing volunteers there for five

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years to ensure the success of the pilot project. Next year, two more volunteers will be placed in adjacent communities to help these areas adapt the lessons learned in Cristobol Colon. Fundacion Jatun Sacha will be the lead organization in delivering technical assistance and mentoring, and will hire for two new positions—a marketing specialist and a part-time business management trainer—to sustain these initiatives.

The USDA Forest Service is providing the design for the solar kiln and assistance in identifying the properties and potential uses for the large diversity of tree species in Ecuador's coastal plain. The Pinchot Institute is helping to create the vision for the project, convening the partners, raising funds, and providing research and as-

sistance in value-added processing, marketing, and community forestry.

In subsequent years, the partners plan to translate the results of the pilot project to other areas of the community forestry network and to an assemblage of indigenous communities in the Ecuadorian Amazon. The ultimate goal is to help reverse the loss of forests in this region by providing communities with the tools and skills to build a viable local economy based on sustainable management of their working forests.

Past achieving that goal, there are several policy issues arising from this pilot project that could evolve into future policy studies for the Pinchot Institute. For example, a critical question for tropical forestry is how

to provide financial incentives for reforestation by the small landowners who own vast areas of failing agricultural lands. Emerging carbon sequestration markets may provide a tremendous new opportunity to pay farmers to plant new forests, but as with certification, there will be great challenges in translating this financial opportunity down to the scale of the many thousands of farmers who own 20 or 40 hectares of farmland.

We will keep you posted on new developments in our community forestry program in Ecuador. For more information or to offer suggestions, please contact Al Sample at (202) 797-6580, [alsample@pinchot.org](mailto:alsample@pinchot.org) or Peter Pinchot at (570) 296-9313, [peterpin@aol.com](mailto:peterpin@aol.com).

## PARTNERING THROUGH THE CFC

Considering the reality of the current marketplace, we realize that now, more than ever, we need to diversify our base of financial support, begin establishing relationships with new friends who recognize the value of our work, and build an endowment to ensure that our programs can continue to impact forest policies and conservation. Your fully tax-deductible gift made through the current *Combined Federal Campaign* (CFC) can help us do this, plus much more.

By ensuring that we have well-maintained forests, your gift also helps our nation to have cleaner air, better quality water, reduced pollution and toxic substances, sustainable timber, more affordable energy resources and supplies of fish, and properly maintained rivers, beaches, and shorelines. In turn, this gives us more opportunities for outdoor recreation, an abundant quantity and variety of wildlife, and affordable grazing lands and soil conservation for our animals.

Please don't forget us. With over 3,000 nonprofits participating annually in the CFC campaign, we want to make sure that we can continue to fund our efforts—work that directly supports yours. Only by working together can we spread the roots of forest conservation.

For more information on how to contribute through the CFC and ensure that you're kept informed of our work and exciting events at Grey Towers, please contact Kendra Miller at 202-797-6580 or [kmiller@pinchot.org](mailto:kmiller@pinchot.org).



Pinchot Institute for Conservation: a new member of the Conservation and Preservation Charities of America federation. Check your guide for our new charity number.

## PERSPECTIVE

## An Asset Management Approach to Forest Stewardship (Part II)

*Dr. V. Alaric Sample*

*President, Pinchot Institute for Conservation*

*Editor's Note: The following article concludes this segment, which ran in the last issue of this newsletter (volume 7, number 3).*

Land stewardship in the context of sustainable forest management implies more than just minimizing abuse. Stewardship implies an active husbanding of the land and its resources, to provide for the needs of the current generation, but also to convey these resources to future generations in as good or better condition than they were received.

Americans today are the beneficiaries of a forest legacy created by farsighted leaders of the Conservation Movement more than a century ago. The nation now has more forest area than at any time since the American Revolution. Yet we find that in many instances, the value of these assets—in terms of timber quality, wildlife habitat, biodiversity and other measures—is declining. The notion of increasing net asset value of forest resources—building principal as it were—seems to have disappeared from the professional lexicon of forest management, even as we wax eloquent on terms like sustainable forestry and ecosystem management.

### MANAGING THE FOREST AS AN APPRECIATING ASSET

Almost since Faustmann (1848) first published his model for determining optimal rotation length on the basis of “financial maturity,” many foresters and forest owners have instinctively rejected this model, largely because it focuses so much on the value of near-term production and fails to adequately account for the ac-

cumulation of asset value. In many forest enterprises, both public and private, where ownership of the land is expected to continue into the indefinite future, a key objective is to steadily increase and concentrate the asset value of the land and timber. Current harvest levels are set to capture potential mortality before it occurs, as well as to take advantage of favorable markets.



Dr. V. Alaric Sample

What the neoclassical economic paradigm would regard as an unacceptably low return on equity (relative to the cost of capital) must be viewed in a larger context. In Europe, where centuries-old forest enterprises have endured through multiple wars, currency devaluations, and other events that have put most forms of investment at great risk, forests have served as a stable, reliable, and tangible asset. In other parts of the world, the recent advent of timber investment management organizations (or

“TIMOs”) has been stimulated by investors seeking a stable, appreciating asset that, because its value tends to fluctuate in the opposite direction from most forms of equity investment, lowers the level of risk associated with their overall investment portfolio (Binkley, 1996). Ironically, prevailing accounting rules in the United States do not allow the inclusion of the appreciating value of forest assets when publicly-held corporations calculate their earnings. This may explain, in part, the continuing transfer in ownership of industrial timberlands in the U.S. from integrated forest products companies to TIMOs (Block, 2001).

Shifting from a forest management regime characterized by declining asset value, to a truly sustainable forest management one in which asset value is increasing, or at least neutral, often involves a decrease in current production. Regulated use of natural resources, limiting current production to what can be sustained without a decline in asset value, is seldom popular with resource users. Voluntary, market-based solutions are widely preferred, but to the extent that markets continue to imperfectly reflect the value of essential ecosystem services to society, there will be a continuing need for targeted intervention through government policy (Daily, 1997). This is one of the perennial and central challenges in natural resource conservation, whether the context is timber harvesting, grazing, or marine fisheries (Hardin, 1968). Successfully addressing this challenge will be one of the keys to sustainable development.

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## SUSTAINABILITY AS IF FUTURE GENERATIONS MATTERED

Over the past century, the practice of sustainable forest management has become increasingly complex. Early models of forest management, at first aimed simply toward sustaining the supply of timber by equating harvest with growth, have expanded to accommodate an array of other forest values that society has deemed important to perpetuate—water quality, wildlife habitat, recreational values and more. Most recently, these have included critical habitat for threatened or endangered species, and the capacity for sequestering atmospheric carbon to mitigate global climate change. Forest management has also been made more complex by an increasingly sophisticated understanding of the ecological functioning of forests, and the effects of management interventions in these ecosystems. A major challenge for forestry is to produce increasingly diverse products and services from the forest, while reflecting a knowledge and understanding of the natural limitations to do so in eternally sustained ways.

But to truly accomplish this in the context of land stewardship—the careful husbanding of land and resource assets so as to pass them along to the next generation in as good or better condition than they were received—requires a different conceptual framework. Much of the public debate during the past several decades over forest management, and management of the federal forests in particular, has revolved around the “forest factory” analogy—politically determining what mix of products the public wants from the factory, and operationally determining how to produce that mix when there are tradeoffs or outright conflicts in the processes by which various factory outputs are produced (Sedjo, 1996). The development of linear program-

ming and other types of optimization modeling during the early 1970s, when traditional forestry approaches were coming under unprecedented legal and political challenge, further enticed resource managers to believe that there was a rational analytic solution to their problem. Operations research developed to optimize the combination of petroleum products manufactured from a refinery (Daelenbach and George, 1978; Baumol, 1977) was expected to tell resource managers not only how to balance the production of ostensibly conflicting forest outputs, but how to do so in a way that would maximize net public benefit (Bowes and Krutilla, 1989).

A better analogy to guide forest stewardship—building net asset value over time and giving future generations due consideration—may be that of managing a perpetual trust. After all, the factory analogy assumes a steady depreciation of the factory itself, such that its value at the end of its productive life is essentially zero. A trust is a fiduciary relationship in which a trustee holds and manages property for the benefit of another (Strauss, 1998). In trusts, the purpose of this vehicle and its beneficiaries are clear, the trustee can be held accountable to legally well-defined standards of prudence, and beneficiaries are able, and expected, to actively monitor the actions of the trustee to protect their interests. Most trusts involving the management of forests, such as state trust lands and private conservation trusts are perpetual, i.e., intended to produce benefits forever (Fairfax, 2000). The trustee of a perpetual trust may not favor any generation of beneficiaries over any other. In a land management context, this amounts to a legally enforceable commitment to sustainable forest management (Souder, Fairfax and Ruth, 1994) and a presumption that the “principal”—the asset value of the land and forest itself—is maintained or enhanced over time.

## CONCLUSION

Any political and institutional framework that will allow the diminishment of asset value that has taken place on the National Forests over the past half-century is a system that is broken and needs to be fixed. Who to blame is irrelevant. Though it will never be perfect, the underlying system can be made more immune to the foibles of individual players in government and the proclivities of special interest groups that will always have an inside track over average citizens.

As in any representative democracy, it is the duty of citizens to be vigilant, to ensure that their trustees are managing the assets of the National Forests well. But transparency and meaningful periodic reports from the Forest Service on the state of the nation's forests can foster an informed, involved citizenry—without the agency having to fritter away its resources on fruitless administrative processes and endless legal challenges.

The body of law that has developed around the enforceability of perpetual trusts, and the courts' interpretations of reasonable prudence on the part of trustees, could be a source of new insights into models of governance for the National Forests that are more open and transparent to the beneficiaries, and at the same time, are more flexible and cost-efficient in enabling the trustees to fulfill the duties with which they have been charged.

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## Rocky Roads in the Rocky Top? Landowner Forest Certification

Last summer saw the mark of an important event in the South, in particular, the state of Tennessee. At that time, then Governor Don Sundquist announced to a gathering of media, forestry, and representatives from environmental groups that the state had decided to certify its forests. On the podium with the Governor were representatives from the Tennessee Conservation League, the Forest Stewardship Council, and the Pinchot Institute for Conservation.

Principally under the guidance of then State Forester Ken Arney and his staff, this event was the culmination of two years of work with the Tennessee Division of Forestry (TDF). As the first Southern state to be *recommended* for certification (the North Carolina Division of Forest Resources was the first to become *certified* under SFI and FSC), this designation is seen as quite an accomplishment for a state in which, ironically, forestry issues mostly dominate the legislative agenda. In the last year, more bills on forestry were introduced in the Tennessee state legislature than in any other state's legislative body. Nonetheless, in the midst of vociferous debates on forestry and budgetary issues that have plagued all states in recent years, TDF became certified.

SmartWood, a certifier for the Forest Stewardship Council (FSC), conducted a preliminary assessment (or "scoping") in the summer of 2001, as part of the Pinchot Institute's "Dual Assessment" projects. Other project participants included the North Carolina Division of Forest Resources, North Carolina State University, Duke University, the Maine Bureau of Parks and Lands, and the Marsh-Billing-Rockefeller National

Historical Park. Based upon SmartWood's positive findings, the state underwent a full FSC assessment later in the year and became eligible for certification, providing that they meet 30 conditions over the next few years. In addition to the FSC assessment, TDF also underwent a Sustainable Forestry Initiative (SFI) "gap-analysis," also funded through the Pinchot Institute. The auditor, PriceWaterhouseCoopers, recommended several changes in the Division's management system necessary to further develop their SFI program prior to becoming certified through this system.



From left to right: former Tennessee Governor Don Sundquist, Pinchot Institute President Al Sample, and Marty Marina, former Director of the Tennessee Conservation League.

Before the press conference, with project partners gathered in his office, Tennessee Commissioner of Agriculture Dan Wheeler joked to Ken Arney (now with the Forest Service's Southern Research Station), that he had just read through the FSC conditions and figured Ken would be getting some calls during the year. It is no secret that the conditions Tennessee is required to meet will be difficult. As Governor Sundquist stated at the press conference, those conditions are important measures that the Division should strive to accomplish.

After a more than two-year col-

laboration with the Tennessee Division of Forestry, the Pinchot Institute's involvement in the state is just beginning. Similar to the efforts of the Southern Center for Sustainable Forests following North Carolina's dual assessments, we are focused on providing outreach to other landowners. In this sense, our dual assessment projects are both a test of certification and a tangible demonstration to the rest of the state's wood producers. The 156,000 acres managed by Tennessee's forestry division are but a drop in the bucket for a state in which the vast majority of timberlands are privately-owned—mostly by small non-industrial private landowners. Given this, the Institute's challenge in Tennessee will be to navigate the technical and political differences among the certification programs and effectively draw on their strengths to convince these landowners that certification can be a powerful mechanism to reinforce and reward sustainable forestry management.

Some of the trends regarding the long-term health of these privately managed ecosystems are disturbing. By 2040, Tennessee is projected to lead all southeastern states the amount of hardwood harvests that exceed growth. In fact, for the entire South, the extent of hardwood forests is projected to shrink by 26% during this time period (Alig 2003). This trend is principally occurring on smaller private forestlands, many of which send their wood to chip mills. Some of these forestlands will become planted pine, others will be converted entirely to something else. During this same period, the acreage of pine *planted* on abandoned farmland, and sites where natural pine and hardwood forests were harvested will increase by 62%. This projection is a continuation of the trend seen over



Certified pencils produced by Musgrave Pencil Company for the Tennessee Forest Certification Awareness Team (TFCAT).

the last 45 years, during which the extent of pine plantations increased from 2 to 30 million acres (Siry 2002). So far it is doubtful that increased management intensity in some places has resulted in compensatory habitat-creation in other areas (Conner and Hartzell 2002). The implication of declines in biological richness and abundance are easier to understand. For example, the national Breeding Bird Survey reported declining populations for 32.8% of woodland, and 53.5% of shrubland bird species between 1966 and 1996 (Trani 2002).

It is for these reasons that the Institute has partnered with the Tennessee Conservation League (TCL) and, with generous support from the Chattanooga-based Lyndhurst Foundation, to conduct an outreach campaign on certification throughout Tennessee. Last summer, Senior Fellow Catherine Mater spanned points between Memphis and Knoxville on Interstate 40 encouraging representatives of the state's forest products industry to join the Tennessee Forest Certification Awareness Team (TFCAT). Members of this team will help to promote certification as a valuable tool for Tennessee wood growers and processors that also helps to both slow these trends and sustain the landowners' forests.

Last August, the TCL and Pinchot Institute held six meetings across the state for land- and mill-owners, foresters, and others in the forest

products industry. Also present were members of environmental groups, academic institutions, and the forestry extension. The Tennessee Division of Forestry told of their experience with SFI and FSC certification. They also detailed the changes they need to make as an organization to maintain their FSC-certified status, and the steps needed to complete the SFI assessment process. SmartWood's Southeastern regional director described the FSC assessment process, including the nuts-and-bolts of group certification. Finally, representatives from PriceWaterhouseCoopers and MeadWestvaco discussed the requirements and processes of becoming certified under SFI and the advances made towards developing monitoring systems for private landowners that supply SFI-certified companies. They also described the potential role of American Tree Farm System, another certification program, in becoming a valued supply source. During the course of these sessions, the feasibility of getting certified became clear to the attendees. What's more, many left with the assessor's phone numbers in their pockets. Similar to what the attendees learned, a full discussion of the systems, values and benefits to certification will be discussed in the next issue of this newsletter.

Based on our experiences over the past few years of facilitating the adoption of certification on large tracts of public lands, it is clear that certification improves management. The ability of third-party auditing to distill

and integrate a range of forest management values is ushering in a new era in forestry. However, the landowner statistics in southern woodbasket states—whose timber output and ecosystem fragmentation are simultaneously increasing—tell of a daunting outreach challenge. Despite valiant efforts, public forestry extension agents have managed to reach only a fraction of the landowners in many states. The stewardship of forests in states, like Tennessee, may depend on the success of certification programs to enroll these landowners. In light of this, the Pinchot Institute will continue its certification outreach in Tennessee, as well as evaluate the rigor and scope of the different certification programs.

For more information, please contact Will Price at (202) 797-6578, [willprice@pinchot.org](mailto:willprice@pinchot.org) or Catherine Mater at (541) 753-7335, [catherinc@mater.com](mailto:catherinc@mater.com).

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## BECOME AN INNOVATOR FOR FOREST STEWARDSHIP

Concerned about the changing global climate? Not sure if the natural resources we enjoy today will be here tomorrow for future generations? Dissatisfied with the quality of your water?

Not sure if you can make a difference? Well, you can. Make today your first day as an innovator for forest stewardship by becoming a **Pinchot Associate**.

As a Pinchot Associate, you will join others across the nation who invest resources the Pinchot Institute needs to quickly, yet thoughtfully, respond to natural resource issues *before* they become policies that ruin our environment, diminish our livelihood or destroy our quality of life. The flexibility your unrestricted gift provides enables us to collaborate nationwide with all of America's people—from rural landowners to federal policymakers—to sustain natural resources and build economic capacity through educational programs, research on forest-management policies, and technical assistance for on-the-ground projects.

As a natural resource steward, becoming a Pinchot Associate will enable you to feel good about protecting our environment while helping others. For your gift of \$100 or more, we will:

- ✿ Keep you informed of timely natural resource issues through *The Pinchot Letter*;
- ✿ Send you advanced notification of our workshops, seminars, conferences, and newly released publications;
- ✿ Give you special recognition in our newsletter and annual report;
- ✿ Send you invitations to special events we host in your community, Washington, DC, and at Grey Towers so you can see for yourself how you are helping to advance forest conservation.

Your gift can be made to the Pinchot Institute through the Combined Federal Campaign or by returning the enclosed envelope. For information on additional tax-advantaged ways to become an innovative conservationist and follow in Gifford Pinchot's footsteps, please contact Kendra Miller at (202) 797-6580 or [kmiller@pinchot.org](mailto:kmiller@pinchot.org).



Pinchot Institute for Conservation is a member of the Conservation and Preservation Charities of America. Check your guide for our listing and charity number under this federation.

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## Community Benefits from National Forest Management Activities

Improving community-based forest stewardship depends upon strengthening local-level institutional capacity to carry out the many different kinds of activities involved in responsible ecosystem management. In many areas of the National Forest System, the steady decline in timber sales over the past decade has been paralleled by a decline in local capacity to perform important land stewardship functions (i.e., road rehabilitation or stream improvements) that had once been bundled into timber sale contracts. Today, the growing needs in ecosystem restoration, whether for watershed protection or hazardous fuels reduction, is resulting in an increased need for community-based firms with the experience and expertise to carry out this work.

How is the Forest Service facilitating institutional capacity-building in local communities? Are there ways to improve upon this? In the past, the Forest Service had a well-developed system for estimating local employment derived from timber harvesting, yet the agency does not yet have a systematic way of determining the effects of ecosystem restoration and land stewardship projects on local income and employment. As a result, it is nearly impossible to determine who receives the primary and secondary social and economic benefits of its contract programs, limiting the Forest Service's ability to effectively contribute to the well-being of the rural communities in which its customers live and do business.

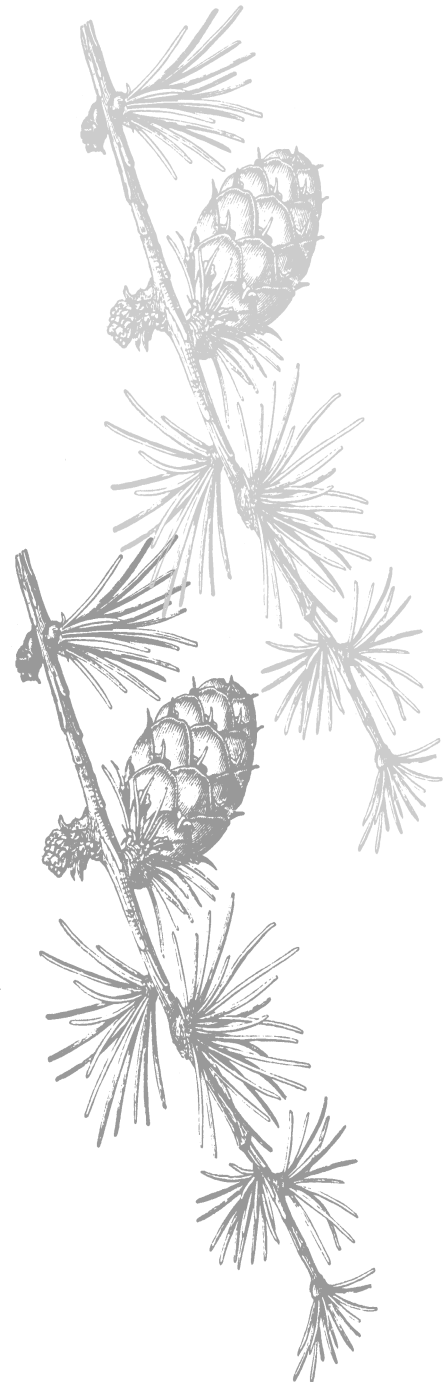
The Pinchot Institute for Conservation, in cooperation with the Forest Service's Southern Research Station, Mater Engineering, Ltd., and the University of Oregon's Ecosystem Workforce Program, is conducting a

study of the economic benefits communities derived from land management contracts and timber sales on six National Forests: the Coconino (AZ), Deschutes (OR), Willamette (OR), Arapaho-Roosevelt (CO), Bitterroot (MT), and Nantahala (NC) National Forests. This project will address three important questions regarding collaborative community-based stewardship on these forests over the past five years:

- ✿ Who buys the timber; who gets the service contracts; who does the work; where are they located, and how diverse is the contractor base?
- ✿ How big are the contracts; what are their management objectives; what size and type of materials are offered, and how regularly is each type offered?
- ✿ What is the variation in contract and resource offerings within a forest landscape over time? How does this variation affect contractor and production infrastructure in rural communities?

Overall, the end-result will be an increased understanding of how we can best improve the symbiosis between forest management and community prosperity by developing a better understanding of the contributions land stewardship projects make to local income and employment. We can also determine what factors have the greatest influence on how well these activities contribute to long-term capacity building at the local level, and testing how communities in other areas might use these results to periodically evaluate the effects of land stewardship activities on their local economy.

Generous support for this project comes from the Ford Foundation, the National Forest Foundation, and the USDA Forest Service. For more information, please contact Peter Kostishack at (202) 797-6580 or [peterk@pinchot.org](mailto:peterk@pinchot.org).



## The Forest Service and Community Organizations: New Roles for Public Land Institutions

*Peter Kostishack*  
*Research Associate*  
*Pinchot Institute for Conservation*

In 1890, after a year of studying forestry in Europe, Gifford Pinchot returned to an American landscape that was rapidly being exploited for timber, in which federal public land laws were liberal, and government forestland was being sold to timber and mining companies for as little as ten cents an acre.<sup>1</sup> At the time, government timber could either have been given away or sold with the land, but could not be sold apart from the land, leading to widespread theft of the resource.

The frontier perception of overabundant resources, enabled by a virtual absence of governance, created an atmosphere in which there was no incentive to practice forestry or sustainable natural resource management. The following year, however, Congress passed the Noble-Bowers Amendment, authorizing the formation of Forest Reserves. While it would take another six years before the Pettigrew Amendment defined the purpose of these reserves—"to improve and protect the forest, to secure favorable waterflow, and to furnish continuous supplies of timber to the public"—this legislation represented an important shift in how the nation thought about public forests and enabled the establishment of a system for ensuring that the benefits from those resources accrued to the public good.

Forest Reserves, which later became known as National Forests, and the agency responsible for them, the USDA Forest Service, are examples of institutions for common property management. Their structure and the rules that govern them have been created and continue to adapt, based

upon a political discourse that centers on the role that government should play in managing public resources. Management issues, ranging from timber harvesting, to ecosystem management, to a growing trend toward community-based forestry, are all rooted in fundamental questions of how society develops robust institutions to ensure the protection of people's rights to benefit from public goods.

While there are many benefits of public forests—clean air, drinking water, biodiversity, recreation, carbon sequestration—that are appreciated by everyone, other benefits, not to mention costs, associated with public forests are borne to a much greater degree by the communities that live in their proximity (i.e., jobs and economic outputs on the benefits side, and a diminished tax base and fire risk on the cost side). Thus, an ongoing challenge for our public land management institutions is to find a balance between providing greater local control over forest management without relinquishing the greater public's power to affect decisions about resources that belong to all Americans.

Although there is a tendency to consider the discourse on public forest management in terms of a pendulum that swings from one pole to another (protection vs. extraction, federal vs. local), the reality is much more complicated, owing in large part to a unique set of attributes of common property resources and the complex ways in which society makes management decisions about shared resources. A growing body of theory on common property management provides some framework for think-

ing about the appropriate roles of institutions managing public forests and the characteristics of those that are able to conserve resources in which all have some stake.

While the traditional concept of common property predicts a "tragedy of commons" scenario, in which multiple users with free access will inevitably over-harvest a resource until it is exhausted<sup>2</sup>, a new body of empirical common property research reveals that users tend to self-organize and establish rules about use that protect resources from over-depletion<sup>3</sup>. Under this growing consensus, over-exploitation of resources is thought to be symptomatic of the absence or breakdown of resource management institutions.

Studies of the attributes of common property management institutions, primarily in developing countries, have identified a set of characteristics found in robust, self-governing, natural resource management systems, which are summarized by Ostrom, 1999<sup>4</sup>. These characteristics include that: a) there is clear definition of the boundaries of the resource and the rules that govern who has rights to use it; b) the rules of governance are perceived as fair by the users; c) those affected by the rules can participate meaningfully in their modification; d) there is a system for monitoring the use of the resources that is accountable to the users; e) those who violate rules are sanctioned; f) there are mechanisms in place for conflict resolution; g) government authorities recognize this organization; and h) there are nested layers of institutions, which can deal with the externalities of use at appropriate scales.

These characteristics of self-governing, common property institutions may be useful to the Forest Service in broadening its own institutional strategies for achieving forest conservation. They suggest that there is an important responsibility for the agency to build the capacity of local management institutions, as well as to provide a larger institutional matrix that can properly account for the broader externalities that stem from the management decisions of these institutions.

A growing trend in community-based natural resource management, or community forestry, has given the Forest Service a real opportunity to adapt its structure and operations to put more power over forest stewardship into the hands of communities. The relevant questions that are emerging from this trend are: do those communities have the necessary institutional capacity to be good stewards of the resources, and what broader institutional structure can ensure that community needs remain in check with societal demands on a public resource? Although the Forest Service has done much to establish its role as a promoter of community-based forestry, greater investment is still needed in the following areas.

First, the Forest Service must constantly work to involve the public more meaningfully in the development and modification of the rules that govern forest use. This requires the agency to serve as a convener and facilitator of public decision-making about forestlands. Forest rangers and supervisors who actively engage the public under a collaborative stewardship approach have already made great strides in this direction, but in many parts of the agency, this is more rhetoric than practice.<sup>5</sup> A further dimension to this responsibility is to provide effective systems for conflict resolution that can be used when disputes arise between interest groups at various scales of forest management.

Second, the Forest Service can do more to invest in institutional change and development at local levels. Some communities have a wealth of prior experience with organizing and can quickly become engaged in forest management when given the opportunity. Others have more trouble organizing, either because popular engagement in resource management has been suppressed in the past or because top-down models or powerful single interests have dominated local organization. Despite numerous examples of effective watershed organizations and Resource Conservation and Development districts, not all communities have equal ability to create effective resource management institutions.

Communities of place tend to be heterogeneous, power is not shared equally between members, and their boundaries, which change over time, are rarely clearly defined. All of these factors can increase the costs of creating or altering local management institutions. Programs that support the formation and development of local organization, provide technical and financial assistance to decrease such costs, and facilitate exchange between community organizations enable them to share methods and collaborate on common issues that help build communities' capacity to effectively engage in natural resource management.

Third, the Forest Service's wealth of methodology and knowledge about ecosystem science can contribute to developing systems of monitoring that are inclusive of those dependent on the forest, and which use recognizable indicators to measure change. The complexity of forest ecosystems means that it is not always easy to understand the full environmental or societal costs of management activities. In the case of common property resources, not only do users need to be able to measure impacts, they also need to understand how those impacts affect resources

and values both within and outside of the management boundaries. Public land management institutions thus play a critical role in defining resource systems and facilitating a shared vision of those systems that enable the public to: a) monitor its use of resources and b) adapt its use when systems are threatened.

Fourth, the Forest Service must also provide the macro-institutional framework that legitimizes the involvement of communities in forest management, and simultaneously supplies an effective forum for addressing conflict between values at local, regional, and national levels. Research has shown that when the rights of a group to design its own resource management rules are recognized by government authorities, they are less frequently challenged in courts or in administrative or legislative settings.<sup>4</sup> Local autonomy can best be preserved if it is nested within different levels of organization that enable larger problems to be addressed at institutional levels of the appropriate scale. Partnerships may be important administrative tools for establishing those relationships between different institutional levels. The Forest Service should draw upon its already tiered organizational structure and invest in building institutional relationships that will serve to work out problems collaboratively with stakeholders, at a scale that is appropriate to the issue.

In the final chapter of *Breaking New Ground*, Gifford Pinchot outlines three great purposes of conservation policy:

**First:** wisely to use, protect, preserve, and renew the natural resources of the earth. **Second:** to control the use of the natural resources and their products in the common interest, and to secure their distribution to the people at fair and reasonable charges for goods and services.

**Third:** to see to it that the rights of the people to govern themselves shall not be controlled by great monopolies through their power over natural resources.<sup>6</sup>

Pinchot saw that federal control of forested land was an approach to curbing powerful monopolies that sought power over the supply, prices, and benefits of natural resources at the expense of the greater public good.<sup>7</sup> Throughout the United States, the public—starting at the community level—has also made important strides in developing robust institutions for the management of common forests that, in their own way, are preventing forest resources from being eroded by what Pinchot called “concentrated wealth.” From that perspective, it is clear that the conservation goals of the Forest Ser-

vice and local forest management institutions compliment one another.

The growing momentum in community forestry does not detract from the purpose of the Forest Service, but instead introduces a new set of responsibilities for the agency. As with all institutional change, there are costs associated with making that change, but by finding ways to support and legitimize local authority in forest management, the agency will benefit through the existence of a powerful network of conservation allies.

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## YOUR PARTNERSHIP TO ENSURE THE FUTURE

The climate has not changed much since last year. Nonprofit organizations across the country are still facing new challenges in the current economy. The recession had a major impact on philanthropic foundations that provide much of the support for the nonprofit sector. Furthermore, public support for nonprofit organizations is still at an all-time low as our nation is at war with Iraq. As a result, our country is still experiencing a decline in tax revenues, corporate profits, and deficits in federal and state budgets.

The Pinchot Institute for Conservation is not immune to these economic trends. During the past several years, the Institute’s board and staff have built a *Working Capital Fund* for unrestricted/general operating support. Furthermore, we established the *Pinchot Legacy Fund* in 2001 as an endowment to help ensure the Institute’s long-term financial health and well-being. Such support is essential to our steadily providing timely research and policy analysis on key natural resource conservation issues as they arise. And in times such as these, the *Working Capital Fund* and *Pinchot Legacy Fund* become essential to continuing, without interruption, the kinds of innovative, quality programs for which the Institute has become known.

By far, the most important source of such support is unrestricted contributions from people like you. Through our annual campaign, donations via the Combined Federal Campaign, matching employer contributions, credit card contributions made through a secured server on our website, and a number of innovative planned giving opportunities, those of you committed to conservation are helping to ensure that we continue to play a leading role in this task of discovering new and creative solutions to the challenges of sound natural resource management.

Now more than ever, we need your support. If you have already contributed, especially as a Pinchot Associate and/or major donor, we gratefully acknowledge your contribution and the continued vitality it brings. If you have not yet contributed, please consider doing so now, when it is most important to our having a lasting, positive impact on the future of conservation.

For more information on the different ways you can donate to the Pinchot Institute, please contact Kendra Miller at (202) 797-6580, [kmiller@pinchot.org](mailto:kmiller@pinchot.org) or visit our website at [www.pinchot.org](http://www.pinchot.org).

## Yet Another Prestigious Award

Senior Fellow Dr. Char Miller received the 2002 National Outdoor Book Award in the History/Biography category for his brilliant biography on Gifford Pinchot titled, *Gifford Pinchot and the Making of Modern Environmentalism* (Island Press/Shearwater Books, 2001).

The award, the most prestigious honor for authors and publishers of outdoor books, was presented to Miller at a special evening ceremony at the International Conference on Outdoor Recreation and Education held in Charleston, SC late last year.

In this excellent biography, Miller illuminates Gifford Pinchot's extraordinary life while chronicling the historical development of the Environmental and Conservation movements. The book is framed in such a way that one can understand the important evolution in his thinking about conservation and the environment, his intense commitment to social justice, and his conviction that only through world-wide conservation global peace be reached.

"This biography was designed to locate Pinchot within his family's long and remarkable past, to suggest that he came from a tradition of public service, and had a deep fascination with politics," said Miller. "Those principles are why he is as much a man of his time as he is of ours."

Gifford Pinchot's influence is felt to this day on the policies that guide the management of lands used by modern day Americans for hiking, fishing, biking, and other forms of outdoor recreation. Now celebrating its 40<sup>th</sup> anniversary since its dedica-

tion by former President John F. Kennedy, Jr. at Grey Towers National Historic Landmark, Pinchot's influence is also the guidance for the Pinchot Institute for Conservation's initiatives to conserve forests and other natural resources.

The book has also won three other awards in the past year: the 2002 Independent Publishers Association Biography Prize; *ForeWord Magazine's* Gold Award for Biography; and the 2002 Connecticut Book Award for Biography.

So what will Miller do now that his book has won so much acclaim? "Well, I'd love to say I am lounging on a tropical beach somewhere," says Miller, "but in truth I am having a blast teaching a range of classes at Trinity University, and working on a number of new projects. So, I'm busy instead of lingering over a glorious sunset."

Char Miller was appointed as a senior fellow to the Pinchot Institute in 1989. He is also a history professor at Trinity University (San Antonio, TX), where he teaches a range of classes from U.S., African American, and American environmental history. Currently, he is working on several new projects, including "Environmental Atlas of the United States and Canada" (Routledge), for which he is the editor-in-chief, and two collections of his own essays—"Urban Sprawl: Land and Life in San Antonio" and "Counting the Rings: Essays on Forests and Conservation." For more information on Char, his awards or to book a speaking engagement, please contact Taryn Roeder his Island Press publicist, at (202) 232-7933, ext. 20, or [troeder@islandpress.org](mailto:troeder@islandpress.org).

## NEW PUBLICATIONS

The Pinchot Institute is pleased to announce the following new publications, produced in 2002, that are available for distribution:

### POLICY REPORTS

- ✿ *Certification Assessments on Public & University Lands: A Field-based, Comparative Evaluation of the Forest Stewardship Council (FSC) and the Sustainable Forestry Initiative (SFI)*, by Catherine M. Mater, V. Alaric Sample, and Will Price
- ✿ *Introduction to the National Fire Plan: History, Structure & Relevance to Communities*, by Peter Kostishack & Naureen Rana

### DISCUSSION PAPERS

- ✿ *Building an Ecosystem Restoration Workforce: Report from a National Policy Discussion*, by Peter Kostishack
- ✿ *Strengthening the Ties that Bind*, by Andrea Bedell Loucks
- ✿ *Farm Bill 2002 Forum: Review and Discussion of Forestry Opportunities*, by Stephanie Kavanaugh, Nadine Block, and Naureen Rana
- ✿ *Plantations & Protected Areas: Considering a Policy Framework*, Symposium Proceedings
- ✿ *Crosswalks: Linkages Between the IPF/IFF Proposals for Action & The Montreal Process Criteria and Indicators*, by Nadine Block

### PINCHOT DISTINGUISHED LECTURE SERIES

- ✿ *Forestry & Modern Environmentalism: Ending the Cold War*, by Patricia Nelson Limerick

### BOOKS

- ✿ *Gifford Pinchot and the Making of Modern Environmentalism*, by Char Miller (\$25.00)

With the exception of publications in which a price is noted, single copies of any publication will be sent **FREE** of charge. Multiple copies of free publications are available at the cost of shipping/handling. Requests can be made by mailing a Publications Request form (found on our website at [www.pinchot.org](http://www.pinchot.org)) along with a check/money order (made payable to "Pinchot Institute") to: **Pinchot Institute for Conservation, 1616 P Street, NW, Suite 100, Washington, DC 20036**. Requests that do not require payment can be emailed to [publications@pinchot.org](mailto:publications@pinchot.org) or sent via fax at (202) 797-6583.

## 2003 *Pinchot Distinguished Lecture* on Global Issues in Sustainable Forestry

In 1986, the Pinchot Institute for Conservation inaugurated its annual *Pinchot Distinguished Lecture* series to introduce new thinking to the public about the history and complexity of forest conservation. Since then, the lectures have covered such topics from the need for vision in forestry to the history and future of the National Forest System—issues all from a domestic standpoint.

On February 21, 2003, the Institute hosted Professor Dr. Franz Schmithüsen, of Zurich's Swiss Federal Institute of Technology, at its first distinguished lecture to cover global issues. Dr. Schmithüsen's one-hour address, "The Global Revolution in Sustainable Forest Policy: A European Perspective," compared and contrasted American and European forest policy development through the lens of common interests in sustainable forest management.

As evidenced by last summer's World Summit on Sustainable Development (Johannesburg, South Africa), there has been an increased level of scrutiny on forestry policies and management in the United States, especially as it relates to global integration. More than a century ago, American and European forestry diverged when Gifford Pinchot and others adapted what they learned from their training in Europe to the unique circumstances of American forests. Now, with the advancement of global policies for sustainable forest management, such practices are re-converging.

In his lecture, which was well received by more than 100 of the Pinchot Institute's guests at Washington, DC's prestigious Cosmos Club, Dr. Schmithüsen discussed the major challenges in the development of

American and European forest policy. Such challenges include developing consistent approaches and solutions to structure adaptive policy and legal frameworks; ways to redefine the roles of the private and public sectors; how to find equitable and effective balances between the benefits and responsibilities of stakeholders; the changing role of government from intervention to participation; and joint responsibilities to ensure sustainable economic and social development in rural and urban areas that safeguard the environment and protect flora,



Dennis LeMaster and Franz Schmithüsen at Grey Towers.

fauna and our cultural heritage. The Pinchot Institute will publish and distribute the transcription from this lecture by summer 2003. After the lecture, Dr. Schmithüsen had an opportunity to visit the birthplace of the American Conservation Movement (Grey Towers National Historic Landmark in Milford, PA), with longtime colleague, Dr. Dennis LeMaster, now a Pinchot Institute senior fellow

after two-terms of service on the board of directors.

A native of Oberkassel, Germany, Dr. Schmithüsen is professor and chair of Forest Policy and Forest Economy at the Swiss Federal Institute of Technology in Zurich, Switzerland (ETH Zurich), an internationally renowned scientific and technical university, where he also received his doctorate in forestry sciences. Having worked for several international agencies—in particular the Food and Agriculture Organization of the United Nations (FAO) and the World Bank—his assignments have encompassed work in forest development and education in over 20 countries in Africa, Asia and Latin America.

Dr. Schmithüsen's research is focused on policy conditions for sustainable forest management, developments in forest law and public administrations, private utilization rights, and combined resource management systems as they relate to state and communal forestlands. Currently, he serves as co-chairman of the Research Group on Forest Law and Environmental Legislation for the International Union of Forestry Research Organizations (IUFRO).



## The Arts Connection: *Conservation and the Arts*

Art has the power to enrich the soul and capture the heart. It has also been proven to stimulate one's mind in new and different ways. For these reasons, the Pinchot Institute has inaugurated *Conservation and the Arts*, a new program at Grey Towers National Historic Landmark, its Milford, Pennsylvania home. The program intends to explore the many connections between nature and art, and the ways in which the arts can help people more fully understand why nature should be protected.

There are many examples throughout history that demonstrate this linkage: paintings, photographs, sculptures, music, poems and essays have awakened and sensitized people to the value of nature, even stimulating a protective response to its destruction. This is exactly what happened to Gifford Pinchot's father, James, a New York businessman who returned to his hometown of Milford in 1884 to build Grey Towers. An artistically sensitive man, James Pinchot was a friend and patron of Hudson River School painters who also collected their paintings.

Around the middle of the 19th century, Hudson River painters began to see nature in a new way. They believed it was their sacred obligation to capture, on canvas, the extraordinary beauty of the American landscape before the advance of civilization destroyed it altogether. As credited by Gifford, his father James Pinchot was one of the first men in America to translate this artistic insight into a scientific understanding of the problem of natural resource depletion, which thus influenced his son to embark upon a career in forestry, and subsequently, pave the way towards the American Conservation Movement.

Similarly, during the 1960's and 70's, when Ansel Adams' and Elliott Porter's photos opened the eyes of a new generation of nature lovers, these artistic insights, once again, propelled Americans into the environmental movement, essentially a second conservation revolution. This time, the focus was on air and water pollution, old growth preservation and the perils of species extinction.

We are now at a new juncture in our understanding of conservation. The old ways of conservation seem

less effective than they were, and issues such as global warming and the loss of nature (on a global scale) seem even larger and more daunting. As the third revolution in conservation thought unfolds around us, it is fairly certain that, as in the past, people will look to the arts to offer a new and enlarged concept of nature that will help us preserve and conserve our remaining natural resources. In deference to historical trends, the *Conservation and the Arts* program believes in the power of art to help take us to that next level.



Asher B. Durand (1796–1886), “Kindred Spirits” (1849). Courtesy New York Public Library.



## CHAMBER MUSIC AT GREY TOWERS

Since chamber music symbolizes the open and sensitive dialogue that we hope to make the hallmark of discussions on conservation at Grey Towers, *Conservation and the Arts* was launched last summer with a chamber music series with a full season of 14 concerts presented within seven months. Aptly titled the Kindred Spirits Chamber Music Series, the series evokes the Asher B. Durand painting of the same name as our guiding spirit.

Considered most emblematic of all the Hudson River paintings, the powerful link between humans, art, and nature is strongly conveyed. Depicted are two figures standing on a promontory over the stream—Thomas Cole, originator of the Hudson River School, and William Cullen Bryant, an artist/poet whose eloquent descriptions of America's natural beauty helped to define a new kind of nature—one that no longer needed to be seen as terrifying or as an enemy to be vanquished (a model that served us well in the wilderness years of a young America), but instead as a visually inspiring, spiritually refreshing entity that is increasingly worth protecting.

One of the high points of the chamber music season was the Vega String Quartet's sensitive rendering of a piece by Anton Webern, which began with an evocative description by the violist of those strange scratchings and odd harmonies often alien to our ears. "Most music," she said, "is for our emotions. Webern is music for our imagination. Imagine that it is nighttime, and that we step outside Grey Towers to the natural world. We hear a bird call like a stone falling out of the sky. The wind shakes a tree branch, startling a small frog that jumps into the moat with a splash." In a quiet voice sparkling with gentle humor, she described each sound that

was carved out of the black night. Then they played the Webern to a preternaturally quiet audience.

Through the Vega String Quartet and other Kindred Spirits concerts, one's visceral perceptions of nature, when layered and textured with the evocative properties of music, creates a new sensitivity for the audience, both to the music and to the natural world around us. This is the kind of experience we want to continue to create, not just in music, but also in dance, sculpture, poetry, writing, and through conversations on the connection between the two.

### WHAT'S NEXT?

*Conservation and the Arts* is still in its infancy. As such, we are just beginning to look closely at the role the arts play in linking humans to nature. Evidence shows that this is a primary linkage, which seems to go back before the beginnings of recorded history. Therefore, examining that linkage is the crux of the program. To that end, we are planning a series of seminars and conferences that will bring together artists, intellectuals, environmentalists, and policymakers to expose the underlying assumptions about the role of art in our basic understanding of nature.

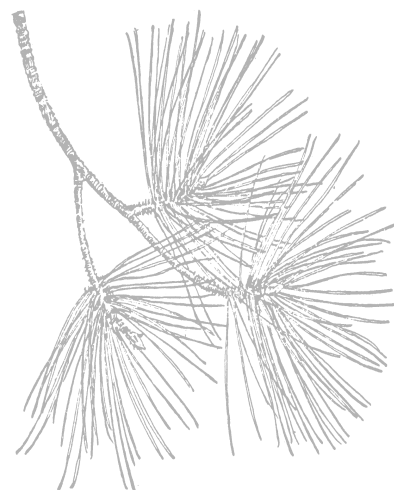
In addition to these kinds of conversations, we intend to commission nature-based art—an art form that, though seemingly grows up unbidden out of the landscape yet is part of nature and distinctly art. This kind of artwork on the grounds of Grey Towers will serve as visual evidence that there is an interface between nature and art, which the program fully intends to explore through the lecture series. It was exciting to discover that experts within the USDA Forest Service, National Endowment for the Arts, and the National Endowment for the Humanities have also begun to examine similar questions that concern the *Conservation and the Arts*

program. We intend to work closely with these federal agencies in our shared goal of stimulating new dialogue about art and nature.

Eventually, we hope to have artist- and scholar-in-residence programs at Grey Towers, inviting people to spend up to four weeks examining and writing about a particular facet of arts and conservation or creating a work of art, such as outdoor sculpture, photography, painting, poetry, music or fiction that advances the concept of art in nature.

Last, but certainly not least, the Kindred Spirits Chamber Music Series will continue to bring some of New York city's finest musicians to perform at Grey Towers. Further down the line, we also plan to commission a new musical work that will exemplify the role of nature in organizing the sounds that we call music.

Through these means, we hope to capture the imagination of you, our readers, and America's other nature lovers, land managers, and policymakers, thus helping them find new and innovative ways of using an alternate medium to address the complicated environmental issues of today. For more information on this program and its initiatives, please contact Director Nancy Pinchot at (570) 296-9630 or [nancepin@aol.com](mailto:nancepin@aol.com).



## UPCOMING EVENTS

Activities at Grey Towers National Historic Landmark, Milford, PA  
*Unless noted otherwise, please call (570) 296-9630 for more information.*

**April 26 & 27, 1 and 3 p.m.**

House tours and self-guided Tree and Forestry trail hikes in conjunction with Milford's Pear Blossom Festival.

**May 3**

Children's hands-on planting program with Grey Towers Horticulturist Elizabeth Belcher. Pre-registration required; group size limited. Please call (570) 296-9661 before April 26.

**May 10, 7-10 a.m.**

International Migratory Bird Walk with the Gifford Pinchot Audubon Society. Please call (570) 296-2244 between 7-8 p.m. for more information.

**May 17-18, 1 and 3 p.m.**

House tours in conjunction with the Milford Jazz Festival.

**May 24, 10 a.m.-4 p.m.**

Regular house tour schedule resumes every hour on the hour, 7 days/week.

**May 30-31, 7 p.m.**

*Music at Grey Towers* program with Milford resident Yosif Feigelson. For tickets or more information, please phone (570) 296-2877.

**May 31, 5:30-7 p.m.**

Major Donor Recognition Event **before**

the *Music at Grey Towers* program.

**June 7, 7 p.m.**

*Just Fishing Talk* with Grey Towers Museum Specialist Rebecca Philpot.

**June 14**

Flag Day Demonstrations by the Lost Art Lacers.

**June 20-21, 7 p.m.**

*Music at Grey Towers'* Summer Solstice concert. For tickets or more information, please phone (570) 296-2877.

**July 4-5, 7 p.m.**

*Music at Grey Towers'* Independence Day folk concert. For tickets or more information, please phone (570) 296-2877.

**July 11, 18, 25, 10 a.m.**

Reading Ranger program for children ages 4-8. Group size is limited so please pre-register. Registration and more information through the Pike County Library, (570) 296-8211. Parents are encouraged to stay!

**June 19 & 20, July 17 & 31,****August 28, 10 a.m.-2 p.m.**

"*Come Paint With Me*" with regional artists who use the landscape as their inspirational background to create unique works. Please call (570) 775-

6896 for more information.

**Aug. 11, 10 a.m.-4 p.m.**

*Gifford Pinchot's Birthday!* Celebrate by hiking our Forestry Trail and free house tours every hour on the hour.

**August 15-16, 7 p.m.**

*Music at Grey Towers'* chamber music concert. For tickets or more information, please phone (570) 296-2877.

**August 23, 7 p.m.**

*Eleanor Roosevelt*, a special presentation in honor of Federal Women's Day by historian Peter Osborne of the Minisink Valley Historical Society.

**September 19, 7 p.m.**

Presentation on hawks by Forest Service employee and avid birder Jim Lockyer.

**September 20, 9 a.m.**

Gifford Pinchot Audubon Society leads a Hawk Watch. Meet at Grey Towers to carpool to nearby site. Please call (570) 296-2244 between 7-8 p.m. for more information.

**September 27**

Children's hike and concert

## Passages

The Pinchot Institute is pleased to welcome the following members to its Board of Directors: **Mr. J. Robert Hicks, Jr.**, Director of Development at Richmond Goodwill Industries, Inc. (Richmond, VA); **Ms. Lori P. Knowles, LL.B., B.C.L., L.L.M.**, Associate for Law & Bioethics and Director of Education and Outreach at The Hastings Center (Garrison, NY); **Ms. Mary D.**

**Nichols**, Secretary, California Resources Agency (Sacramento, CA); and **Dr. Charles E. Owubah**, Monitoring and Evaluation Specialist, World Vision, Inc. (Washington, D.C.). We also congratulate a newly tenured and long-time board member, **Dr. Dennis C. LeMaster**, on his appointment as Senior Fellow to the Pinchot Institute for Conservation. Additionally, we extend a farewell to

**Mr. John Henshaw**, the Institute's long-standing administrative liaison from the USDA Forest Service's Policy Analysis staff (Washington office), as well as heartfelt congratulations on his appointment as the agency's Forest Legacy Program Manager (Regions 5, 6 and 10) for State and Private Forestry (Vallejo, CA office).

## GREY TOWERS NEWS NOTES

### NEWS OF PROGRAMS AND ACTIVITIES AT GREY TOWERS NATIONAL HISTORIC LANDMARK

#### VOLUNTEERS HELPING SPRING GARDENS GROW

Grey Towers' Volunteer Horticulture Team, comprised of individuals from the community, will once again assist the Forest Service staff this spring with some projects around the estate, which include:

Harvesting the thousands of daffodils, tulips, crocus and other spring blooms found along the estate's entryway. These flowers will be pressed into bookmarks that will be sold in the Grey Towers gift shop and online at [www.pinchot.org](http://www.pinchot.org).

Volunteers will also create new plant beds across the estate and enlarge the existing ones adjacent to its newly renovated farmhouse (Please see the Fall 2002 issue of this newsletter, vol. 7, no. 2, for more information on the renovation.) These beds will include perennials transplanted from elsewhere on the estate grounds and some interesting shade-tolerant and deer-resistant ferns.

As usual, volunteers will continually plant seasonal containers throughout spring, summer and fall.

#### CONSTRUCTION UPDATES

**THE LETTERBOX:** Renovation of The Letter Box—the unique outbuilding, now a *Save America's Treasures* project discussed in each issue of *The Pinchot Letter* in 2002, which once was Gifford Pinchot's office and archives—is moving forward with an anticipated completion date of early July. When completed, the building will serve as an education and research center on forest conservation in the tri-state area.

Recently, contractors removed

two layers of old flooring to expose the original brick and bluestone floor and, over the next few months, will install the new HVAC system. Sneak preview: look for the built-in red oak benches, Gifford Pinchot's canoe and, in spring, a unique way to recognize major donors to The Letter Box.

**PHASE IV, VISITOR SERVICES:** The fourth phase of the Grey Towers renovation includes a new Visitor Reception Pavilion, enhanced pedestrian walkways, improvements to the entry driveway, and a larger parking lot to ensure visitor's safety and address security requirements for federal facilities.

The Commonwealth of Pennsylvania—in recognition of Grey Towers' significance to the history of the state, the American Conservation Movement, and given the site's role as an important economic asset—has contributed \$2 million toward the project. The project should go to bid by

April and groundbreaking will hopefully take place early this summer. Efforts are underway to provide signage and educational exhibits that will inform the visitor about the project.

#### STAFF NEWS

Though the faces may be the same, the duties and responsibilities have grown for several Forest Service employees at Grey Towers. The following changes were made to help Grey Towers continue its shift to "post-renovation" operations, to accommodate expanded programs, and the growing demand for services. **Debra Croston**, Information Technology Specialist now focused on telecommunications and systems support; **Ellen Geis**, Assistant Director for Administration, responsible for grants and agreements, budget, contracting, administration; **Joy Tormos**, Administrative Operations Assistant focused on administrative and procurement; **Rebecca Philpot**, Muse-



*The Letter Box*

um Specialist, charged with historic collections care, conference support, and housekeeping; and **Lori McKean**, Public Affairs Specialist responsible for media, marketing, internal and external communications, and the liaison for key partners, such the Pinchot Institute for Conservation, lending assistance for program development at Grey Towers. Additionally, we extend a farewell to Conference Coordinator Janet Gonzales, as well as heartfelt congratulations on her recent appointment as Human Resources Specialist in Region 3 at the Forest Service.

Several employees recently earned awards and recognition: Grey Towers maintenance team members **John LaDolce** and **Bob Wicksnes** were commended for their extra effort of moving the historic collection into the new curatorial storage building; **Lynn Dennis**, Interpretive Assistant charged with monitoring the national acid rain station, which has been located at Grey Towers for more than 10 years, was recently recognized by the National Atmospheric Deposition Program for five years of excellence in

field observations and for successful completion of a field operations course given by the Central Analytical Laboratory of Illinois State Water Survey. Length of service awards and pins were given to: **Marie Chambers**, curatorial, 5 years; **Bill Rosanelli**, Lead Tour Guide, 15; **Deb Croston**, administrative, 20; **Carol Severance**, curatorial, 20; and **Ed Brannon**, Director, 30 years. Ed also received a "Special Gifford Pinchot Leadership for Interpretation" award from the Forest Service, due in large part to his accomplishments related to Grey Towers' renovation and program development.

#### GREY TOWERS IN THE MEDIA

Steve Dunsky, Forest Service Video Specialist (Region 5) and his staff interviewed Pinchot family members, Dr. Char Miller (noted Gifford Pinchot biographer, Trinity University history professor, and Pinchot Institute senior fellow), and Ed Brannon at Grey Towers to prepare a video on the history of the Forest Service in celebration of its Centennial in 2005.

Grey Towers' Great Hall was the setting for a photo shoot for an article on influential women in Northeast Pennsylvania. The article, which appeared in *Milford Magazine* (Winter 2003 issue), includes the contributions of Cornelia Pinchot, who was very influential in her husband Gifford's political career, Nancy Pinchot, director of the Conservation and the Arts program at Grey Towers, and Lori McKean.

#### CONSERVATION EDUCATION PROGRAMS

The new school year was a busy season for Grey Towers Conservation Education programs, with nearly 1,000 school children from the NY-NJ-PA region attending programs on forestry, forest history, fire prevention and, of course, Grey Towers as the historic home of Gifford Pinchot, founder and first chief of the Forest Service. All ages especially enjoyed the new Forestry Trail where, among other things, they learned to read tree rings, identify trees and study decomposing logs.

### GREY TOWERS MORTIMER GARDEN INTERNSHIP OPPORTUNITY

Through the generosity of Elisabeth and Charles Mortimer, the Elisabeth S. Mortimer Garden Internship at Grey Towers National Historic Landmark was established in 1994 to provide an aspiring horticulturalist with invaluable practical experience.

Set along the Delaware Water Gap in Milford, Pennsylvania, Grey Towers is a 116-year-old, French-chateausque mansion designed by Richard Morris Hunt. The 101-acre site, administered by the USDA Forest Service, consists of formal, landscaped and wooded grounds. The student chosen for this opportunity will receive a \$2,000 stipend and hands-on experience that will challenge and broaden practical applications learned in horticultural theory.

The Mortimer Garden internship opportunity is open to students above the freshman level who are interested in a variety of fields of study. Past participants in this 10-12 week summer program were enrolled in such disciplines as ornamental horticulture, forestry, and landscape architecture.

Resumes are being accepted now for Summer 2003. For more information on the application process or on this unique opportunity, please contact Grey Towers Horticulturalist Elizabeth Hawke at (570) 296-9661 or [ehawke@fs.fed.us](mailto:ehawke@fs.fed.us).

## New Partners Towards Advancing the Pinchot Legacy

The Pinchot Institute is pleased to recognize its **newest** partners (for 2002) to the *Pinchot Associates* and Major Donor programs. The *Pinchot Associates* are comprised of insightful individuals who give an unrestricted gift at the \$100 level (or more) to help the Institute administer its programs in a timely, yet thoughtful, manner. Major donors are individuals who give a gift of four figures (or more) for either restricted or unrestricted purposes.

We welcome these individuals and organizations for **new** gifts received between January 1–December 31, 2002 that affiliated them with the following groups. During economically challenging times, these individuals' generosity is the fuel that enables us to achieve Gifford Pinchot's sustainable forestry legacy, which helps to promote healthy forests and therefore, a healthy environment. For our newest affiliates, and those who have given in the past, we are truly grateful.

### PINCHOT ASSOCIATES

Ned Ames & Jane Sokolow ✿ Anonymous ✿ AWA Electronics ✿ Joe & Ronnie Biondo\* ✿ George Bohlinger, III ✿ Dick & Ann Bury ✿ Thomas Bullock ✿ Garry & Shelley Brewer ✿ Theodore Cart ✿ Davis R. Chant Real Estate ✿ Arthur Cirkus Foundation ✿ Art & Jean Cooper ✿ Chris & Beth Dunworth ✿ Glyn & Nancy Eisenhower ✿ Frank M. Ewing Foundation, Inc.\* ✿ John Fry ✿ Martin & Billie Gold ✿ Perry Hagenstein ✿ Bob & Carolyn Hicks ✿ Pat Layton ✿ Peter & Alice Jane Loewrigkeit ✿ Eric & Martha Lorin ✿ Dan & Bert MacLeod ✿ Lee & Sonda Miller ✿ John & Susan Mullin ✿ Marvin & Frances Naftal\* ✿ Nick & Maggie Niles ✿ Laird Norton Family Fund\* ✿ Art Ridley ✿ Kirk Rodgers ✿ Tom Schenarts ✿ Duke & Joan Schneider ✿ Richard & Gayle Schuster ✿ Marty Scotzin ✿ Susanne Smith ✿ Gus & Cameron Speth ✿ John Steffenson\* ✿ Michael Trenner & Maylene Syracuse\* ✿

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### MAJOR DONORS

Barbara Buchanan ✿ Barth & Rosemary D'Ascoli ✿ Stan & Lynn Day (in memoriam) ✿ Pike County Commissioners ✿ Bob & Amy Litzenberger ✿ Dennis & Linda Stackhouse

\* Denotes additional affiliation as a major donor.

All donors for 2001–2002 will be individually recognized in the upcoming annual report. For more information on the *Pinchot Associates*, please see page 9 of this newsletter or contact Kendra Miller at 202-939-3454 or [kmiller@pinchot.org](mailto:kmiller@pinchot.org), where you can also obtain more information on becoming a major donor.

## Pinchot Institute Welcomes New Research Associate

The Pinchot Institute is pleased to welcome Stephanie Kavanaugh as a Research Associate in the International Forest Policy and Planning program area. Stephanie recently completed a Master of Science in Sustainable Development and Conservation Biology from the University of Maryland at College Park, where she concentrated on environmental policy and collaborative processes. Her Master's project, "Improving Forest Certification in the United States: Linking the Research Community to the Evolution of Forest Certification Practices," was written as a policy report for the Pinchot Institute.

Stephanie brings to the Institute experience coordinating national environmental campaigns for the National Parks Conservation Association and the Public Interest Research Groups (PIRG). Professionally, she has designed educational materials for the World Wildlife Foundation and researched the potential biological and socioeconomic effects of a non-native oyster species for the Chesapeake Bay Foundation. During her undergraduate years, Stephanie studied marine ecology in Australia and participated in economic development projects in Barasas, Haiti.



A native of Chicago, Illinois, Stephanie enjoys trail running, sea kayaking, independent film and music, and weaving on her 1970's Glimakra table loom. She first became interested in ecology and the environment during elementary school, when her parents took her on regular camping trips to Michigan's Ludington State Park.

## FROM THE PROFESSIONALS

## Letter of Final Instructions: Why You Need One (Part II)

*Julian Block, JD, LLM*

In the last issue of this newsletter, I talked about the importance of a letter of final instructions, and began to identify what it contains. In this segment, I have provided additional, helpful tips to assist you with preparing your letter.

**STRATEGY.** Writing the letter should not to be a daunting chore. Still, it is tedious to organize the needed records that clutter up your desk drawers, closets and other storage spaces. What I advise clients is to break up the work of sorting through financial papers into segments of no more than a couple of hours at a time—insurance one evening, investments another, and so on. There is a side benefit to this do-it-yourself project: your desk will be less cluttered, and you wind up tossing out lots of stuff as you organize your records.

**RESOLVE TO KEEP YOUR LETTER UP-TO-DATE AND ACCESSIBLE.** To make the letter most useful to your family, update it as needed. Look over the information and make any necessary amendments whenever there are major changes in your affairs—for instance, a marriage, divorce, birth of a child or job change. In essence, you want to make sure that some seemingly small changes do not add up to a fairly big one, which is why it is a good idea to review the letter on a regular basis—say, at year-end or when tax time rolls around.

Unlike a will, your letter is not a legal document. That is why you remain free to revise it as frequently as you wish to without the formalities (or legal fees) required for a will to be legally effective (i.e., signing and dating by you in the presence of witnesses, and signing by witnesses who are

not beneficiaries under the will). Make several copies of your letter. Attach one to your copy of your will, send one to your lawyer or executor, and perhaps keep one in the desk drawer or wherever your family will first look upon your death. On a personal note, my wife and I do our review every December and e-mail copies to our children.

**AVOIDING A NIGHTMARE.** Unless the heirs have a letter of final instructions, they will have to reconstruct the assets without guidelines, which can result in a nightmarish situation that causes family disputes and significantly increases legal (and other) expenses.

Like other lawyers, I have often been called in to help heirs search for property. My most memorable case was that of a much-married widow with children from each of her marriages. After her death, the half brothers and half sisters found themselves scavenging for such documents as a will, insurance policies, stock certificates, and bank statements. It was not until years afterwards that the squabbling siblings stumbled upon stock certificates secreted in the mother's armoire. Worse still, missing jewelry had them eyeing one another distrustfully, until they finally discovered the gems behind a loose board in the closet of a summer home that, fortunately, had remained in the family.

**FINAL TIPS.** To speed things up and lessen the children's expenses, I advised them, as I do all heirs, of several long-standing techniques for reconstructing assets that they could employ without my assistance. For starters, all they had to do was monitor mom's mail during the filing sea-

son from banks, brokerage outfits and other financial institutions, and for 1099 forms. Those forms would show interest, dividends and other income sources. As anticipated, the 1099s eventually enabled them to track down much of her property.

The children might have been able to reconstruct other assets from her tax returns. The possibilities included the existence of retirement plans and the ownership of real estate for which she had claimed deductions for property taxes. Unfortunately, that approach was unavailable, as they found that she had not filed 1040s for years.

What if the mother had filed, but the copies were unlocatable? Then the fastest way to obtain them is from the preparer of her returns, assuming she used one. The law, in most cases, requires preparers to keep copies for at least three years after the filing deadline. Failing this, the children can get copies from the IRS by submitting Form 4506 (Request for Copy of Tax Form), which is generally received at least 60 days after submission.

Meanwhile, the needlessly protracted search continued. As a consequence, so did my fee—though based on an hourly rate that I deemed moderate—which continued to swell, a circumstance that discomforted the children and comforted my creditors.

*Julian Block is an attorney and a syndicated columnist in Larchmont, New York. Block has been cited by the New York Times as a "leading tax professional" and by The Wall Street Journal as an "accomplished writer on taxes." He can be contacted at julianblock@yahoo.com.*

## THE PINCHOT LETTER

*News from the Pinchot Institute for Conservation*

### FAX / MAIL-IN RESPONSE FORM

☐ I would like to be notified via email of new issues of *The Pinchot Letter* available on your website.

☐ Please add my friend or colleague to your mailing list to receive *The Pinchot Letter*; their contact information is below.

☐ I would no longer like to receive *The Pinchot Letter*, please remove my name from your mailing list.

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Additional remarks/ comments/suggestions:

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Thank you! Please fax or mail this form to:

Pinchot Institute for Conservation  
1616 P Street, NW  
Suite 100  
Washington, DC 20036  
Fax: 202-797-6583

## IN YOUR OPINION...

In 2001, the Pinchot Institute for Conservation received an overall superior rating from Dunn & Bradstreet, the leading provider of business information worldwide. In addition to hearing the thoughts of the surveyed organizations, we would be delighted to learn yours.

How did you initially hear about us?

\_\_\_\_\_

If you could characterize us in three words or less, which would you choose? \_\_\_\_\_

\_\_\_\_\_

Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

In your own words, please describe what we're trying to accomplish?

\_\_\_\_\_

\_\_\_\_\_

Is this something you believe in?

\_\_\_\_\_

In your opinion, what are our strengths? \_\_\_\_\_

\_\_\_\_\_

Our weaknesses? \_\_\_\_\_

\_\_\_\_\_

Thank you for your time and attention. Please fax or mail this questionnaire to:

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1616 P Street, NW  
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HOW CAN YOU MAKE A DIFFERENCE IN FOREST CONSERVATION?

## Partner with us by making a fully tax-deductible gift to:

- ✿ The *Working Capital Fund* — to help us provide decision makers with timely information and analysis on key issues in natural resource policy.
- ✿ The *Pinchot Institute Legacy Fund* — planned/deferred gifts for an endowment to ensure our long-term financial well-being.
- ✿ The *101 Scholarship* and *Mortimer Garden* funds — to offer internships and scholarships to future natural resource professionals.
- ✿ The *Grey Towers Fund* — to offer training workshops, educational conferences, and to assist with other initiatives at Grey Towers, the Institute's home.

OR

- ✿ Become a *Pinchot Associate* and receive advanced notification of our activities and publications; special mention in our printed materials; and invitations to events held in your community, Washington, DC and at Grey Towers.

## *Other tax-advantaged ways to help us conserve America's forestlands are to:*

- ✿ Contribute in-kind goods or services to the Institute.
- ✿ Donate online on a secure server via our website, [www.pinchot.org](http://www.pinchot.org).
- ✿ Have your employer maximize your investment through its matching gift program.
- ✿ Donate appreciated securities through your broker or a donor advised fund, like Fidelity Investment's *Charitable Gift Fund*.
- ✿ Establish a future or planned gift from your assets that would offer you exceptional benefits, such as a guaranteed income for a fixed number of years after retirement.

For more information on these and other ways to make an investment towards the future of America's forests, please contact Kendra Miller at (202) 797-6580 or [kmiller@pinchot.org](mailto:kmiller@pinchot.org).

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## PINCHOT INSTITUTE FOR CONSERVATION

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