



# **SERVICE FIRST**

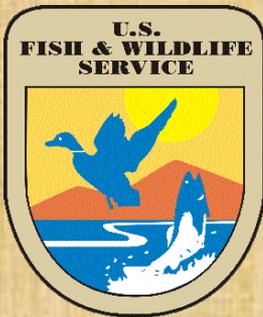
**BLM Central Montana District**

**FS Lewis and Clark National Forest**

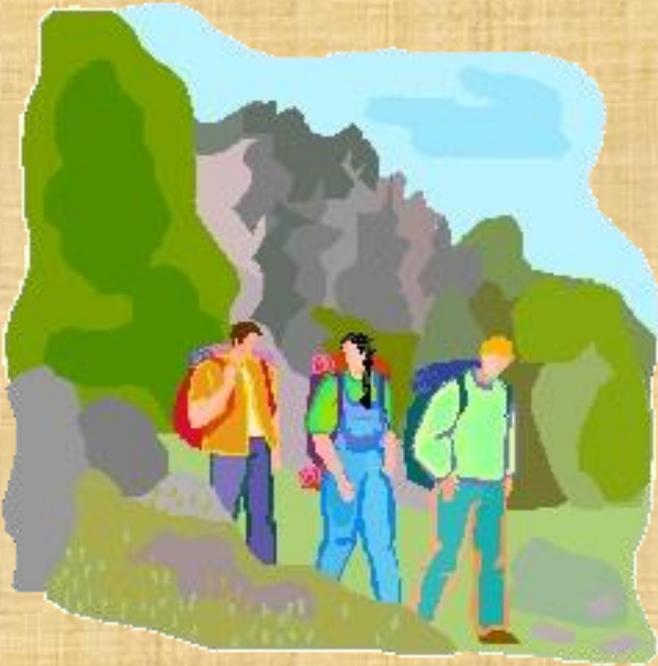
**FWS Charles M. Russell National Wildlife Refuge**

**Shane Hershman  
Administrative Officer  
BLM Central Montana District  
June 2013**

# *Service First = Partnerships*



# What is Service First



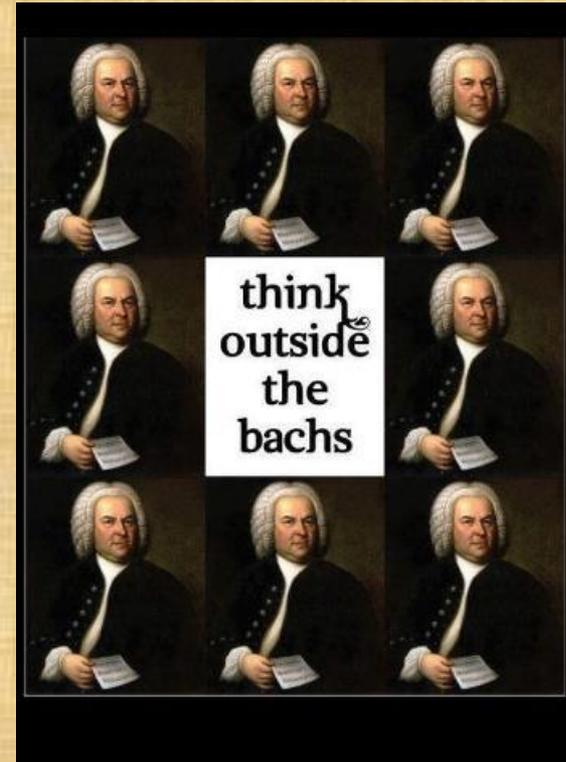
- **Collaboration across agency boundaries**
- **Organizing work with an external focus**
- **About the lands we manage and the customers we serve**

*Rather than focusing primarily on our agency procedures and boundaries,  
Service First challenges us to look at our work differently  
than we usually have, in order to better achieve the timeless goals  
of land stewardship and quality public service.*



# Goals from Service First

- **Improve customer service-One stop for information, permits, maps**
- **Increase Operational Efficiency-Collocate and share costs**
- **Improve Stewardship of the land - Staff Work in an integrated unit - deal with the land on a landscape basis**



# Background



**First initiative  
by the BLM  
and FS in 1998**

**FY 1998 Interior and  
Related Agencies  
Appropriations Act**

**Secretaries of Interior  
and AG make  
reciprocal delegations  
of respective  
authorities in support  
of pilot programs to  
promote customer  
service and efficiency  
of public lands.**

**FY 2006 Interior  
Appropriations  
Act  
Expanded to  
include the NPS  
and USFWS**

**The Consolidated  
Appropriations  
Act for fiscal year  
2012 made the  
Service First  
authority  
permanent  
[Public Law 112-74](#)**

# What kind of Collaboration has occurred in the Past?



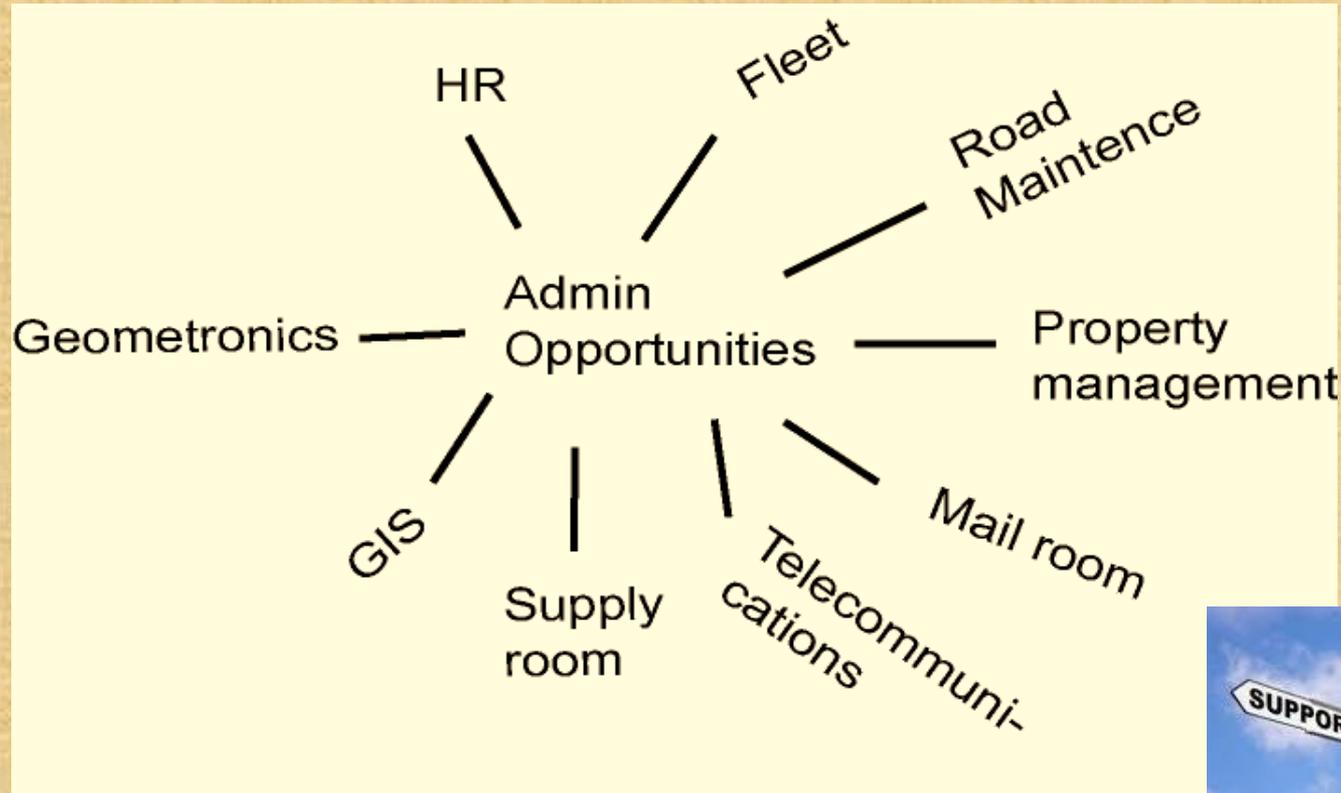
- ✓ **sharing staff**
- ✓ **sharing equipment/space**
- ✓ **conducting training programs for both agencies' staff together**
- ✓ **giving supervisors dual delegation of authority - to supervise staff from both agencies and make decisions regarding both agencies and their lands**
- ✓ **integrating operations**



# Service First Can Include Integrating Resource Management



# Administrative Functions May Also Be Shared



# Service First

- **Central Montana has approximately 5.63 million acres of public land composing BLM, FS and FWS.**
- **The FWS and BLM offices are located within three miles of each other in Lewistown.**
- **The Public Lands for the FS, FWS and BLM border each other in many cases.**
- **Travel on the same roads and pass each other going to projects or fires.**



# History

- Drive by each others office daily
- My responsibilities include Force Account, Civil Engineering, HR, Budget, Contracting, Budget, Property and Vehicles
- Within the Central District we have separate Fire Dispatch and Response for FS, BLM and FWS.
- We have two fire stations within 20 miles of each other and both are DOI



# Today's Realities



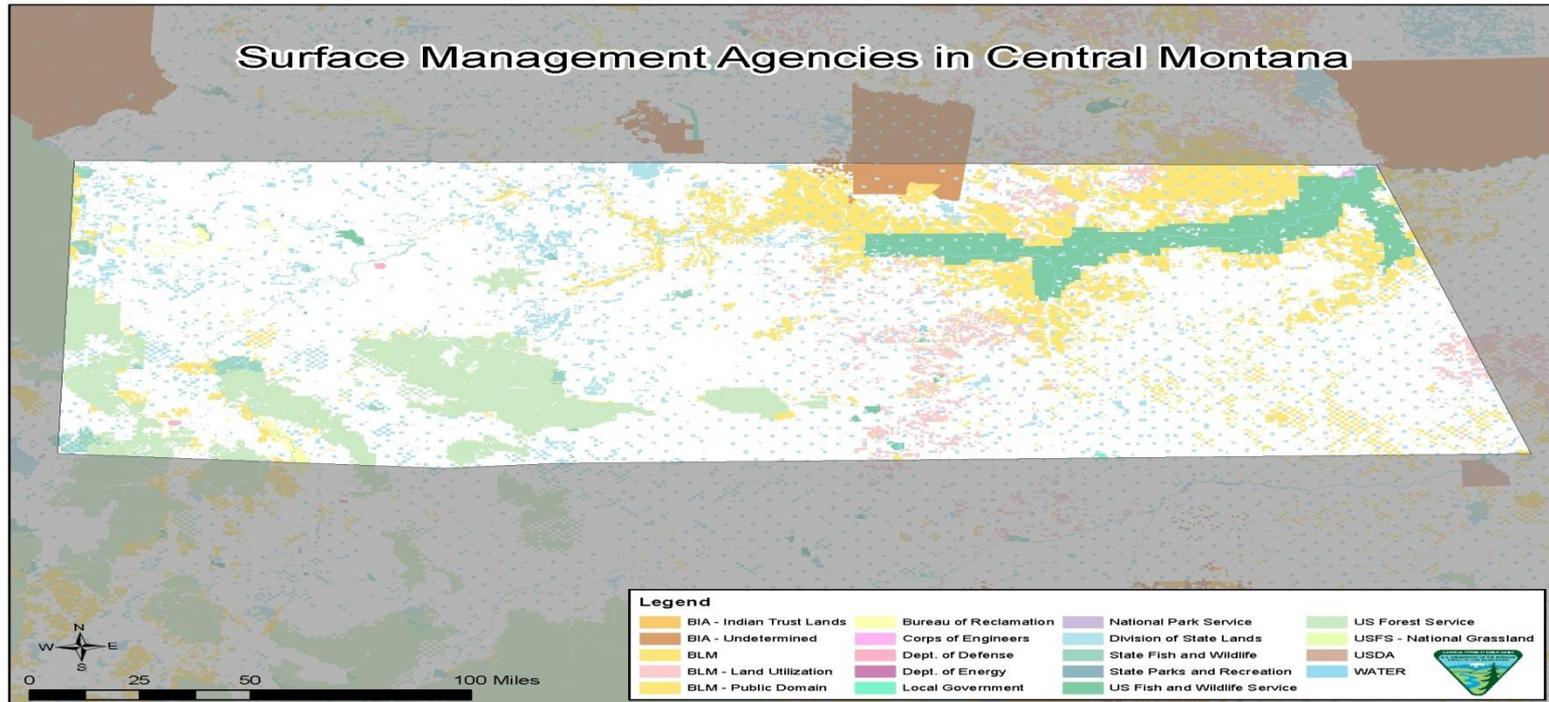
**Sequestration and Diminishing budgets the Central Montana District Manager asked, “What can we do together that makes sense for the public?”**



**Held our first meeting on May 17 to see if there was interest and discuss the way ahead.**



# Boundaries in Central Montana



**BLM 2.88 million acres**

**FS 1.78 million acres**

**FWS 990,000 acres**

**Also the Upper Missouri River National Breaks Monument-BLM**

# First Meeting

- **Very well attended meeting by representatives from all agencies and everyone left their parochialism at the door**
- **Had three hours of discussion on various topics that we can consider for future joint delivery**



# Service First

## And we did not even know it

- Currently in our office we have two FS employees - part of BLM fire and Helitack crew. Provide office space nearest FS office is 50 miles away.
- One member of the Office of Aviation Service
- Provide a place to pick up keys for FS cabins 20 miles away versus 50 miles away.
- This year provided joint teams for Fuels Management - very successful.



# Currently Joint Service



- Radio Specialist working on FWS radios
- Have MOA in place to use FWS Heavy Equipment.
  - Past Year we have worked on the parking lot for FWS and hauled gravel.
  - We used their equipment for a major road repair

# Discussions and future

- Review the number of fire dispatch centers covering the area
- Possible one aviation manager for all three agencies-lots of discussion, who would win and who would lose
- Fuels program has been successful and continue
- State of Montana and Federal Agencies Water Compact
- Joint Contracting
- Partner also with MT DNRC



# Future

- GIS-Exploring that there is a web based map that the public could print out showing all of the recreational areas available.
  - Also each agency could use for fire
  - <http://fire.ak.blm.gov/predsvcs/maps.php>
    - Good example of the layers showing what is possible
  - Be passionate and do not accept no for an answer-  
running into some walls here, but go above the roadblock  
for solutions
- ID cards-currently the FWS and FS go to Billings or Great Falls for a new ID card, whole day shot just to update or activate an ID card. We have the capability to do here in Lewistown.





# Future

- **Visit with the offices with the specialists and see how even with the DOI how they do their job.**
- **Vehicles- BLM we pay a use rate and FOR rate for our vehicles to the NOC**
  - **FWS own their vehicles and equipment**
  - **We sell at 80,000 miles and lots of miles left, perhaps the FWS could purchase the vehicles at a reduced cost.**
- **Bold step this year, turned in three vehicles and got short term rentals, should save \$8,000 per year- everyone interested as a way to save money on a fleet that is only used 5 months a year.**

# Future



- **Opportunities in Forestry, Range and Recreation to be supportive between the agencies.**
  - **Take advantage of Range and Hydrology expertise between the agencies**
- **Coordinate the cycle of RMP and Forest Plan revisions. Ours is currently underway and the FS plan starts next year. Using many of the same contractors for soils expertise and the Traffic Management Plan. Could use much of the same information and contractors in producing the product. Savings for everyone in not duplicating the effort. Align the time frame for Federal Agencies in the Area.**
- **Joint Training and Web Based Joint Training Calendar: ATV, CPR, First Aid**
- **Fire has seen other crews driving by on the way to a response-the other agency might have been closer**

# Future



- **Had record flooding this year again, and the CMR does not have heavy equipment operator position filled looking at our flood damage and work together for repairs in the future**
- **FWS has an aircraft that they use for surveys and work through BLM using that assets to assess damages to infrastructure**
- **BLM sign shop-BLM has to purchase all signs through the BLM sign shop provided the information for other agencies to avoid contracting for a standard sign.**

# Lessons Learned (so far)

1. **My number one is Leadership is key. You need the top to stay involved and not let it die. They are the champions. Without our District Manager no discussions would have happened**
2. **Can not let Parochialism enter in to be successful.**
3. **Get easy wins to start with to get everyone on board and everyone will come up with a better way of doing business.**
4. **Set up the next meeting with the leadership before everyone leaves**
5. **Have updates by email monthly on any progress**
6. **Do not accept no for an answer-try to figure out how it has been done in other locations**
7. **Fire will have future discussions, that is one area no one was ready to give up totally to one central command.**

# Lessons Learned from Service First Web Site

- One size does not fit all. Everyone is different and must be tailored
- Inform the public
- Respect each others agency



<http://www.fs.fed.us/servicefirst/>

Website contains success stories, laws, MOAs etc., great web site.

# Evaluate and Readjust

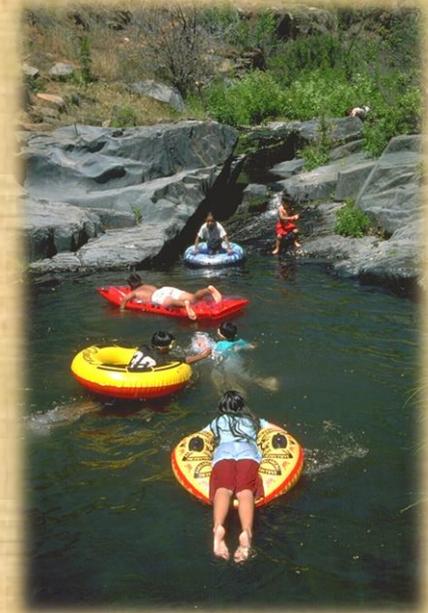
- **Has customer service improved?**
- **Is it legal?**
- **Further mission accomplishment?**
- **Does it make sense?**
- **Has a monitoring plan been developed?**
- **Has authority been delegated to lowest level?**
- **What are adverse impacts?**
- **What other organizations are in your area? USDA/NRCS**



# Service First

## Outside of the Federal Government

- Currently have and renegotiating MOAs with the local counties for road maintenance
- Flood events if we are in the area can we do the work or if they are can they do the work. Transfer of supplies for the work accomplished.
- Recently worked with counties and the state on the Federal Land Access Program. Helps everyone and improves access to the public lands.



# My Impressions



- **I believe this can be beneficial to all agencies.**
- **Interesting within the DOI how different we operate**
- **Provides a great learning experience to look at your area differently-since we all tend to organize and do a project the way it has always been done.**
- **Bold-Have to take a chance and see if it works, start small so if it does not work you can go back to the old way of doing business. Good example is our short term rental vehicles. I was told it could not be done, but we are doing it.**
- **Provide expertise in hard to fill positions**

# Summary

- The framework is already in place
- You have flexibility to design the organization that works for you and that the managers are comfortable with.
- Think outside of the box
- As in meetings for the Academy- have an end goal agreed to, work to the goal and evaluate as you proceed down the road.





Eastern Sierra Interagency Visitor  
Center – constructed and  
operated by 8 agencies