

PREPARATION PLAN

BRADSHAW FOOTHILLS

AGUA FRIA NATIONAL MONUMENT



June 11, 2001

RECOMMENDED:

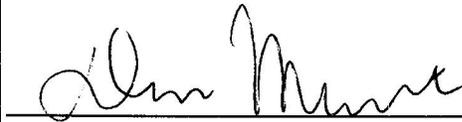


Michael Taylor, Phoenix Field Manager

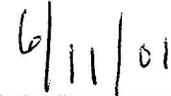


Date

APPROVED:



Denise Meredith, Arizona State Director



Date

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A. INTRODUCTION & BACKGROUND

The natural landscapes surrounding the rapidly expanding Phoenix metropolitan area are receiving increased public pressure and interest. The degree of expansion of development, and with it the increased demands on Bureau of Land Management (BLM) lands, were not foreseen by previous planners. Arizona was the third fastest growing state during the 1990s, and the Phoenix metropolitan area led that growth. The cities of Peoria and Phoenix are home to the largest proportion of recreationists using the planning area. From 1990 to 2000, Peoria grew from 50,618 to 108,364, an increase of 114 percent. The largest town or city counted by the Census Bureau in Arizona was Phoenix, at 1,321,045. In 2000, Phoenix went from the tenth largest city in the US to ranking sixth. Census Bureau estimates populations in Maricopa County increased by nearly 740,000 people from 1990 to 1999, an increase of 34.8%. During those 10 years, the City of Peoria has annexed over 59,000 acres, including more than 16,000 acres of BLM, and the City of Phoenix has added over 19,000 acres, nearly 700 acres of BLM land, to its city jurisdiction. These are only two of the growing cities and towns expanding their borders toward and into the Bradshaw Foothills Planning Area.

The tremendous demand for recreation, mineral materials and other “infrastructure” uses, and the public sentiment toward preservation of “open space,” that has evolved along with the burgeoning urban population, extends to all lands surrounding the greater Phoenix metropolitan area. The “Lower Gila Resource Management Plan Amendment” addressed these issues for a portion of the BLM lands within the Phoenix Field Office. However, the lands north of Phoenix, known as the Black Canyon Corridor, the Lake Pleasant area, and the Wickenburg area, were not included in that plan amendment. These lands, which we will collectively call the Bradshaw Foothills, are currently being managed under the guidance of the Phoenix Resource Management Plan, completed in 1989, and the Lower Gila North Management Framework Plan, completed in 1983. Neither of these documents foresaw the massive population growth of the region nor addressed the issues intrinsic to it. The Land Use Plan evaluations recently conducted, determined that many of the decisions of previous land use plans are still valid and that many of those decisions have been partially or completely implemented. They also determined, however, that many of the decisions are no longer valid and that decisions relating to the rapidly increasing population demands described above are lacking.

Within the Black Canyon Corridor, President Clinton declared the Agua Fria National Monument, by Proclamation, on January 11, 2000. The Agua Fria National Monument contains one of the most significant systems of late prehistoric sites in the American Southwest. At least 450 prehistoric sites are known to exist within the monument, and there are likely many more. Many intact petroglyph sites within the monument contain rock art symbols etched into the surfaces of boulders and cliff faces. The area also holds an extraordinary record of prehistoric agricultural features, including extensive terraces bounded by lines of rocks and other types of landscape modifications. In addition to its

rich record of human history, the monument contains other objects of scientific interest: a diversity of vegetative communities, a wide array of sensitive wildlife species, and native fish. The purpose of the Monument Designation is to protect these sensitive natural and cultural resources. The Proclamation set aside more than 71,000 acres to be managed by the Bureau of Land Management for this purpose.

The Land Use Planning effort we are embarking on was visualized several years ago as a means to consolidate existing planning decisions for the area under one comprehensive plan and to develop a set of decisions responsive to the demands of the previously mentioned population growth. The Presidential Proclamation which created the Agua Fria National Monument (within the boundaries of the earlier envisioned Bradshaw Foothills Planning Area) also demands we develop a separate Land Use Plan for the National Monument. Since the boundaries of the Monument are within the Bradshaw Foothills Planning area, many of the issues are similar, many of the resources are linked, and many of the interested public are the same. As a consequence, we are initiating a single planning effort to include both areas that would result in a single Environmental Impact Statement, with two separate planning documents and two Records-of-Decision, one each for the Agua Fria National Monument and the Bradshaw Foothills Amendment to the Phoenix Resource Management Plan and Lower Gila North Management Framework Plan.

The landscapes represented by the Agua Fria National Monument and the Bradshaw Foothills are managed by, and planned for, by a plethora of local, state, and federal agencies. An individual trying to determine the planning status on a particular parcel is subjected to a confusing and time-consuming struggle. Even the planners are often confused about who has jurisdiction to plan and manage various issues and concerns within the Bradshaw Foothills area. This confusion has led to a lack of coordination between planning/managing entities, public apathy, and in some cases antipathy toward land managing/planning entities, and unwise decisions about land use. Planning for the Bradshaw Foothills area should help clarify the land use planning situation, not contribute to the confusion.

B. PLAN GOALS AND OBJECTIVES

During the 1990s, the Phoenix Field Office of BLM saw continual reductions in budget and staff, while experiencing astounding increases in public demand. This has led to a change in management focus from pro-active to reactive. Or, as is commonly referred to in management parlance, crisis management. Most of the Bradshaw Foothills planning area is a mixture of jurisdictions, roughly one-third each to BLM, Arizona State Lands, and private lands, in a fairly complex pattern. The area also includes a large Regional Park administered by Maricopa County, (Lake Pleasant Regional Park) large tracts of BLM land recently annexed into the city limits of Peoria and Phoenix, and the area lies within the planning jurisdiction of both Maricopa and Yavapai counties. No single planning and management authority currently existing has sufficient control to guide overall

development and protect the existing characteristics of the Bradshaw Foothills. Therefore, the following Goals were developed for this Plan:

- A. A common vision for the planning area will be developed among the plan partners and planning decisions will be geared to attaining that vision.
- B. Plans of other responsible agencies will be designed with the same common vision so planning efforts are consistent and compatible.
- C. A collaborative approach will be used to develop the plan and our collaborators/partners will be as involved in plan implementation as in plan development.
- D. The ability of the local BLM office to maintain day-to-day business would not be compromised. Contract labor would be used as much as possible, including contracting development of the plans and EIS.

C. ANTICIPATED PLANNING ISSUES AND MANAGEMENT CONCERNS

1. Bradshaw Foothills

Discussion of issues in the Bradshaw Foothills Planning area led to one basic conclusion: An increasing number of people want more from our Public Lands, and create more impacts on those lands. Furthermore, reduced budgets and staff over the last ten years has shifted the focus of BLM management in Central Arizona from proactive to reactive. We have found ourselves spending more time responding to public demand, resolving conflicts “on the fly,” and preparing for litigation instead of taking actions that could head these problems off. Therefore, the following are the issues as we see them, and the questions that must be answered to resolve them:

ISSUE: AS URBAN INTERFACE EXPANDS, HOW WILL WE MEET PUBLIC NEEDS AND ACHIEVE/MAINTAIN A HEALTHY, THRIVING ENVIRONMENT?

- RECREATION/WILDERNESS:
 - ▶ What level of visitor services and facility development is needed to meet recreation expectations of the public?
 - ▶ How will motorized and mechanical vehicles be managed to reduce or eliminate adverse effects to natural resources, while providing for a variety of focused, challenging, compatible and mechanized recreation opportunities?
 - ▶ How will motorized/mechanical vehicle use and equestrian/hiking uses be reconciled?
 - ▶ What management strategies or resource allocation is needed to address growing demand for commercial recreation permits?
 - ▶ How can BLM develop an assertive public contact and environmental education program/outreach policy that will engage visitors, residents, elected officials, public

- agencies and private businesses?
 - ▶ How can selected state and federal lands be linked (i.e., exchange, state preserve initiative, acquisition, easement) to provide recreation opportunity, open space and access?
 - ▶ How can we identify and develop specific management strategies for areas within the Bradshaws with high recreation values and recreation resources at risk?
 - ▶ How can we effectively manage the Black Canyon Trail?
 - ▶ What Public Lands possess wilderness character as defined by section 2C of the Wilderness Act of 1964?
 - ▶ Are there any Rockhounding opportunities in the Bradshaw Foothills planning area?
 - ▶ How should “Recreational Mining” be managed within the planning area?

- WILDLIFE:
 - ▶ How do we protect sensitive habitat areas from conflicting uses?
 - ▶ How do we maintain/improve wildlife habitat quality being encroached upon and fragmented?
 - ▶ How can we carry out species recovery actions with conflicting activities occurring?
 - ▶ What is the appropriate level of management (what conditions do we want) for wildlife habitat, riparian, special status species? (Desired future conditions) What do we need to do to get to DFC?
 - ▶ What kinds of activities should be restricted and where to protect sensitive species and habitats?
 - ▶ Threatened, Endangered and Special Status Species - Where are sensitive habitats? What activities conflict with management of these habitats? What can BLM do to conserve and recover sensitive species?
 - ▶ What can we do to conserve and maintain existing wildlife habitats?
 - ▶ What measures are needed, including filing for water rights under state permit procedures, to ensure water availability, for multiple use management and functioning, healthy riparian and upland systems?

- LANDS:
 - ▶ LAND TENURE: What lands will BLM retain in federal ownership for intensive/multiple use management? What lands will BLM pursue through acquisition (including split estate)? What lands will BLM make available for disposal (sale/exchange - including split estate)? What lands will BLM make available for R&PP (shooting ranges/landfills/parks/schools)?
 - ▶ CORRIDORS: What lands will be made available for transportation and utility corridors (Wickenburg Bypass/power lines and fiber/I-17)?
 - ▶ COMMUNICATION SITES: What lands will be made available for communication sites? Does current and future technology allow BLM to consider lands that have previously been “closed” due to visual impacts?
 - ▶ WITHDRAWALS: What land should BLM withdraw from public land laws (Wickenburg fire station/BCT)? Prohibits mineral location, sales, or leasing, and

disposal.

- ▶ What if we acquire Arizona State Lands consistent with the Agreement between Secretary of Interior Bruce Babbitt and Arizona Governor Jane Hull in October of 2000?
- ▶ How should we manage those lands identified as available for the State of Arizona to select, also identified in the above mentioned agreement?
- ▶ ALTERNATIVE ENERGY ROW: Is there any potential for wind energy development? What about other forms of alternative energy generation (e.g. solar)?

- CULTURAL & PALEONTOLOGICAL RESOURCES:

- ▶ Considering urban expansion and other threats to their integrity, how should archaeological sites be allocated to scientific, public, and traditional uses?
- ▶ What measures are needed to protect cultural resources from vandalism, damage from OHV use and other uses, and natural deterioration? Where are these needs most critical?
- ▶ How should we manage the increasing demand for heritage tourism by protecting sites while providing opportunities for public visitation and commercial tours? Are there areas that should be excluding from special recreation permitting?
- ▶ Should R&PP leases be granted in areas that contain significant cultural resources? If so, what measures are needed to ensure that these properties are protected or that potential impacts are mitigated?
- ▶ Considering competing uses and threats to their integrity, what measures can be developed to protect sites, landmarks, or use areas that have sacred or other traditional importance to Native Americans?
- ▶ What measures are needed to protect and allow for appropriate uses of significant paleontological resources?

(All except #4 also apply to AFNM)

- MINERALS

- ▶ On abandoned mine lands, how can we protect public safety and health while ensuring cultural and wildlife values are preserved? Do abandoned mine lands constitute a safety concern with the public? Where are the abandoned mine lands? What are we going to do with them? Do any of them contain potential for hazardous material?
- ▶ Are there resources that can only be protected by withdrawing or segregating areas from mineral location?
- ▶ Where are the areas of past, present, and projected mineral development?
- ▶ What management strategies or resource allocation is needed to address growing demand for saleable and locatable minerals? Where are the conflicts that will preclude or restrict mineral material sales?
- ▶ What is the potential/demand for leasable mineral development?
- ▶ Where are we responsible for managing split estate (surface ownership different from subsurface mineral ownership) and what is our responsibility/authority in managing these lands?

- ▶ Where would suction dredging be allowed and with what stipulations?
- FIRE MANAGEMENT
 - ▶ As populations press closer to BLM and other natural lands, how will we protect public life and property in the urban interface areas?
 - ▶ Where can fire be allowed to exercise its natural role in the environment?
 - ▶ Where do special fuel treatments need to be conducted to reduce the threat of catastrophic wildfires, and what kinds of treatments are appropriate in the local environments and within the wildland-urban interface areas?
 - ▶ What special fire management considerations need to be made for the Agua Fria National Monument and its vicinity?
 - ▶ What general guidelines must be established for prescribed burning to comply with Arizona Department of Environmental Quality (ADEQ) Air Quality Standards?
 - ▶ What special constraints need to be placed on fire activities (e.g.: suppression techniques such as off road travel or use of fugitive retardant; fuel management techniques such as prescribed burning or mechanical fuel reduction) to be consistent with environmental limitations and management objectives?
 - ▶ Are there special localized areas where, in the event of a wildfire, restoration/rehabilitation has a reasonable opportunity for success and potential resource damage justifies the attempt?
- GENERAL
 - ▶ To what extent are BLM lands being used for trash dumping and how can this illegal and objectionable behavior be reduced or stopped? What public and environmental threat does the trash dumping pose?
 - ▶ Besides those already mentioned, are there other public safety or health risks that should be mitigated?
 - ▶ The Arizona Department of Environmental Quality (ADEQ) has identified numerous surface waters as “Limited” (waters containing higher than minimum levels of some measured pollutant) within the planning area. Do these waters pose a public health or safety risk? What actions can we take to reduce the measured pollutants and recover these waters?
 - ▶ Are there ADEQ designated Category I Watersheds in the planning area? What watershed restoration actions need to be considered for these watersheds?
 - ▶ What activities within the planning area risk non-conformance with Air Quality standards developed by ADEQ, especially the PM-10 Non-attainment area in Maricopa County? What management prescriptions must be implemented to stay in compliance?
 - ▶ Other than Abandoned Mine Lands, are there other sites that pose a potential for hazardous materials? If so, what will be our strategy for ameliorating risks associated with these sites?

2. Agua Fria National Monument

Discussion of the Agua Fria National Monument developed questions which address two basic issues. Following are the issues identified for the Agua Fria National Monument and the questions that must be answered to resolve them:

ISSUE 1: WHAT SPECIAL ACTIONS NEED TO BE TAKEN TO MANAGE VISITORS AND VISITOR USE CONSISTENT WITH THE NATIONAL MONUMENT PROCLAMATION?

- ▶ How do we manage visitor use while protecting resources for which the monument was created?
- ▶ What recreational activities should be allowed/encouraged so visitors realize a positive experience, while protecting and managing the values for which the Monument was created (e.g. rockhounding, off road vehicles, mountain biking, dispersed camping, etc.)
- ▶ How can we work with the community to provide public services to visitors?
- ▶ What services should we provide to accommodate drop-in visitors?
- ▶ What visitor services should be developed and where should they be?
- ▶ What, if any, level of commercial recreation permits should be issued?
- ▶ What level of services, interpretation, site access, etc, does the public want?
- ▶ Is adequate public access available? Do we keep existing access, improve access, or close some access (Badger Springs, etc?)

ISSUE 2: WHAT SPECIAL ACTIONS NEED TO BE TAKEN TO MANAGE NATURAL AND CULTURAL RESOURCES CONSISTENT WITH THE PROCLAMATION?

- ▶ What should be done to maintain or improve current natural resource uses (livestock, hunting, etc.?)
- ▶ How do we identify and allocate cultural sites to different use categories? What sites will be open to which activities?
- ▶ Do we want to restrict access to certain areas?
- ▶ What uses are currently authorized? Should we reconsider authorizing some of them?
- ▶ How will we manage Perry Mesa National Register District with Tonto NF?
- ▶ How do we preserve integrity of the natural and cultural landscape?
- ▶ How can we monitor and reduce the incidences of vandalism?
- ▶ Do we need to redefine the utility corridor that is roughly defined by I-17?
- ▶ Will communication sites be allowed in AFNM?
- ▶ How do we incorporate the current fire plan into AFNM?
- ▶ How do we ensure the Agua Fria River is managed to preserve its Wild and Scenic River eligibility and associated resource values?
- ▶ What lands do we want to acquire? Do we acquire in-holdings when available?
- ▶ What are our current water rights and water needs to maintain the existing riparian corridor? (Under ground/above ground) How much surface and subsurface flows are necessary to maintain the habitat? What level of in-stream flow is needed to maintain

- riparian corridors? What is the current in-stream flow? What should we do to protect the water rights and resources that depend on them? This includes springs in the area.
- ▶ What standard of management will be allowed? Will “fair” ecological condition be acceptable? What is our desired future condition? Will desired future conditions be set higher on the AFNM than elsewhere?
 - ▶ What valid existing mineral rights exist within the Monument and how will they be managed so that Monument values can be preserved while accommodating the existing rights?

C. PRELIMINARY PLANNING CRITERIA

The following planning criteria will constrain and guide the development of the Plan and determine how the planning team approaches the development of alternatives and ultimately, selection of the Preferred Alternative.

- d. The Plans will be completed in compliance with the Federal Land Management and Policy Act, The Endangered Species Act, the National Environmental Policy Act, and all other relevant federal law and executive orders (including wilderness legislation), and management policies of the BLM. The National Monument Plan will meet the requirements of the Agua Fria National Monument Proclamation to protect the objects of geological, paleontological, archaeological, historic, and biological value within the monument.
- e. Fire Management prescriptions will be consistent with the 2001 Federal Wildland Fire Policy and the National Fire Plan.
- f. The planning team will work collaboratively with the State of Arizona, Maricopa and Yavapai Counties, tribal governments, municipal governments, other federal agencies and all other interested groups, agencies and individuals.
- g. The National Monument Plan will establish the guidance upon which the BLM will manage the Agua Fria National Monument. BLM will rely on the Bradshaw Foothills Resource Management Plan Amendment Plan for management guidance for the BLM lands not covered by the Lower Gila Resource Management Plan Amendment. The Bradshaw Foothills and Agua Fria National Monument Resource Management Plans will replace and supercede all other BLM land use plans for the lands covered by them.
- h. The National Monument Plan will determine what quantity of water will be needed for Monument purposes and will work within Arizona appropriate procedures to acquire those water rights.
- i. Where planning decisions have previously been made that still apply, those decisions will be carried forward into these Plans.

- j. The planning process will include an Environmental Impact Statement which will comply with the National Environmental Policy Act standards. Two Records of Decision will be issued, one for the Agua Fria National Monument and one for the lands in the Bradshaw Foothills.
- k. Due to the desire to maintain the existing natural and cultural landscapes of the Agua Fria National Monument, any visitor facilities will be located near the Monument boundary or in neighboring communities. Facilities may be located within the Monument, but they will be placed in an unobtrusive location near the Monument boundary.
- l. The Plans will set forth a framework for managing recreational activities in order to maintain existing natural landscapes and to provide for the enjoyment and safety of the visiting public.
- m. The management of grazing is regulated by laws and regulations other than the National Monument proclamation. The Plans will incorporate the statewide standards and guidelines established by the Arizona Bureau of Land Management State Director and approved by the Secretary of the Interior. It will lay out a strategy for ensuring that proper grazing practices are followed while preserving habitats for sensitive plant and wildlife species. Livestock Grazing is permitted, pursuant to the terms and conditions of existing permits and leases. Appropriate best management practices will be followed to protect rangeland resources, and where necessary, to mitigate any conflicts with other uses and values. Administrative actions to assure compliance with existing permit/lease requirements, to modify permits and leases, to monitor and supervise grazing use, and to remedy unauthorized grazing use will continue.
- n. Native American tribal consultations will be conducted in accordance with policy and tribal concerns will be given due consideration. The planning process will include the consideration of any impacts on Indian trust assets.
- o. Coordination with the Arizona State Historic Preservation Office (SHPO) will be conducted throughout the Plan.
- p. The Plans will identify opportunities for using cultural properties for scientific, educational, recreational, or experimental purposes.
- q. The lifestyles of area residents, including activities of grazing, hunting, and back-country motorized use and recreation, will be recognized in the Plan.
- r. The Agua Fria National Monument Plan will not address monument boundary adjustments or proposals to change the Proclamation.

- s. The Plans will recognize the State's authority to manage wildlife, including hunting and fishing, within the planning area in accordance with the current Memorandum of Understanding (MOU).
- t. The Plans will address transportation, route management, and access, and identify which routes/roads should remain open to accommodate resource users, recreationist, protection of resource values and administrative needs.
- u. The existing BLM wilderness inventory and vehicle route inventory will provide a basis for consideration of any new wilderness proposals. Wilderness inventory will be conducted consistent with BLM inventory guidelines and the BLM Wilderness Inventory Handbook.
- v. Lands which will be open to mineral leasing will be identified in the Plan. Lands within the Agua Fria National Monument are closed to mineral development (subject to valid existing right) by the Proclamation. Where the plan identifies lands as open to mineral leasing, it will also define any constraints to surface use.
- w. Ecological Site Inventory will be conducted consistent with current rangeland management policy.
- x. Visual Resource Management classification will be conducted to address the public's concerns about open space and natural vistas.
- y. The Plans will designate which acquired lands currently not segregated from mining by overriding actions (i.e., National Monument, Wilderness) should be opened to mining location.
- z. The Bradshaw Foothills Plan Amendment will determine if any lands should be closed to operations under the Mining Laws.
- aa. Consultations with the Fish and Wildlife Service will take place throughout the Plan process in accordance with the recent MOU.
- bb. Minerals management will be consistent with FLPMA and existing policy and regulation including the Mining and Minerals Policy Act of 1970, Section 102(a)(12) of FLPMA, the National Materials and Minerals Policy, Research and Development Act of 1980, and current BLM Mineral Resources policy.
- cc. National, state, and local policy on management of Noxious Weeds will be considered in the plans. Where possible, management practices that control invasive plant species will be emphasized.

dd. Management of the Wild Burros within the Lake Pleasant Herd Management Area will continue to be guided by the existing Herd Management Plan. Appropriate Management Levels for burros were set based on monitoring studies and are within the limits set by the Arizona Rangeland Health Standards. Monitoring will continue to assure those standards are maintained.

D. DATA AND GIS NEEDS (INCLUDING DATA INVENTORY).

The GIS database for the Phoenix Field office is fairly complete for base data, but lacks many resource themes necessary for this planning effort. The tables in Appendices A and B summarize the data collection needs and expected cost and time needed to accomplish data collection and GIS compilation. Two tables are presented in the Appendices: Appendix A is a complete data needs analysis describing all data needs using a slightly modified version (*see note below) of the “Standards Transition” format table designed by the Standards team (provided by Steve Wing). Appendix B is a table summarizing a GIS data inventory and acquisition strategy. The “Data Needs” table has a complete cost summary, whereas the “GIS Action Plan” summarizes the time and cost required for only the spatial data.

All GIS data currently in the PFO database meets BLM local, BLM Arizona, Arizona Land Resources Information System (ALRIS is a function of the Arizona State Land Department), or other source standards. All new data collected will have information about the data collected (metadata) stored in a database. All metadata will meet the Federal Geographic Data Committee (FGDC) standards. All new data collected will meet either BLM national data standards or the standard of the appropriate data collection agency/entity. No data currently in the PFO GIS database complies with FGDC metadata standards. Data acquired from ALRIS, NRCS, and other sources have metadata available, but that data has not been acquired and retained locally. It will be a major effort to collect metadata for all GIS data in the PFO database, but, it is our goal that all data will comply with FGDC and BLM metadata standards by plan completion.

*Note - The “Standards Transition” table provided to us was arranged by planning question and often listed data themes numerous times. This worked for compiling the data needs, but made presentation of data needs and summarization of cost difficult. I turned the table around showing data themes in the first column and the planning questions may be listed several times according to what data may be needed to address them. Since the standards and cost are associated with the data, this seemed more direct. The original table (Planning questions first) exists and can be provided on request.

E. PARTICIPANTS IN THE PROCESS

Efforts to develop a relationship with the communities in the area around the Bradshaw Foothills and Agua Fria National Monument began in the Fall of 1999. Two courses in the Partnership Series were delivered, and we continue to work with community participants

on several projects. These efforts have begun to build a foundation of trust and rapport with the communities that can be built upon as we progress into the formal planning process. As with the Ironwood National Monument Plan in Tucson, our organizational structure will be designed to foster continued community collaboration.

The teams described in the following pages also reflect our intention to contract development of the plan and EIS documents. Contract planning is a new concept for us in PFO and will require a very close working relationship between the contractor, BLM managers, and BLM resource specialists for the plans to be successful. Contract planning has not been a common practice in BLM, but past plans developed by independent planning teams were only marginally successful without a very close working relationship with the local staff. Though contracting should significantly reduce BLM staff time commitment and workload, they will still be involved.

1. **Management Team:** The management team consists of the BLM managers responsible for making decisions, conducting staff supervision, and providing general managerial oversight to the planning effort for the Bradshaw Foothills and the Agua Fria National Monument. Their responsibilities to successful completion of the plans and EIS are listed in the following table.

Position	Date to be On-board	Role/Responsibility
State Director, Denise Meridith	On Board	Approves Preparation Plan, approves Draft Plan and signs EIS, BLM's Record of Decision and final document; provides staff coordination and review; assists in protests; provides some scarce skill specialists for the Extended Review Team as needed.
Field Office Manager, Michael Taylor	On Board	Sets Monument Manager and Core Team priorities. Ensures that management of lands and resources along agency administrative boundaries is arrived at in a collaborative manner. Briefs State Director on progress and recommends solutions to keeping planning effort on track. Approves the Preparation Plan, the pre-plan analysis; and recommends draft and final products to State Director. Serves as point person in the public participation process. Ultimately arbitrates differences and conflicts that may arise during plan development.
Agua Fria National Monument Manager, Kathy Pedrick	On Board	Provide management oversight, leadership, direction and supervision for the various Monument operations. Prepares and executes budget, hires and supervises staff for the National Monument. Serves as point person in the public participation process focused on the Agua Fria National Monument. Resolve workload conflicts for Monument staff which are required for planning purposes, that might affect planning deadlines.

Assistant Field Managers Resource Use and Protection - vacant Lands & Minerals - Marlynn Spears Support services - Margo Fitts	October 2001 On Board	Provide management oversight, leadership, direction and supervision for the various resource specialists and support staff within their units. Resolve workload conflicts for their staff which are required for planning purposes, that might affect planning deadlines.
Community Liaison/Planning Team Leader Chris Horyza	On Board	Conduct plan/EIS contract administration and oversight. Conduct briefings to Management Team concerning plan progress. Act as liaison between plan contractor and Management Team. Serve as liaison between community representatives and PFO.

2. Core Team: The Core team is an interdisciplinary team whose responsibilities include:

1. Oversight and administration of data collection contracts or in-house data collection.
2. Contact, coordination, and consultation with partner agencies (see specifics in table.)
3. Contact with special interest groups apropos to their discipline.
4. Review and comment on contractor delivered plan and EIS components for compliance with appropriate laws, regulations and policy and to assure .
5. Assurance of a close working relationship between BLM, the planning contractor, and the public, that will result in a high quality EIS and Land Use Plans that can be supported within BLM, by the interested public, and by partner agencies.

Members of this team will report to the Assistant Phoenix Field Manager currently responsible for their normal supervision. The team will be composed of a diversity of disciplinary representatives who can perform the previously described duties. Though the people on the Core team will have other duties while the planning effort is underway, activities directly related to plan completion will take precedence over all other duties. The table below identifies members from the Phoenix Field Office and describes responsibilities besides the ones above.

Position	Anticipated Date On-board	Role and Additional Responsibilities
Community Liaison/Planning Coordinator, Chris Horyza	On Board	Acts as the planning team leader during the plan period. Responsible for coordination with community participants and other collaborators. Directs involvement of the Core Team. Ensures that there is public involvement. Serves as COR to the planning contract, assuring the contractor produces plan and EIS components on time and to acceptable levels of quality.

Position	Anticipated Date On-board	Role and Additional Responsibilities
Archaeologist Connie Stone	On Board	Will oversee cultural and historic resource management concerns and will assure appropriate consideration is given to them, especially on the National Monument. Will conduct Tribal and SHPO consultations and collaborative efforts with interested groups.
Outdoor Recreation Planner(s)/Wilderness Planner(s) Rich Hanson Mary Skordinsky	On Board	Will oversee recreation and wilderness resource management concerns and will assure appropriate consideration is given to them. Will also assure air quality issues are addressed in the plan. Will conduct community consultations and collaborative efforts with interested groups.
Wildlife Specialist Tim Hughes	On Board	Will oversee wildlife resource management concerns and will assure appropriate consideration is given to them , especially to threatened, endangered, and special status species. Will conduct Fish and Wildlife Service consultations and assure compliance with the current MOU with the USF&WS. Will conduct community consultations and collaborative efforts with interested groups.
Range Specialist(s) Lee Higgins Clay Templin	On Board May 2001	Will oversee Range Management concerns and will assure appropriate consideration is given to them. Will assure issues concerning noxious weeds and other invasive species are adequately addressed. Will conduct community consultations and collaborative efforts with interested groups.
Fire Management Officer Glenn Joki	On Board	Will assure fire management options are considered. Will review plans and EIS for proper fire management and assure all prescriptions are in compliance with appropriate national, state and local guidance and policy. Will address appropriate fire related air quality issues. Will assure the plans and EIS comply with the National Fire Plan and all national fire policy.
Geologist Dave Fanning	On Board	Will assure mineral resource concerns are considered in the plan and EIS. Will also be responsible for assuring hazardous material issues are adequately addressed. Will conduct community consultations and collaborative efforts with interested groups.

Position	Anticipated Date On-board	Role and Additional Responsibilities
Reality Specialist JoAnn Goodlow	On Board	Will assure lands and realty concerns are considered and that all proposals are legal and within current regulations and policy. Will advise resource staff and plan contractor about possible lands and realty solutions to resource and public issues. Will conduct community consultations and collaborative efforts with interested groups.
Water Rights Specialist Lin Fehlmann	On Board	Will assure water rights issues are addressed. Will conduct community consultations and collaborative efforts with interested groups.
Scarce Skills Appropriate State Office Specialists	Unknown	<u>Hydrologist</u> to address water quality issues. <u>Soil scientist</u> to address erosion and air-borne particulate issues (PM-10 non-attainment.) <u>Botanist</u> to address Endangered, Threatened, and special status species of plants. Others as issues require.
Public Affairs Specialist, Nancy Guerrero	On Board	Leads public outreach efforts and information programs.
Staff Assistant Kathy Leedom	On Board	Provide technical support for preparing planning related documents prior to contract award, (e.g.: Preparation Plan, NOI) and public information materials and maintains the mailing list of interested parties.
GIS Specialist (Vacant)	June 2001	Provide guidance for database design, data input and data structure; provides technical expertise for geospatial analysis to support planning decisions, alternatives, and impact analysis; provides expertise for map product design and production to support all phases of the plan and EIS.

3. Citizen Coalition(s): Part of the Community Partnership process will be to form Citizen Coalitions to participate in data collection and plan preparation. These have not been created yet, but we will probably create one for the Bradshaw Foothills planning, and a separate one for the Agua Fria National Monument, which could carry on after plan completion as a sort of “Citizen Consulting Group”. These coalitions will be composed of representatives of interested local and state governments, other federal agencies, organized interest groups, and private citizens. The coalitions should be made up of at least 50% non-affiliated citizens to avoid being driven by formal bodies only. The objective of these coalitions will be to:

- a. Participate in identification of public issues and management concerns;

- b. Review the social, economic, and ecological data assembled about the area;
- c. Develop overarching guidance related to the common vision of the region, without limiting the autonomy of coalition partners, for long term actions necessary for successful management of the Bradshaw Foothills and the Agua Fria National Monument.
- d. Facilitate short term action on community issues that can be resolved outside the formal planning process;
- e. Participate in plan development by working closely with the plan contractor and BLM in all phases of the process;
- f. Participate in the review process of contract delivered plan and EIS components;
- g. Facilitate partnership formation that will build community capacity for action in implementing plan decisions;

4. Training Needs:

For successful completion of the planning effort, participants must have adequate training to meet project expectations. The following is a table of anticipated training needs and costs associated with the planning effort.

Course	Target Audience	Scheduled or Planned Dates	Approximate Cost
Project Management for Planners	Planning Team Leaders and administrators of large data collection efforts.	April 9-13, 2001	\$2,600
Planning Concepts	All managers and staff associated with the planning effort.	June 4-6, 2001	\$0
Planning Nuts and Bolts	Planning Team Leaders and key core team members. (Estimate 3 people)	October 2001 (one week)	\$3,000
Contracting Officers Representative	People who administer contracts (data collection or planning) (estimate 10 people)	July or August, 2001	\$2,300

Course	Target Audience	Scheduled or Planned Dates	Approximate Cost
Learning Communities	BLM staff involved with community collaboration efforts, representatives of partner agencies and organizations, other community members. (Estimate 40 people)	August, September, or October, 2001	\$15,000
Community Partnerships	BLM staff involved with community collaboration efforts, representatives of partner agencies and organizations, other community members. (Estimate 40 people)	November, or December, 2001, or January, 2002.	\$15,000
Economic and Social Assessments	BLM staff (Estimate 3 people)	October, 2001	\$2,400
Other training not presently identified. (These may include other courses in the Community Partnership Series, other contracting related courses, or project management courses)	BLM staff and key community partners.	June, 2001 to January, 2003	\$40,000

F. FORMAT AND PROCESS FOR THE PLANS

a. General Steps and Format

The format and outline for the plans will come from BLM Land Use Planning Manual 1601 and Handbook H-1601-1 . All legal and policy requirements will be met in the plan and in the process regarding public notices, required elements, distribution of draft and final documents, and specific laws; the National Environmental Policy Act (NEPA) and Council on Environmental Quality guidelines (CEQ) will be met. The draft and final Environmental Impact Statement (EIS) will be published with the Draft and final versions of the plans.

Public comments will be analyzed after a 90-day review period for the Draft plans and EIS. All comments will be considered by the agencies before the final plans and EIS, and Records of Decision are published. See the Plan and EIS Preparation Schedule for

general content of the plans and the process to be used. Detail of maps in the plans will depend on the information being presented.

The Council on Environmental Quality regulations for implementing the National Environmental Policy Act (NEPA) direct that to the fullest extent possible federal agencies must encourage and facilitate public involvement in decisions that affect the quality of the human environment. Traditionally, BLM and other agencies have involved the public in planning at the initial scoping stage and have then “disappeared” until ready to ask for comments on a draft plan. This process resulted in many people thinking that their comments were ignored and to a lack of trust in the agencies and outcomes of the process.

We have begun a collaborative process in the Bradshaw Foothills and Agua Fria National Monument areas. We have begun initiating partnership with citizens and local communities by getting to know their networks and internal functioning. We have begun to build capacity in the communities for action on local issues and management concerns by participating with them on projects. Though our early efforts have been relatively small, we have seen a tremendous increase in support for our issues and interests. We have experienced the beginnings of trust and rapport that can grow with a truly collaborative planning effort. Through these plans, we intend to continue building a relationships of trust with the communities who neighbor and use the planning area.

The above mentioned relationship building process and BLMs formal planning process are complementary. The formal planning process requires public participation to as great extent as possible allowing the collaborative process described above to build a public platform from which the BLM can make better quality land management decisions. Furthermore the collaborative process will garner public support for implementing planning decisions.

As mentioned earlier, the Field Office intends to contract the Plan and EIS development. This effort will not change the steps and format of the documents prepared, but should significantly reduce BLM staff workload. However, it bears repeating that BLM staff specialists will need to be involved closely with the community and the contractor for the Planning and EIS effort to be successful.

b. Preparation Plan

The Preparation Plan is designed as a “road map” for Plan/EIS development and tracking. Though the Preparation plan could/should contain elements of formal Project Management, such as a Work Breakdown Structure, a Change Management Plan, and a Risk Management Plan, it will serve as a foundation for Planning/EIS development. The Project Management tools described can be developed later.

c. Data Collection

Collection of resource, community, and economic data is crucial to successfully resolving issues and analyzing social, economic, and environmental impacts. This effort is the most time consuming and expensive step in Plan/EIS development. It cannot be trivialized without risking success of the plans and EIS. The time and cost of data collection demands that data needs must be critically evaluated to assure it is issue driven and limited (as best we can) to those data sets required to resolve issues and analyze the impacts of management prescriptions. It is almost assured that some needed data will be overlooked and that some extraneous data will be collected. By identifying the possible planning questions now and tying data needs to those questions, (as in Appendix "A") this risk should be minimized. The Plan Preparation Schedule (under section "G" below) allows eighteen months for data collection. This is to allow for late data needs identification and collection of data with narrow seasonal windows (such as many special status wildlife and plant species.)

d. Alternative Formulation

It is expected (and required by NEPA) that a range of alternatives will be addressed in the plan. Initial alternative formulation suggested the following possible scenarios for resolving the Issues and Concerns previously described.

1. Reactive Management Strategy. (Analogous to a No Action Alternative): This alternative maintains the current planning guidance and management focus. Budgets, staffing, and planning guidance are geared to case-by-case decisions, intermixed land jurisdictions are planned and managed independently, and more and more decisions are made by the legal system.
2. Increased Restriction/Regulation Management Strategy: In this strategy, access and use of the planning area is fairly rigidly controlled reducing access points and requiring fees for recreation use. Conditions similar to a fee-for-entry park could be developed, improving facilities for users, protecting sensitive resources by limiting access to them, while allowing development consistent with the overall vision that guides management of the area. This alternative would be the most costly, though would provide the greatest measure of resource protection.
3. Peer and Community-based Management Strategy: In this strategy, recreation users of the public land are not restricted by oppressive government regulations, but are guided to proper use of the land by contact with participating user groups and community members working in organized volunteer groups. Through education, public contact, information dissemination, and where necessary, law enforcement assistance, the users learn to treat the environment as

though it was their home too. This alternative would be more costly than Alternative 1 but less costly than Alternative 2. However, this alternative relies heavily on peoples' desire to do the "right" thing and may have less success in protecting resources. It may also be difficult to sustain participation by the peer and community groups over the long term.

4. The Preferred Alternative: In this alternative, the selected management strategy will probably be a combination of the solutions developed for the previous three alternatives. This strategy would be to apply restrictions where necessary to meet resource protection and enhancement goals, and allow peer and community action to guide user ethics, behavior, and development on neighboring lands. This alternative will probably be more costly than Alternative 1 or 3, but less costly than alternative 2. It may have longer sustainability than alternative 3, but be less restrictive than alternative 2.

These alternative scenarios are extremely preliminary and were based on early comments from both staff and public contacts. Actual alternative formulation will take place in a collaborative relationship with the community, interest groups, and partner agencies. Alternatives formulated in the actual process may not even resemble the preliminary ones described above.

e. Internal Review of the Plan

Four weeks will be permitted for the internal review of the Draft and Final Plan and EIS by BLM, including time required to transmit comments to the core team, contractor, and BLM State and Washington Offices. Forms will be supplied electronically to all reviewers to facilitate receipt of comments and to facilitate the analysis of the comments and needed corrections. Review will take place at the BLM Phoenix Field Office, the Arizona State Office and Washington D.C. NLCS headquarters.

f. Form of Input from Core Team and Reviewers

Input will be typed paper copies, or on 3.5" floppy discs or CDs, in Corel WordPerfect or Microsoft Word format; input also will be provided verbally, on flip charts, via e-mail or other medium at group and one-on-one meetings and contacts. The submissions will be as polished as possible.

g. Accountability

Though the Plans and EIS are being developed by contract, BLM specialists must complete assigned tasks on time to assure plan/EIS deadlines are met. A smooth progression to each step requires this. Management and supervisors will be made

aware of ongoing planning processes. All efforts will be made by the Planning Team Leader to keep team members, reviewers, and the contractor aware of the schedule and elapsed time. Being accountable for a job carries a responsibility for each individual involved to meet deadlines and submit the best product possible. Any situations that occur in which a delay seems imminent, will be resolved immediately by collaboration between the Team Leader, the contractor, and any individuals involved. The objective will be to evaluate the circumstances, insure all involved are aware of the impacts, and take actions to get the schedule and products on track again. In cases of workload or priority conflicts, the appropriate manager will resolve the conflict.

G. PLAN PREPARATION SCHEDULE

The planning schedule in the following table shows the general schedule for completing various components of the Land Use Plan. The schedule includes the components related to our Community-based approach, which, though generally associated with scoping, will relate to all stages of the formal planning process. The schedule below is extremely general in nature. A detailed Work Breakdown Structure will be developed in May/June of 2001. A detailed schedule and associated Gant chart will be produced to help track scheduled tasks and costs. Project Management techniques will be initiated to help keep the planning effort on track both for time and cost.

The schedule reflects a longer than normal time frame for scoping at public meetings. The Greater Phoenix Metropolitan Area contains a large number of interest groups that want to participate in our planning process. Though we want the Citizen Coalition Group(s) to serve as our primary connection to the communities, the concept will be new to groups we have traditionally dealt with directly, and may require a “transition” period. The extended scoping period accounts for that process. In a sense, the scoping process could be described as continuing throughout the entire planning period as the Citizen Coalition Group(s) will provide input for the entire time.

Task	Begin Date	End Date
Hire Staff	February 2001	March 2002
Identify data needs and develop Preparation Plan	February 2001	April 2001
Issue Notice of Intent	April 2001	May 2001
Preparation and issuance of Data Collection Contracts	April 2001	December 2001
Collection of Field Data	May 2001	December 2002
Initiate Community Involvement Community Partnership Series Workshops	June 2001	January 2002

Task	Begin Date	End Date
Issue Planning RFP, Evaluate Contract Proposals	July 2001	September 2001
Scoping Meetings	September 2001	July 2002
Award Planning Contract	October 2001	October 2001
Citizens Coalition Group(s)	December 2001	September 2004
Develop Draft Plan		
Purpose and Need	November 2001	February 2002
Affected Environment	November 2001	March 2002
Develop Alternatives	November 2001	October 2002
Impact Analysis	November 2002	February 2003
Publish Draft	May 2003	
Public Meetings on Draft, and Review Period	May 2003	November 2003
Comment Analysis	December 2003	March 2004
Preparation of Final	April 2004	June 2004
Publish Final		July 2004
Issue Record of Decision		September 2004

H. PUBLIC PARTICIPATION PLAN

The public participation opportunities for the major stages of the planning process are listed below. The schedule for these events will be published later. Every effort will be made to assure active public involvement throughout the process. Forms of communication will include use of Internet technology. A web site will be developed that provides information regarding the planning process and related information, and will solicit comments from users and interested public. The goal of the public participation process is:

To develop the plan through collaborative partnerships with the public, other government agencies, and interested organizations, that result in pro-active management prescriptions, dynamic problem solving strategies, and an overall reduction in conflicts that impede management actions and potentially lead to litigation.

The Community-based Partnership process described previously will contribute to the public participation. In fact, it will probably constitute a large part of the public

participation and communication. Some objectives to accomplish the aforementioned goal are to:

- Develop collaborative partnerships with communities, other government agencies, and interested organizations through informal community networking and establishment of “Citizen Coalition Group(s)” based around community issues.
- Ensure collaboration and participation is as inclusive as possible by thoroughly learning who the interested parties are and providing as many opportunities as possible to participate.
- Meet all legal and regulatory requirements for public and interested party participation.

At this point, we are not sure how to describe the Community-based Partnership process in the context of the usual “Public Participation Plans.” The process and the Citizen Coalition Group(s) are noted under the various participation opportunities below. It should also be noted that we expect to hold the normal course of public meetings so all laws and regulations are met and all interested members of the public have their opportunity to participate.

1. Identify Issues, Planning Criteria, and Management Concerns

- a. A Federal Register Notice of Intent, media articles, and web site information regarding the preparation and content of the plan will be issued to announce the schedule of upcoming scoping meetings. Newsletters and meeting notices will be sent to people on our mailing list of interested parties. We anticipate continual growth of the mailing list, due to growing interest by various organizations and the public, therefore the list will be actively managed.
- b. Informal scoping meetings to gather public input on issues, management concerns, and planning criteria to be resolved in the plan, will be held. Written comments on issues/scope of Plan will also be accepted. Informal contact with affected and neighboring communities will be initiated and on-going throughout the planning effort. Formation of, and participation by “Citizen Coalition Group(s)” will be solicited.

2. Formulate Alternatives

- a. Informal public open house meetings with public, interested groups, agencies, etc., to discuss alternatives and make sure issues are addressed. Newsletters provide background information on issues and alternatives. On-going informal contact with affected and neighboring communities. Participation by “Citizen Coalition

Group(s).”

- b. Public response, either written or verbal, will be requested during a 30-day comment period..

3. Issue the Draft Plans/EIS

- a. Public Notice of the availability of the draft plans/EIS will include: Federal Register Notices regarding the availability of the draft plans/EIS and a 90-day period for public comments to be submitted; newspaper articles will be published in local/regional papers advertising the availability of the draft plans/EIS, the 90-day comment period, and the schedule of the public meetings to be held during the comment period. This information will also be posted to the web site regarding availability of the draft plan/EA and solicitation for public comment via email.
- b. Public meetings held locally during the 90-day public comment period to gather verbal or written input on the draft plans/EIS will also be conducted. On-going informal contact with affected and neighboring communities will continue. Participation by “Citizen Coalition Group(s)” will be solicited.

4. Publish the Proposed Final Plans/EIS

- a. The final plans/EIS will be sent to those on the mailing list as well as to all those that participate in the planning process during the preparation of the plan. The availability of the plan will be advertised in regional newspapers and other media, as well as posted to the web site. On-going informal contact with affected and neighboring communities will continue. Participation by “Citizen Coalition Group(s)” will also continue. A notice explaining the protest period of 30 days will be included.
- b. Solicit Governor’s consistency review (60 days).
- c. Informal public input, written, verbal, and e-mail will be welcomed anytime in the process. Input is to be documented and routed to the BLM Field Office Manager in Phoenix, then to the Team Leader.

5. Respond to Protests

- a. Written responses will be sent to the public as needed. On going informal contact with affected and neighboring communities will continue. Participation by “Citizen Coalition Group(s)” will be solicited to help resolve protests.
- b. Federal Register Notice will be published (if needed), requesting comments on

significant changes made as result of a protest.

6. Publish Approved Plans

- a. Notify public via news articles, e-mail, web site, and transmittal letters of availability of approved Plans. Plan availability will also be announced through on-going informal contact with affected and neighboring communities and through the “Citizen Coalition Group(s).”

7. Stakeholders List

Major groups of stakeholders that have been identified are listed below. Additional stakeholders will be identified throughout the process. A mailing list identifying key people in these organizations, agencies, and interest groups has begun to be compiled and will be managed internally, including responsibility for handling all mailings, and notifications of public meetings, input deadlines, etc., associated with the public participation process.

Tonto National Forest	Arizona Archeological Society
Prescott National Forest	Big Bug Economic Development Alliance
US Fish and Wildlife Service	Upper Agua Fria Watershed Committee
Arizona State Land Department	Other Interested businesses and consultants identified later
Arizona Game and Fish Department	Yavapai Tribe
Arizona State Parks	Hopi Tribe
Arizona State Historical Preservation Officer	Gila River Indian Community
Arizona Department of Environmental Quality	Salt River Indian Community
Arizona Rock Products Association	Other Tribes wishing to participate
American Wind Energy Association	Adjacent private landowners Phoenix 4Wheelers
Arizona Film Commission	Arizona Trail Riders
Yavapai County	Roadrunner Mining Club
Maricopa County	Sierra Club
City of Peoria	local Audubon Society
City of Phoenix	Sun City Hiking Club
City of Wickenburg	Search/Rescue groups
Communities of Black Canyon City, New River, Castle Hot Springs, Cordes Junction, Mayer, Spring Valley	Resource Advisory Council
Other Neighboring Communities	Media
Lien holders	Grazing Permittees
Arizona Public Service	Special Recreation Use Permittees
Salt River Project	Mining Claimants
Society for American Archeology	Right-of-Way Holders
Arizona Archeological Council	Communication Site Holders
	Mineral Material Permittees

Land Use Permittees
Land Withdrawal Proponents

Other Interested public and Special Interest
Groups identified later

I. BUDGET

Following are two tables reflecting the expected costs associated with successfully developing two Land Use Plans and an Environmental Impact Statement. The labor table includes estimates for in-house data collection, administration of data collection contracts, and review of planning/environmental documents from the planning contractor. The labor table also attempts to account for collaborative interaction with the public, interest groups, and partner agencies. Since we have not conducted a planning effort with this level of community collaboration in the past, and since we also have not contracted a plan before, these labor estimates are ball park at best. They will certainly be refined as the process progresses. Time and cost tracking will be initiated as a means to understand and better predict time and cost commitments in the future.

The operations table is also an estimate of operations budget needed to successfully complete the plans and EIS. This table includes vehicle, travel, and miscellaneous costs associated with in-house data collection efforts, as well as estimates of data collection contracts. Some of the contracting estimates used examples of past contracts as a basis for estimating. However, the team assisting with the Preparation Plan had no experience with some contract types. The estimate for these were based on what the team thought it would cost to do it in-house, then increasing the cost to account for contract overhead and miscellaneous expenses.

Table 1: Distribution of labor dollars by position.

Position	AWC	2001 WM's	2001 Costs	2002 Costs	2002 Costs	2003 Costs	2003 Costs	2004 Costs	2004 Costs	Total Cost
Field Manager	\$6,870.00	1	\$6,870.00	2	\$13,740.00	2	\$13,740.00	2	\$13,740.00	\$48,090.00
Monument Manager	\$6,870.00	5	\$34,350.00	3	\$20,610.00	3	\$20,610.00	3	\$20,610.00	\$96,180.00
Community Planner	\$6,000.00	6	\$36,000.00	12	\$72,000.00	12	\$72,000.00	12	\$72,000.00	\$252,000.00
Archaeologist	\$4,253.00	3	\$12,759.00	6	\$25,518.00	3	\$12,759.00	3	\$12,759.00	\$63,795.00
Wildlife Biologist	\$6,000.00	3	\$18,000.00	5	\$30,000.00	3	\$18,000.00	2	\$12,000.00	\$78,000.00
Outdoor Recreation Planner(s)	\$6,000.00	3	\$18,000.00	10	\$60,000.00	3	\$18,000.00	3	\$18,000.00	\$114,000.00
Realty Specialist	\$4,253.00	3	\$12,759.00	4	\$17,012.00	2	\$8,506.00	2	\$8,506.00	\$46,783.00
Geologist	\$4,253.00	3	\$12,759.00	4	\$17,012.00	2	\$8,506.00	2	\$8,506.00	\$46,783.00
Natural Resource Specialist (Range Mgt.)	\$6,000.00	3	\$18,000.00	4	\$24,000.00	2	\$12,000.00	2	\$12,000.00	\$66,000.00
Water Rights Specialist/Hydrologist	\$4,253.00	2	\$8,506.00	4	\$17,012.00	2	\$8,506.00	2	\$8,506.00	\$42,530.00
Public Contact Rep.	\$2,874.00	2	\$5,748.00	4	\$11,496.00	4	\$11,496.00	4	\$11,496.00	\$40,236.00
GIS Specialist	\$6,000.00	2	\$12,000.00	5	\$30,000.00	5	\$30,000.00	5	\$30,000.00	\$102,000.00
Computer Specialist	\$4,253.00	3	\$12,759.00	5	\$21,265.00	2	\$8,506.00	2	\$8,506.00	\$51,036.00
Editorial Assistant	\$2,874.00	0	\$0.00	9	\$25,866.00	10	\$28,740.00	10	\$28,740.00	\$83,346.00
Staff Assistant	\$2,874.00	2	\$5,748.00	3	\$8,622.00	2	\$5,748.00	2	\$5,748.00	\$25,866.00
Procurement/Contracting Specialist	\$4,253.00	5	\$21,265.00	6	\$25,518.00	4	\$17,012.00	2	\$8,506.00	\$72,301.00
Temp GIS Technician	\$2,874.00	4	\$11,496.00	12	\$34,488.00	12	\$34,488.00	8	\$22,992.00	\$103,464.00
Temp Wildlife Technician	\$2,874.00	0	\$0.00	6	\$17,244.00	2	\$5,748.00	0	\$0.00	\$22,992.00
Temp Range Technician	\$2,874.00	0	\$0.00	6	\$17,244.00	3	\$8,622.00	0	\$0.00	\$25,866.00
Temp Archeology Technician	\$2,874.00	0	\$0.00	6	\$17,244.00	3	\$8,622.00	0	\$0.00	\$25,866.00
Temp Recreation Technician	\$2,874.00	0	\$0.00	8	\$22,992.00	4	\$11,496.00	0	\$0.00	\$34,488.00
Totals		38	\$247,019.00	95	\$528,883.00	99	\$363,105.00	91	\$302,615.00	\$1,441,622.00

Table 2: Distribution of operation dollars according to task.

Task	Type	Cost 2001	Cost 2002	Cost 2003	Cost 2004	Total Cost
Vehicles	Overhead	\$18,000.00	\$30,000.00	\$36,000.00	\$36,000.00	\$120,000.00
PCS Move Cost (\$40K Each)	Overhead	\$80,000.00	\$40,000.00			\$120,000.00
Administrative Facility Costs	Overhead	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$40,000.00
Meeting Facilities	Rental	\$3,000.00	\$8,000.00	\$4,000.00	\$4,000.00	\$19,000.00
Other Administrative Costs	Overhead	\$5,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$35,000.00
Travel	Overhead	\$1,000.00	\$5,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Training	Overhead	\$10,000.00	\$55,000.00	\$17,900.00	\$0.00	\$82,900.00
Plan/EIS	Contract	\$0.00	\$125,000.00	\$150,000.00	\$220,000.00	\$495,000.00
Community Partnerships	Contract	\$60,000.00	\$155,000.00	\$10,000.00	\$5,000.00	\$230,000.00
Abandoned Mine Inventory	Contract		\$5,000.00			\$5,000.00
Comm. Site Needs	Contract		\$30,000.00	\$20,000.00		\$50,000.00
Transp. & Util. Corridor Study	Contract		\$35,000.00			\$35,000.00
Air Quality Analysis Research	Contract		\$20,000.00	\$30,000.00		\$50,000.00
Mineral Index Maps	Contract or Purchase	\$6,500.00				\$6,500.00
Cultural Resource Inventory	Contract	\$25,000.00	\$70,000.00			\$95,000.00
Geologic and Mineral Assessments	Contract or Purchase	\$6,500.00				\$6,500.00
Known Occupancy Database	Contract		\$8,000.00			\$8,000.00
Dump Inventory	Contract		\$8,000.00			\$8,000.00
Leasable Mineral Market Study	Contract or Purchase		\$5,000.00			\$5,000.00
Ecological Site Inventory	Contract	\$20,000.00	\$52,000.00			\$72,000.00
Ethnohistoric Studies	Contract		\$15,000.00			\$15,000.00
Geologic Maps	Purchase or Contract	\$6,500.00				\$6,500.00
Historic Overview of the Bradshaws	Contract		\$15,000.00			\$15,000.00
Communities Future R&PP	Purchase	\$3,000.00				\$3,000.00
Hazmat Assessment -	Contract		\$5,000.00			\$5,000.00

Task	Type	Cost 2001	Cost 2002	Cost 2003	Cost 2004	Total Cost
(Richinbar Mine)						
Split Estate Legal Research	Contract		\$5,000.00			\$5,000.00
Surface Ownership - Snap to GCDB	Contract	\$4,000.00	\$20,000.00			\$24,000.00
Mineral Ownership - Snap to GCDB	Contract	\$4,000.00	\$20,000.00			\$24,000.00
Preferred Mineral Material Areas	Contract		\$4,000.00			\$4,000.00
Sand, Gravel, & Decorative Rock Occurrence	Contract		\$4,000.00			\$4,000.00
Mineral occurrence maps inactive, active, reserves	Contract		\$6,500.00			\$6,500.00
Noxious Weed Inventory	Contract		\$25,000.00	\$5,000.00		\$30,000.00
Travel/Access Route Inventory	Contract		\$50,000.00			\$50,000.00
Paleontological Inventory	Contract or Purchase		\$5,000.00			\$5,000.00
Soil Survey digitizing	Contract	\$30,000.00				\$30,000.00
Resort Client Tour Demand Trends Assessment	Contract	\$5,000.00	\$20,000.00			\$25,000.00
Update AZSite Database	Contract		\$5,000.00			\$5,000.00
Update Hazmat Database	Contract		\$5,000.00			\$5,000.00
Update Mineral Potential Maps	Contract	\$5,000.00	\$10,000.00			\$15,000.00
Update Perry Mesa Vandalism Study	Contract		\$20,000.00			\$20,000.00
Visitor Preference Survey	Contract	\$5,000.00	\$15,000.00			\$20,000.00
Water Quality Inventory	Contract		\$12,000.00			\$12,000.00
Water Source Inventory	Contract	\$30,000.00	\$100,000.00	\$14,000.00		\$144,000.00
In-stream Flow/Hydrology Study	Contract	\$30,000.00	\$100,000.00	\$14,000.00		\$144,000.00
Totals		\$367,500.00	\$1,132,500.00	\$323,900.00	\$288,000.00	\$2,111,900.00