UNITED STATES
DEPARTMENT OF THE INTERIOR
Bureau of Land Management
Washington, D. C. 20240

In Reply Refer To:
4112.15 (712a)

January 3, 1966

Instruction Memo No. 66-7
Expires 6/30/66

To: SD's, DM's and SC's

From: Assistant Director, Resource Management

Subject: Inventory of range allotment plan needs FD 2/15/66

The Bureau's long run objective is to require a range management action plan for each allotment within a planning unit (Grazing Administration Manual, Part 4112.15). The development of these action plans is a logical step following the adjudication program. This plan would indicate how the multiple use objectives, as developed in the planning unit analysis, might be carried out in so far as range management is concerned.

The purpose of the memo is to obtain an estimate of the number of separate allotments involved and the extent of existing operation plans, if any. You should assume each range allotment will contain either different land conditions and/or operator(s). Each separate allotment, therefore, will require a different management plan based upon existing conditions. We wish to emphasize that the range management action plan as described in BLM Manual 4112.15B requires a grazing management system be adopted for each area. The manual Part 4112.16 describes several grazing systems that may be employed. The design of any system may be modified to fit the local conditions as long as the physiological requirements of the vegetation are being satisfied..

It is possible that many areas such as the Type IV planning unit will not require management plans in the forseeable future. These areas should not be included in your inventory. We do not intend for this report to require a lot of your time, particularly field work. The objective is to obtain the best available estimate of the total range management allotment planning needs.

Each district manager should inventory his area of responsibility and submit completed copies of the enclosed form to the State Director. The State Director should then forward one copy for each district to this office (attention 712a) by February 15, 1966. A separate report is requested for "inside" and "outside" the district.

A supply of the format to be used is enclosed. Your narrative comments will be appreciated.

Edwin Gaddis
Acting

1 Enclosure (regular distribution plus 10 encl. to ea. SO & DO)

Enclosure 1 - Range Allotment Plan Needs Inventory

Distribution: w/encl

D&RM -5
IA - 15
712a - 10
RPM - 5
HE -

RANGE ALLOTMENT PLAN NEEDS INVENTORY Date _____

A Bureau inventory of the total needs for range allotment plans. Each allotment within Type I, II, & III Planning Units is to be covered by a management plan based upon good range management principles.

State _____ District _____

(check one)
Inside District (Sec. 3)_____
Outside District (Sec. 15)_____

Individual Area of Use:

Approximate Size (A of public land)	Total No. of Plans Required	No. of Operators Involved	No. of Plans in Operation *	No. of Operators Involved in these
0-2000				
2,000-6,000				
6,000-15,000				
15,000-50,000				
50,000-250,000				
250,000 +				
Total				

Common Use Areas

Approximate Size	Total No. of Plans Required	No. of Operators Involved	No. of Plans in Operation	No. of Operators Involved in these
0-2000				
2,000-6,000				
6,000-15,000				
15,000-50,000				
50,000-250,000				
250,000 +				
Total				

* The number of operators involved may not be the total in the district as many may operate in more than one allotment, individual and/or common. Please use the back for narrative comments.

Enclosure 1

Dunford

FORM 6200-6 (6/64)
UNITED STATES GOVERNMENT

Memorandum

Department of Agriculture—Forest Service
Berkeley, California 94701

TO : E. R. Dunn, Asst. Reg. Forester, R-5 File No. 4810

FROM : R. D. Ratliff, Project Leader Date: January 4, 1966

SUBJECT: Range Programs (Outline of Harvey Valley report) Your reference:

Thank you for your comments on the outline of the Harvey Valley report. Mr. Dunford has asked that I answer the questions you posed in your memo of December 10, 1965. I shall tie my answers to this memo and the report outline.

II A. This section will deal with the history of grazing use (numbers and seasons) on the allotment rather than the research that has been done. We will treat the Burgess Springs work in Section II B.

II C. Yes, we plan to present cost figures in this section. This will likely take the form of a table showing what was done, when it was done, and the costs involved.

IV D. -2 I think you are correct. We were interested in how the cattle gained under the two management systems, not in specific factors influencing their gains.

In reference to your question on browse use by cattle, we have very little information on this subject. Bitterbrush was considered in some of our past utilization work. However, no effort was made to separate use by cattle and deer. I think there is visual evidence to indicate that (in the Harvey Valley area) rest-rotation tends to permit a more open growth form of bitterbrush than does season-long grazing. If this is true, then care must be taken not to extend the idea that rest-rotation favors bitterbrush too far afield. We must remember that Harvey Valley is on summer deer range. As such, bitterbrush in the area is not subjected to large concentrations of deer in the winter. An open growth form may result in greater damage to bitterbrush than a hedged form in heavy deer concentration areas.

Regarding your last question, we can only repeat Hormay's estimate of the expected improvement resulting from management and from cultural work. Our studies at Harvey Valley were not designed to determine the relative contributions of management and cultural practices to range improvement. I wish we could separate their effects, but I see no way of doing so.

Hormay

IN REPLY REFER TO:

1781.1 (712a)

UNITED STATES
DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D.C. 20240

January 6, 1966

Dear Carl
Sorry I told you about this in December when the Worland district first contacted me. Their W.O is now doing. Will handle this and the F.S hearing session in Utah on the same trip.

Memorandum

To: SD-Wyo

From: Chief, Range Management Staff

Subject: Attendance of Gus Hormay at range management clinic - Worland District

Mr. Gus Hormay was contacted on January 4 and he has accepted your invitation to attend the range management clinic, February 20-24 in Wyoming. As per your memorandum (weather permitting), Gus will arrive in Worland via Frontier Airlines on February 20. He has been advised that the meetings will be held in Worland, Greybull, and Cody and, District personnel will arrange transportation from Worland.

The Bureau is fortunate in having Mr. Hormay assist in our range management training program, and you and your staff are to be commended for a range management clinic that will provide the opportunity for the range users to discuss the rest-rotation grazing system.

/s/ Glen D. Fulcher

cc:
Mr. A. L. Hormay
Pacific Southwest Station
1960 Addison Street
P. O. Box 245
Berkeley, Calif

IN REPLY REFER TO:
4412.3

UNITED STATES
DEPARTMENT OF THE INTERIOR

BUREAU OF LAND MANAGEMENT
Makotapi Project Office
1004 Fifth Avenue
Belle Fourche, South Dakota

Your Reference
4112.18

January 21, 1966

Mr. A. L. Hormay
Pacific Southwest Forest & Range
Experiment Station
P. O. Box 245
Berkeley, California 94701

Dear Mr. Hormay:

Enclosed is the data for your review, of our Miles City District Rest Rotation grazing system.

The area first selected was in northeastern Montana, but now has been changed to northwestern South Dakota.

Sincerely yours,

Larry M. White

Larry M. White
Acting Project Manager

Enclosures:
1 c - Narrative
1 c each -
Enclosures #1-17

CC: DO
SO

Narrative

We have proposed two formulas. Proposal No. 1 is our first choice because it allows 1½ years for seedling establishment. Our only reservation is that perhaps the range and livestock may not do as well because of using one pasture twice in succession for summer use(critical period) before it is rested. Would you please comment on our choice?

The stocking rate for the rest rotation system is the same number and length of time as in the past when the livestock were run on the same area only under continuous grazing. The only change will be increased utilization according to the proposed formula which requires rests.

One of our greatest problems has been the number of pastures. There are, according to our calculations, 720 different possible numbering systems for 6 pastures. Under Proposal No. 1, the rancher says he needs pasture No. 4 or 1 or 5 available for winter use. This has worked out under Proposal No 1 numbering sequence except for one year; that year pasture No. 6 was available which was alright with the rancher. The reason for the rancher's preference for winter, is the need of protection from winter weather conditions. Last year they lost 10 head of livestock in one night. The numbering sequence of Proposals No. 1 & 2 are deficient one year. It requires that one herd of cows be driven from pasture 3 to pasture 1. We have checked about 30 of the possible numbering sequences and the present sequence is the best we have found thus far. Could you give us any help or suggestions one the numbering sequences? The livestock can move any direction so long as the next pasture is adjacent to the first. There are no topographical limitations.

We want to relocate the minimum amount of fence possible in balancing the capacities of each pasture. If all interior fences were to be rebuilt, the pastures could probably be designed to eliminate driving the one herd. The one new fence will be built this spring; the other two fences will not be relocated until next year after one grazing season.

The dates for flowering, seed ripe, regrowth of leaves and regrowth of flower stalks are some guess work, but we found supporting literature for most of them, from our own state or surrounding states.

One of the minor faults of our system is that we cannot wait to change pastures until after all the warm season grasses have set seed. Our change of pastures is September 1st, and to include all warm season grasses which constitute 1/2 of 1% of all vegetation, we would need to wait until Oct. 1st. It is possible that to wait the extra 30 days for only 1/2 of 1% is not justified, and possibly the warm season grasses will still set seed before being grazed off after we turn the livestock into the pasture. It will take a while before the livestock will graze all vegetation and maybe by that time the warm season grasses will have set seed.

We will be glad to accept any suggestions. We regret that this report is late, but it took some time to design the system after it was changed from northeastern Montana to northwestern South Dakota.

FORM 6200-8 (1/64)
UNITED STATES GOVERNMENT

Memorandum

Department of Agriculture—Forest Service
Berkeley, California 94701

TO : Chief

File No. 2200

FROM : John R. McGuire, Director, By

Date: January 21, 1966

SUBJECT: Range

Your reference:

AIRMAIL

Enclosed is a draft of the range training guide prepared by Hormay. During his training courses Hormay presented this material with the aid of 35 mm. Kodachrome slides and illustrations drawn by hand during lectures on easel-mounted paper sheets. Practically no use was made of a blackboard or of hang-up charts. Most tables and graphs as well as range scenes were presented in slides.

Prospective instructors should be able to round up and prepare locally most of the material they need for teaching, including photographs of local conditions and problems. Most if not all graphs and tables can be obtained from the guide and references. Under separate cover we are sending you 41 slides illustrating the basic grazing management problem and its solution and examples of range reactions to this solution. Comparable photographs may not be available locally. Arrangements can be made to supply duplicates of these and other slides to those needing them.

We would appreciate your comments and suggestions on the guide. If you find it acceptable we can process it locally as a Station release. Kindly give us an estimate of the number of copies that may be needed by National Forest administration, Bureau of Land Management and other agencies.

Separate cover: 41 slides

cc: Parker, W.O. (w/guide and slides)

EGDunford:etm

Hormay has original of training guide

EGD

Jan 16/66
Horney

Kodachrome slides to accompany range training guide, arranged in order by subjects

Slide No		
	Subject - Selective grazing	
5347	Patchy use of Poa nevadensis	1964
1936	Close use of Idaho fescue in forest opening	1947
5461	Use in ravine bottom in Juniper type	1964
	Subject - The grazing management problem	
1934	Use of Idaho fescue on choice grazing site	1947
6641	Use of Poa nevadensis on choice grazing site	1965
4613	" " " " " "	1963
	How rehabilitate such sites?	
	Subject - Solution to grazing problem	
5303	Repeat of 4613	1964
	Range rested from use to restore vigor of plants and to produce seed for reproduction	
5162	Rest until seed ripens and falls to the ground. Stanion hystrix and Poa nevadensis	1964

8

Jan 16/66
Hormay

Kodachrome slides cont'd

Slide No		
	Subject - Solution to grazing problem cont'd	
3041	Graze after seed ripe to trample seed into the soil. Poa nevadensis	1960
2982	Establishment of Poa nevadensis seedlings following trampling	1959
5314	Without trampling reproduction establishment negligible Idaho fescue inside livestock exclosure established 12 years	1964
5317	General view inside exclosure shown in 5314	1964
6562	Inside exclosure protected from livestock grazing for 35 years Reproduction negligible	1965
6560	Outside exclosure shown in 6562. Idaho fescue and Stipa occidentalis reproduction abundant in plant interspaces. Grazed and rested since 1958.	1965
3044	Protect seedlings from grazing until firmly rooted so pull-up is minimized.	1960

Jan 16/66
Hormay

Kodachrome slides cont'd

Slide No

Subject - Solution to grazing problem cont'd

5850 Two growing seasons usually needed to anchor seedlings firmly. Two year old Poa nevadensis seedlings grazed but pull-up light. 1964

6556 Seedlings must be large enough to withstand both pull-up and trampling. Seedlings of Festuca idahoensis and Stipa occidentalis in plant interspaces 1965

6459 Periodic protection from grazing encourages reproduction from rhizomes as well as from seeds 1965

6339 During rest periods plant litter is left on the ground to build soil fertility and help arrest soil erosion 1965

4

Jan 16/66
Hormay

Kodachrome slides cont'd

Slide No

Subject Examples of range reactions under rest-rotation management of grazing.

6452	Several different age classes of Stanvin hystrix and Poa nevadensis established on a very heavily grazed site	1965
5862	Several age classes of Deschampsia caespitosa established on a heavily grazed wet meadow site	1964
1746	Condition of preferred meadow grazing area in 1946	
5103	Repeat of No 1746 in 1964 after 11 years of rest-rotation management. Forage stand denser and more grassy. Bare soil areas covered	
5301	Productive condition of rich bottom-land site after 12 years of rest rotation grazing	1964
3776	Usual degree of forage use on site shown in No 5301.	1962

6

Jan 16/66
Hermey

Kodachrome slides cont'd

Slide No

Subject Examples of range reactions under rest-rotation management of grazing. Cont'd

5006	Litter accumulation on site shown in Nos 5301 and 3776	1964
6455	Spread of rhizomatous species on productive bottomland site Agropyron spp.	1965
3436	Establishment of Sitanion hystrix and Stipa occidentalis reproduction in opening in timber type	1962
3105A	Well established stand of grasses (Sitanion, Stipa, Festuca) in timber opening	

Subject — Soil erosion control 1961

2419	Gully in meadow before rest-rotation management of grazing	1952
5397	Near repeat of No 2419 after 12 years of rest-rotation grazing	1964
3140	Condition of gully head in 1961	
5404	Repeat of No 3140 in 1964	

8

Jan 16/66
Horney

Kodachrome slides cont'd

Slide No

Subject Artificial reseeding and spraying

5075	Condition of stand of Bromus inermis seeded in 1951 after 13 years of post-relation greening	1964
3351	Area shown in No 5075. Usual degree of use when greened	1961
3018	Near Sailvie reseeded stand of Bromus inermis and Phalaris arundinacea in 1959 Stand sown 1957	
5036	Area shown in No 3018 in 1964	
4752	Reseeded stand of Agropyron elongatum 12 years after planting	1963
4310	Native forage species becoming established in bare soil spaces in Thin reseeded Stand of introduced species. Natives are Sitanion hystrix and Poa nevadensis	1963
6449	Close up of native species invading Thin tall wheatgrass stand. Natives are Poa nevadensis and Sitanion hystrix	1965

7

Jan 16/66
Hormay

Kodachrome Slides Cont'd

Slide No

Subject - Artificial reseeding and spraying Cont'd.

3073 Area sprayed in 1951 to reduce sagebrush. Sagebrush reinvasion light and grass stand vigorous after 15 years of rest-rotation grazing 1964

T

FORM 6200-8 (1/64)
UNITED STATES GOVERNMENT

Memorandum

Department of Agriculture—Forest Service
Berkeley, Calif. 94701

TO : E. G. Dunford, Assistant Director File No. 4210

FROM : R. D. Ratliff, Project Leader Date: January 21, 1966

SUBJECT: Range Programs (Work plans for Bunchgrass Project for remainder of FY '66 and FY '67) Your reference:

1. Work on comparable plots established during the evaluation of Harvey Valley:

The information we plan to obtain is not necessary to the in-service report due this June. However, we may include the information in our published report. The information is necessary to round out our pictures of a few plots and provide the base for later comparisons.

a) Obtain plant vigor and herbage yield measurements on 3 pair of low elevation meadow plots. We propose to put up temporary fences (snow type) around 4 of these plots. Two of the plots that will be fenced are in the Lower Pine Creek allotment, one is in Gray's Valley, and the fourth is in Harvey Valley. We will remove the fences by August 1, 1966.

b) Obtain plant cover and composition on 5 pair of plots. One of these was done in 1964; however, a great difference in amounts of one species makes remeasurement advisable. Grazing on two pair prevented accurate species determination on the Harvey Valley plots last year. The other two pair are in areas of light use and were placed last in our priorities for measurement.

c) Complete measurement of trees on three plots. If completed in time this information will be included in the in-service report.

d) Forage utilization checks will be carried out as planned.

2. Removal of excess transect and plot stakes:

a) We will remove all of the "density-yield and utilization" transect stakes in Harvey Valley. These transects have no future value.

b) We will remove all stakes marking the locations of the "yield collection" areas. These areas were marked off by Ratliff in 1957. They haven't been used since.

c) We will remove the stakes marking the plots established for the study "Rest-rotation vs. season-long management in logged-over ponderosa pine." With the view of moving into new areas of research, this study will be dropped.

3. Cooperation with Agricultural Research Service:

a) Lynn Hylton of the ARS will determine for us the plant part best suited for determining nitrogen levels in Festuca idahoensis. Also, he will determine the critical level of nitrogen for growth of this species.

b) We plan a field test of the laboratory results. The test will involve fertilizing a good stand of Festuca idahoensis with 4 levels of nitrogen, including a check. The location of the test area will be worked out with the Lassen National Forest. Fertilizer will be put on in late fall of 1966. Sampling will be completed by August of 1967, and plot markers will be removed at the end of the study.

4. Exclosures in Harvey Valley:

Six of the exclosures in Harvey Valley have "bud-influence" transects in them. I want these maintained until a decision is reached on whether to remeasure, at some future date, using the bud-influence technique. I will make this decision by July of 1967.

I have talked to Phil Lord and Fred Alberico about most of these plans. They see no objections to the temporary fencing of a few plots or on the work planned with Lynn Hylton. However, they feel the o.k. for this should come down to them through the normal channels so everyone knows what we are doing and why. To this end, please inform the Regional Office of these plans.

Kearney

4210

January 25, 1966

Your reference: 4412.3
1/21

Larry M. White
Acting Project Manager
Makotapi Project Office
Bureau of Land Management
1004 Fifth Avenue
Belle Fourche, South Dakota

Dear Larry:

You have done real well in thinking through a rest-rotation grazing plan for the Crago Brothers Battle Creek allotment. Your plan No. 1 is superior to plan No. 2. As you are well aware the present pasture layout is not ideal but with a slight adjustment in plan No. 1, I think you can get acceptable results in both the range and livestock. I suggest you fit treatment F in between treatments B and C in your plan, graze in treatment B and rest yearlong in treatment D. This will give you the formula shown on an attached sheet. It provides adequately for plant vigor and seed production and provides two growing seasons of rest for seedlings.

It appears that under this plan stock will not have to be moved across fields in any year if the pastures are numbered as I'm suggesting. Also I believe you have enough grazing capacity and sufficient flexibility in the grazing formula to operate without relocating the two fences to even up the grazing capacities of the pastures. I would put in the new fence and then after operating under the most restrictive combination of pastures, decide if relocation is necessary. The seed-ripe date of about September 1 looks satisfactory, everything considered. I'm assuming the stockman is interested not only in having one or more of the three pastures you mentioned (numbers 1, 4 or 5 in Proposal No. 1) available to livestock during winter, but in having largely ungrazed forage in at least one of the fields at the beginning of the winter period.

Management under the suggested plan would proceed as follows:

Split the herd into two groups and graze in pastures receiving treatments A and C. Proportion the number of animals between pastures according to the grazing capacity of the pastures. The animals can be allowed to run

freely between the two pastures in cases where the pastures lie adjacent to each other. As a generality the livestock can be allowed to run freely among all adjoining pastures after the pastures are opened to use. By the beginning of the winter period in this case, the entire area scheduled for grazing during the year could be made available to the animals.

If there is not enough capacity in the A and C pastures to carry the stock until seed-ripe time, open either the pasture receiving treatment F or the pasture receiving treatment B whichever is directly accessible and available for use. Use the F pasture if there is a choice. It is unlikely that either the F or B fields would be needed before flowering time. But if necessary use them. When seed is ripe open the field receiving treatment D to use. Finally at the beginning of the winter period open the fifth field--the one receiving either treatment B or F.

Attached is a set of diagrams showing the pasture layout and disposition of livestock for each year of a grazing cycle starting in 1966. I've set up the sequence so you can operate in 1966 even if the new fence is not finished. Pastures are designated by numbers and grazing treatments by letters. The field rested yearlong is hatched red. The critical fields needed in winter and available to the animals are checked in blue. The field in which the treatment letter is circled is not used until the beginning of the winter period.

The best of luck.

Sincerely yours,

A. L. Hormay

A. L. HORMAY
Range Conservationist

Enclosures

Grazing Formula

State South Dakota Agency BLM District Miles City (M-3) Belle Fourche

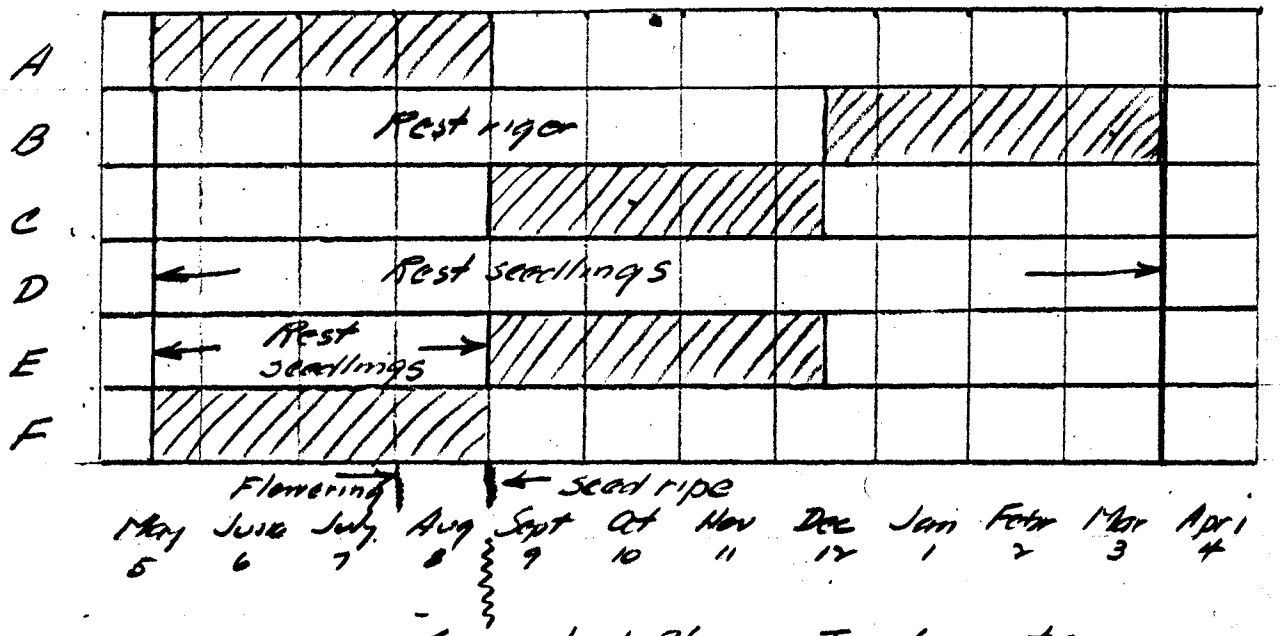
Allotment Cragg Brothers Battle Creek Acres 17,910 Kind stock Cattle Cows, Calves

AUs 400 Winter 600 Summer AUMs 1400 4200 Season Dec 15 to April 1 3.5 May 15 to Dec 15 7.0

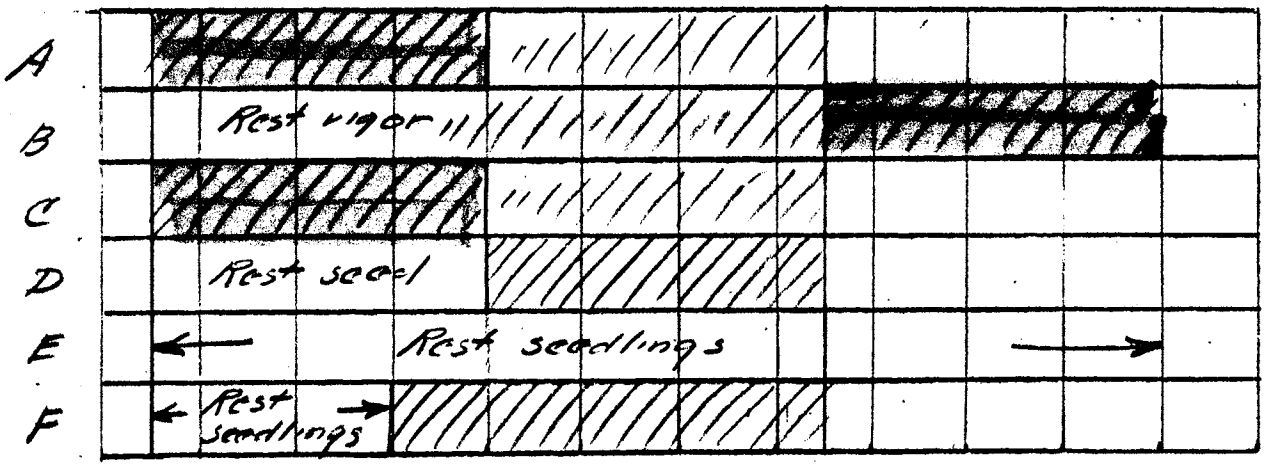
Forage use 37 % Key species ① Stipa viridula, ② Panicum virgatum

Plant develop.	Start growth	Flowering	Seed ripe	Regrowth (seed)
Date ①	April 1	June 1	July 1-5	May 25
Date ②	May 1	Aug. 1	Aug 30 ±	July 25

District Plan — Treatments



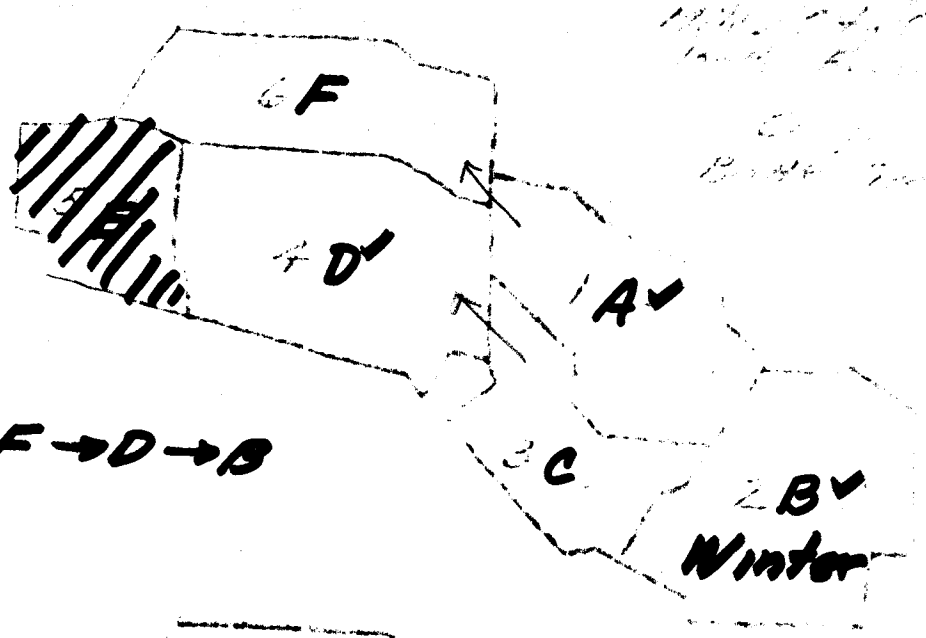
Suggested Plan — Treatments



Topography Gently rolling

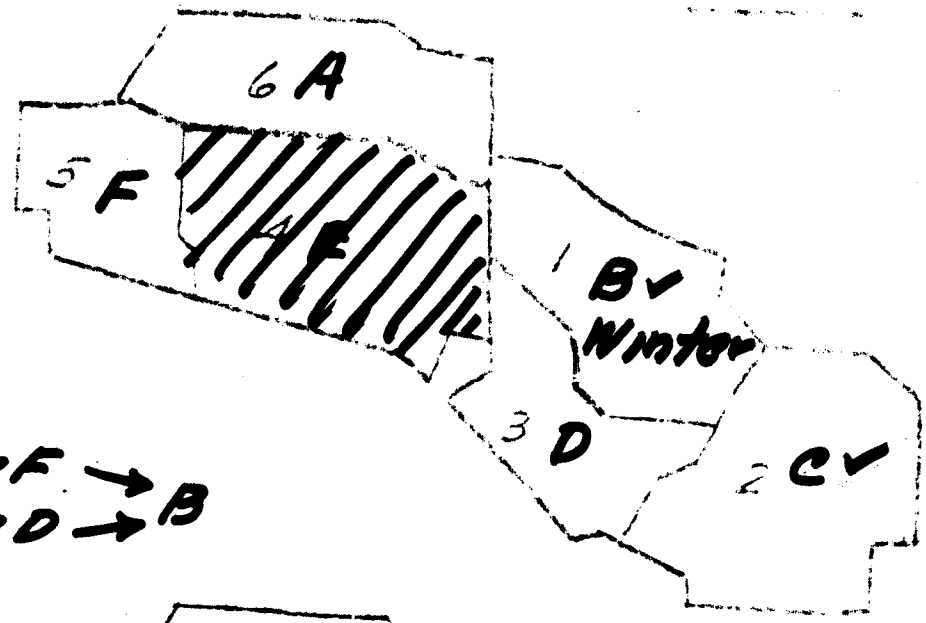
Date Jan 24 1966

Name Hormay



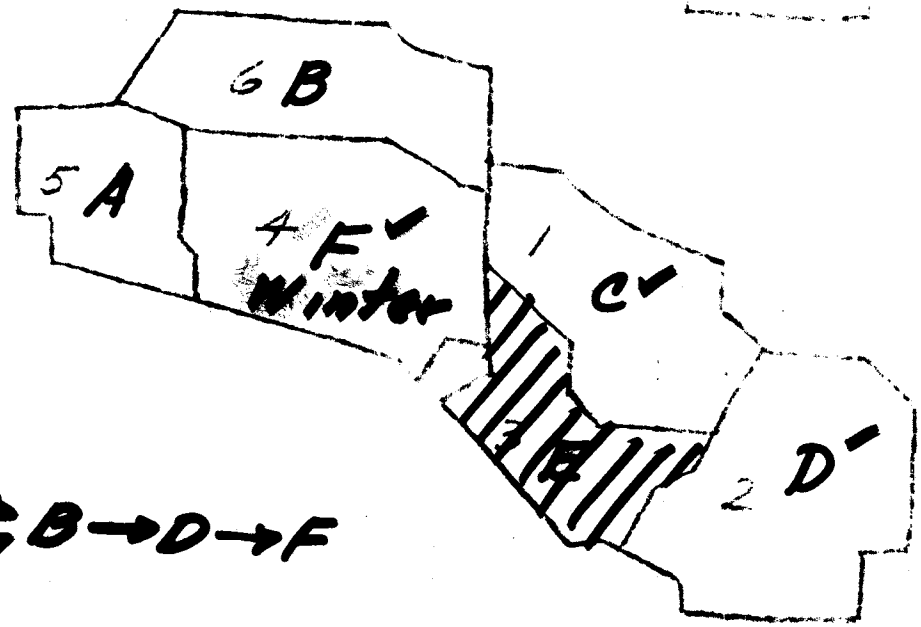
→ A → F → D → B
→ C ↗

1966



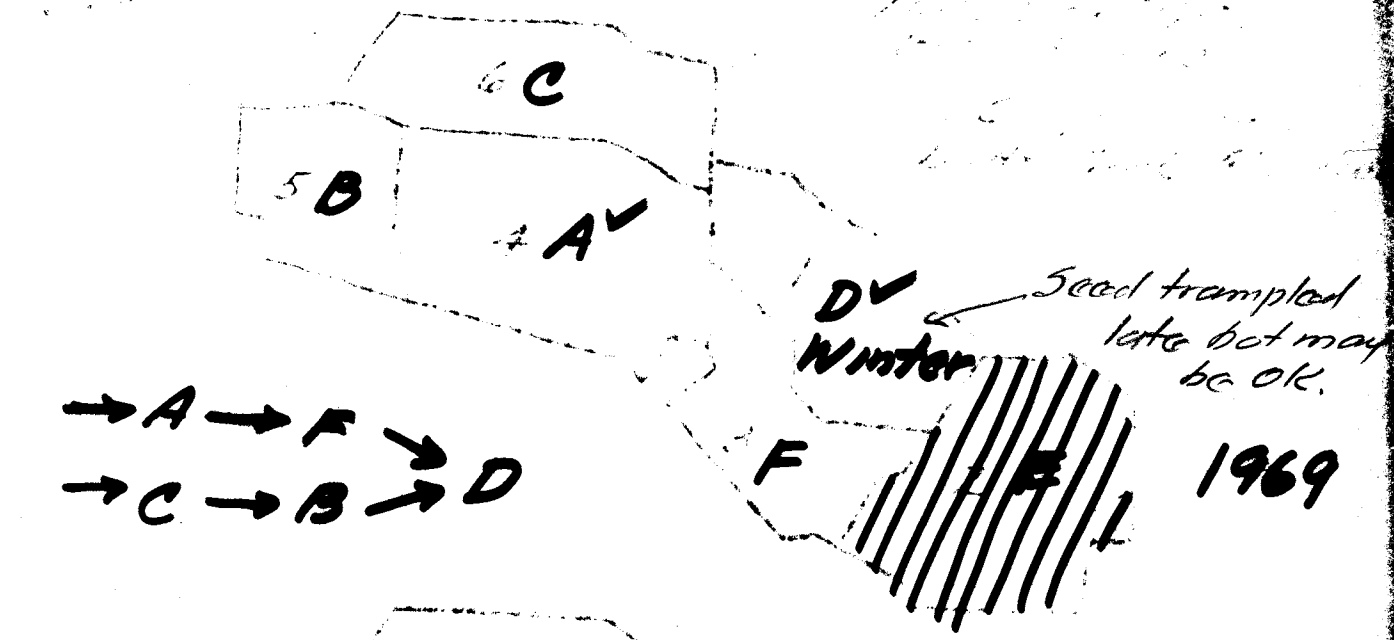
→ A → F → B
→ C → D → B

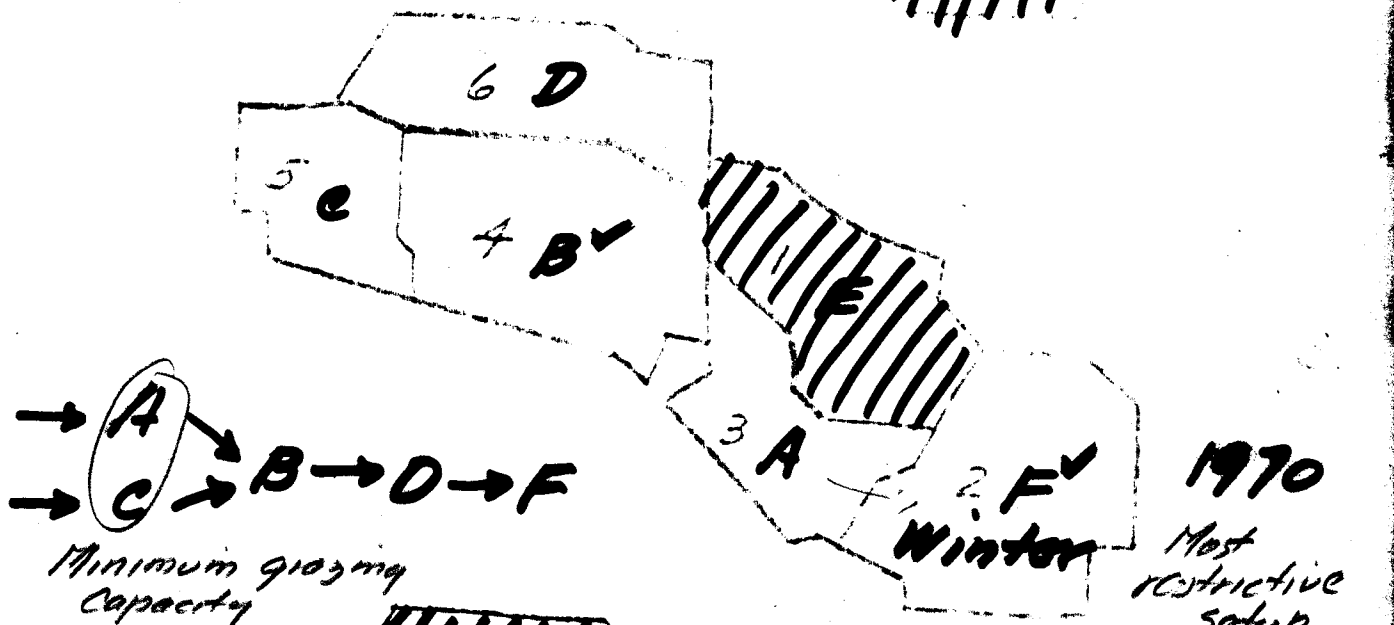
1967

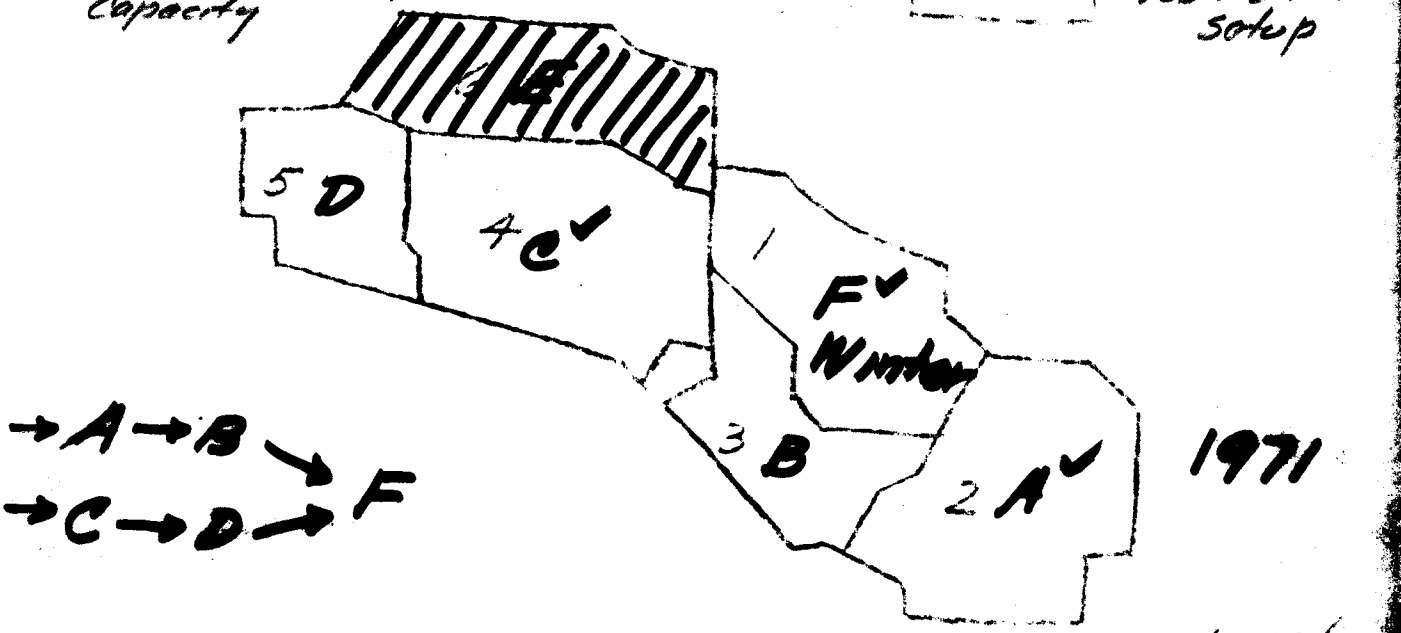


→ A → B → D → F
→ C ↗

1968


6 C
5 B
4 A ✓
D ✓
Seed trampled late but may be OK.
Winter
F
→A→F→D
→C→B→D
1969


6 D
5 C
4 B ✓
3 A
2 F ✓
Winter
→A
→C
→B→D→F
Minimum grazing capacity
1970
Most restrictive setup


5 D
4 C ✓
1 F ✓
Winter
3 B
2 A ✓
→A→B→F
→C→D
1971

Jan 25/6

Sept 12, 1966

Crago Brothers Battle Creek Allotment
Miles City District. Belle Fourche S.D Unit
Livestock Cows, calves
Vegetation

85%	Rhizomatous	Ag. smith. Ag dasy Spartina? Buchloe
8	Bunchgrasses	Stipa viridula, Panicum, Andropogon Bot. gracilis? Carex Sp.
7	Shrubs	Atriplex nuttallii, Chrysothamnus Artemisia arbuscula

Gentle rolling topog. - not enough protection for livestock again wind, driving snow, cold.

Season	May 15 - Dec 15	600
10.5 mos	Dec 15 - Mar 31	400
1.5 mos	Apr 1 - May 15	in calving pasture

Start growth Apr 1
Flowering June 1 - Aug 15 ?
Seed ripe July 1 - Sept 15 ?

Use pattern
Heavy use drainage ways, patch areas, water
Practically entire range area usable

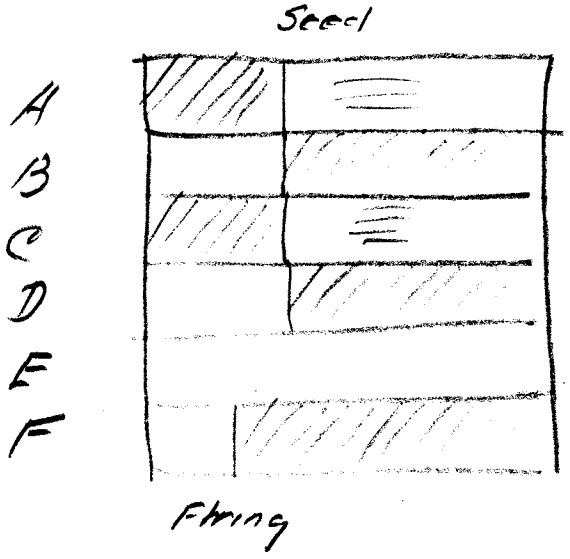
Management emphasis

1. Vigor
2. Reproduction from seed
3. Browse

} livestock-erosion, wildlife (waterfowl), antelope

Permittees understand rest-rotation principles and grazing formula for allotment. Satisfied

Formula – 6 treatments



Grassland and saltbush

Species	% comp	Flowering	Seed ripe
Stipa viridula	6	June 1	July 1
Bouteloua gracilis	2	July 15	Aug 30
Panicum virgatum	2%	Aug 1	Aug 30
Sporobolus gracilis		Aug 15	Sept 30
Andropogon scoparius etc.		Aug 15	Sept 15
Artemisia arbuscula		Sept 15 (Dates not reliable)	Oct 15
Buchloe dactyloides		July 15	Aug 15

Cover	Grassland	Saltbush	
Ag smithii	61 %	Grasses	35%
" dasystachium	19	Forbs (poor)	20
Opuntia	10	Atriplex (Ex)	30
	90	Arg (Fair)	15
			100

Atriplex	June 1	July 1
Arg	Sept 15	Oct 15

Dunford

FORM 6200-8 (1/64)
UNITED STATES GOVERNMENT

Memorandum

Department of Agriculture—Forest Service
Berkeley, California 94701

TO : Jack N. Reppert, RM

File No. 4200

FROM : Raymond D. Ratliff

Date: January 31, 1966

SUBJECT: Range Research (Travel plans and Harvey Valley Report)

Your reference:

Dear Jack:

Due to the press of travel restrictions we will have to drop one of your trips out here to work on the Harvey Valley report. From the standpoint of data processing, it would be best to drop your February trip rather than a later one.

Ego

In place of this trip, perhaps we can set up a schedule of phone calls to discuss things. Dunford and I will call you on February 8 to talk about this.

I am sending you two sections of the report that I have roughed out. You know what to do with them.

I'll trade you this fog and smog for some of the sun and clean air.

cc: Dunford