



## **Pacific Northwest Region Partner Roundtable**

**February 22-23, 2018**

**Portland, OR**

### **OVERVIEW**

#### **WHAT IS THE ENVIRONMENTAL ANALYSIS AND DECISION MAKING CHANGE EFFORT?**

The USDA Forest Service (USFS) has launched an Agency-wide effort to improve processes related to Environmental Analysis and Decision Making (EADM). The goal of the EADM change effort is to increase the health, diversity, resilience, and productivity of National Forests and Grasslands by getting more work done on-the-ground through increases in efficiency and reductions in the cost of EADM processes. The USFS is working internally at all levels of the Agency and with its Partners to thoroughly identify and consider areas of opportunity.

Internally, the Agency has identified a number of impediments to efficient and effective implementation of work on the ground, including lengthy environmental analysis processes, staff training and skill gaps, and workforce issues related to budget constraints and the increasing costs of fire response. As the USFS works to improve EADM, it will continue to follow laws, regulations, and policies and deliver high quality, science-based environmental analysis.

USFS has explored opportunities to improve EADM for over thirty years, and there are compelling reasons to act now:

- An estimated 6,000-plus special use permits await completion nation-wide, a backlog that impacts more than 7,000 businesses and 120,000 jobs.
- Over 80 million acres of National Forest System lands need cost-effective fire and disease risk mitigation.
- The non-fire workforce is at its lowest capacity in years.
- A steady increase in timelines for conducting environmental analysis, with an average of two years for an environmental assessment (EA) and four years for an environmental impact statement (EIS).



The USFS aims to decrease cost and increase the efficiency of EADM processes by 20% by 2019. In working toward this goal, actions may include:

- Training Agency subject-matter experts on contemporary approaches to implementing the National Environmental Policy Act (NEPA) and other environmental laws.
- Reforming compliance policies under NEPA and other laws by expanding use of categorical exclusions (CEs), capitalizing on process efficiencies, and enhancing coordination with other agencies.
- Standardizing approaches and electronic templates for CEs, EAs, and administrative records.

Leaders at all levels of the USFS are fully engaged in this effort and challenging USFS employees to be creative, design new ways to advance the USFS mission and embrace change while maintaining science-based, high-quality analysis that reflects USFS land management responsibilities. To this end, employees were recruited from all USFS levels to form EADM Cadres that are tasked with developing and implementing change efforts in each local USFS unit; within USFS regions, stations, and areas; and at USFS headquarters. The USFS is creating multiple collective learning opportunities to tap into the Cadres' knowledge, expertise, innovative ideas, and networks in support of these changes.

## REGIONAL PARTNER ROUNDTABLES

The USFS asked the National Forest Foundation (NFF) to assist in hosting ten EADM Regional Partner Roundtables across the country in February and March 2018 (see Appendix A for the schedule) with the objective of collecting diverse partner feedback to inform EADM processes on local, regional and national scales.<sup>1</sup> The NFF and USFS worked closely together to plan, coordinate, and facilitate the



Roundtables. The NFF was charged with preparing a summary report for each Roundtable as well as one national report that synthesizes themes emerging from partner input at all of the Roundtables. These reports summarize partner-identified challenges and barriers, desired outcomes, and strategies and solutions for effective and efficient EADM processes.

The specific purposes of the Regional Partner Roundtables were to:

- Share why changes are important for achieving the USDA Forest Service's mission
- Identify, discuss, and capture partner perceptions on barriers and solutions
- Explore what roles partners can play moving forward

---

<sup>1</sup> The National Forest Foundation (NFF) is a Congressionally chartered nonprofit organization dedicated to conserving and restoring National Forests & Grasslands, and supporting Americans in their enjoyment and stewardship of those lands. NFF is non-advocacy and non-partisan, and serves as a neutral convener and facilitator of collaborative groups engaging with Forest Service and also works with local nonprofits and contractors to implement conservation and restoration projects. To learn more, go to [www.nationalforests.org](http://www.nationalforests.org).

- Support dialogue to strengthen relationships between partners and the USDA Forest Service
- Explain how partner inputs will be incorporated from the Roundtables and from participation in the formal rulemaking process.

The Roundtables are a major piece of USFS strategy to integrate the public and partners into its EADM effort. The Agency invited representatives of highly-engaged partner organizations, Tribes, governmental entities and the business community to participate in the Roundtables. USFS also requested formal comments from all members of the public in response to an Advanced Notice of Proposed Rulemaking (ANPR) in January 2018 regarding the National Environmental Policy Act, and is working toward issuing a proposed rule in the summer of 2018 for additional comment. USFS may choose to issue additional ANPRs or draft rules on other aspects of EADM as a result of the EADM change effort.

This report is a summary of activities and themes emerging from the **Pacific Northwest EADM Regional Partner Roundtable**, held in Portland, Oregon on February 22 and 23, 2018.

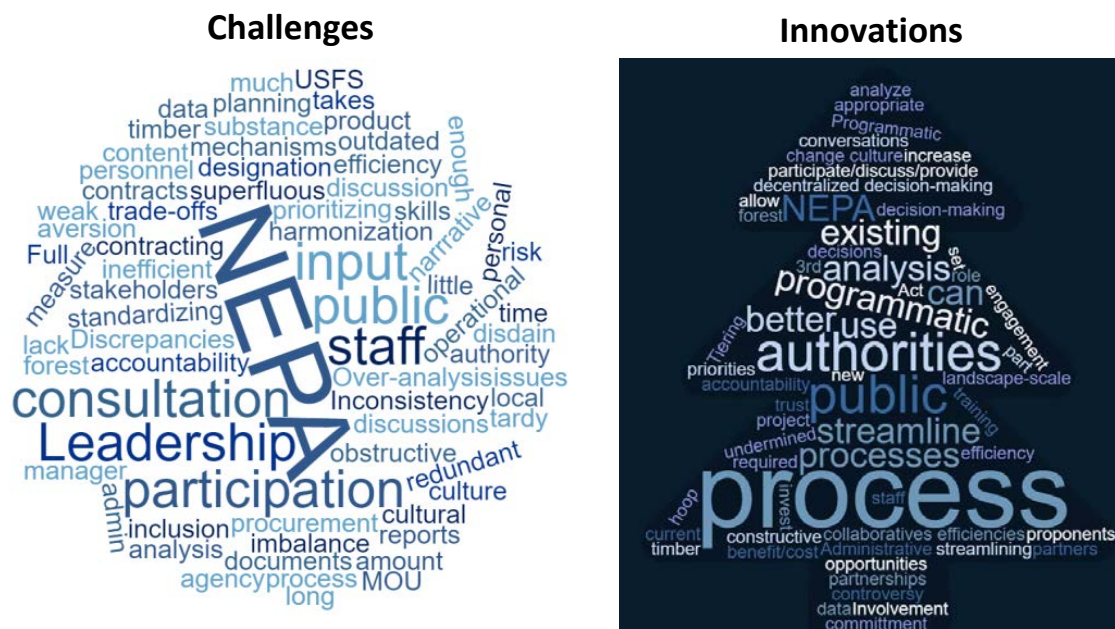
## **ROUNDTABLE MEETING DESIGN**

The USDA Forest Service (USFS) and National Forest Foundation (NFF) hosted the EADM Pacific Northwest Regional Partner Roundtable at the Oregon Convention Center. The Pacific Northwest (PNW) Region developed an invitation list of partners that regularly engage with the USFS in project design; comment formally and informally on policy, process, and projects; and/or bring a depth of understanding about the laws, rules, and regulations under which the USFS operates. The PNW Region sent out 75 invitations, and 30 Partners participated. Please refer to Appendix B for a full list of participants.

Roundtable design included context-setting presentations ([click here for presentation](#)), question and answer sessions, and multiple small group discussion opportunities. Presentations were delivered by: Jim Peña; Pacific Northwest Regional Forester; Chris French, Associate Deputy Chief for the National Forest System; Julia Riber, PNW Regional Director of Resource Planning and Monitoring; and three subject matter experts from the region's EADM Cadre. Also present from the Regional Office and engaged in the breakout sessions were the Directors for: Natural Resources; Recreation, Lands, and Minerals; State and Private Forestry; and Communications and Community Engagement. The presentations provided participants with context to support small group discussions that were organized by EADM themes. The NFF provided neutral facilitation. Note-takers recorded examples of ineffective or inefficient EADM shared by partners and the solutions offered during these discussions, which provided the basis for the EADM Thematic Tables in section III of this report. The PNW Regional Office gave three Resource Assistants – young professional interns on a pathway to public service – the opportunity to help staff the event.



The first facilitated small-group discussion provided participants with an opportunity to share their perceptions of the EADM reform effort. As an introduction to the exercise, the following word clouds were developed from responses to questions on the online registration form and displayed on the screen.



Participants answered the following questions with others at their table.

1. *What do you see as barriers to efficient and effective EADM?*
2. *What innovations or solutions could help improve EADM efficiency or effectiveness?*

USFS employees (national and regional executives, Regional Directors, and/or EADM Cadre members) joined each table’s discussion. USFS leaders listened and then captured three to five words or phrases that they heard mentioned frequently, or which characterized the discussion at the table. They reported the following:

**Barriers:** Communication & Trust; Risk Tolerance; Inconsistency; Redundancy; Staff Turnover; Lack of Clarity; Unclear Analysis; Targets

**Innovations/Solutions:** Agency Confidence/Public Trust; Collaboration; Staff Tenure; Integrated Project Assessments; Training, Education and Knowledge; Standardization/Templates; Scalable Analysis; Data Use; Shared Understanding; Skills Retention/Leveraging Skills

Participants were then asked to select one of the following topics for deeper small group discussion:

- 1) **Training:** *How can we prepare or equip USFS staff to conduct EADM in ways that enable them to care for the land and serve people more effectively?*
- 2) **Policy:** *How can the USFS reform its policies to improve implementation of NEPA and other environmental laws?*
- 3) **Performance:** *What performance measures can USFS use to strengthen accountability and assess EADM efficacy?*

- 4) **Consultation:** *How can the USFS improve its consultation processes under the Endangered Species Act, National Historic Preservation Act, or other laws to improve interagency communication and enhance transparency?*

Break-out group facilitators asked participants to consider challenges, desired outcomes as a result of change, and the strategies, tools and resources needed to make the change needed in EADM processes. They were also asked to identify hopes, fears and actions regarding possible reform. Over the course of discussion, the problem of USFS culture, as well as policy, arose.

Finally, in a World Café-style session, participants rotated through three tables where focused discussions centered on ideas for creating additional opportunities for engagement with partners and the public on EADM. A USFS small-group facilitator stationed at each table asked partners to respond to one of the following questions:

- 1) *What are the points in the process that are important for focused engagement?*
- 2) *Are there upcoming events that might be a good opportunity to share and discuss EADM efforts? Who else should be engaged who is not in the room?*
- 3) *What can each participant commit to do within our own networks to support further engagement?*

The session identified key upcoming events where USFS might hold similar discussions, other stakeholders to engage, and how partners can play a role in outreach, such as:

- Individuals representing partners/networks serve as EADM input points of contact for their stakeholder groups and as “ambassadors” to help explain the effort.
- Experts among partners help educate others on EADM policies and processes, and the “culture” of EADM (including lingo and acronyms).



## **WHAT PARTNERS SHARED: THEMATIC TABLES OF EADM CHALLENGES AND SOLUTIONS**

Ideas captured in small-group and main-session discussions during the Pacific Northwest EADM Regional Partner Roundtable are organized below by six top themes. These are presented in the tables below<sup>2</sup>: (1) Culture; (2) Staffing Decisions; (3) Capacity and Resources; (4) Agency and Community Partnerships and Collaboration; (5) Analysis Documents and Specialist Reports; and (6) Interagency Consultation. *\*Note that blanks or incomplete information in the table mean that no ideas were mentioned for that heading during the Roundtable.*

---

<sup>2</sup> NEPA = National Environmental Protection Act  
NHPA = National Historic Preservation Act  
ESA = Endangered Species Act

**A. USDA FOREST SERVICE CULTURE**

The USDA Forest Service was established in 1905 and since that time has developed cultural norms that guide how the Agency operates and how it relates with the public. The history of remote Ranger outposts has led to autonomy at the District and Forest levels that has persisted despite changes in technology and the national directives that guide the Agency. Both USFS leadership and partners spoke to an inconsistency in practices. Partners described frustration with a lack of communication from the Agency regarding decisions, and a desire to see innovation, risk-taking and effective risk management rewarded and encouraged.

CULTURAL CHALLENGES		DESIRED OUTCOMES	CULTURAL SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
Resistant to change.	“Silent,” not providing feedback. Lack of public trust in FS.	FS demonstrates accountability for actions. Benefits of a proposed action are well-explained, revealing motivations and priorities. Collaboration.	Demonstrate public listening and acceptance of feedback.	Leadership training. Public training in NEPA process.
Risk-averse.	“Line Officer” mentality of not wanting to “rock the boat.” Excessive documentation.	Shared vulnerability through transparent communications and conflict expected and handled (not avoided).	Empower line officers to act more independently. Decentralized decision-making.	Training in conflict resolution and public speaking.
Inconsistent approach to EADM.	Positions that FS staff take on NEPA scope, purpose and need are uneven across all levels.	Authorities and tools are communicated and understood and competently used across FS.		Field directives. Training.
Inconsistent knowledge and commitment to collaboration across FS units and levels.	Public mistrust of FS and lack of confidence in EADM. Lack of teamwork.	Within and among FS units and levels, staff work as a team and team up with partners.	Work as a team with a common mission to integrate and balance priorities. Share success stories/ innovations across forests.	

**B. FOREST SERVICE PERSONNEL POLICIES AND STAFFING DECISIONS**

The USFS has a long history of encouraging employees to change positions and move frequently to gain breadth and depth of experience, and to move up in responsibility. Aims of this policy include adequately preparing USFS employees to advance professionally; ensuring employees are able to make unbiased and professional decisions in managing public lands; and enhance consistency across the agency. While moving employees to different units can support a transfer of good practices and introduction of new ideas, it also means that employees are in a frequent learning curve to understand the relevant forest conditions, ecological systems, and community interests and dynamics. Often local relationships become fractured and have to be rebuilt, taking time and efficiency from EADM processes and frustrating local partners.

PERSONNEL POLICIES & STAFFING CHALLENGES		DESIRED OUTCOMES	PERSONNEL POLICIES & STAFFING SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
Lack of continuity fostered by “mobility policy,” both in terms of USFS staff often having short tenure in their positions and also leaving for details.	Frequent turnover in staff. Knowledge voids. Disintegration of USFS relationships with local community and stakeholders.	Staff in place long enough to understand forest condition and build trust and relationships with the community, stakeholders, and other FS unit staff.	Promote in place (elevate GS) versus promotion through “detailing.” Limit gaps between hires.	<u>Tools:</u> Incentives for tenure in a position at a forest. Place-based training. Project tracking map.  <u>Resources:</u> Personnel officers and managers. Performance standards.
Unbalanced decision-making of Interdisciplinary (ID) Team.	Lack of enough and appropriate specialists on ID Teams. Inadequate consultation on forest values.	Staff recruited or assigned to complete ID Team’s substantive needs, e.g. include economic expertise.	Take a “one region” approach to staffing, distributing staff according to skills needed at the forest unit level. Demonstrate use of multi-specialists’ knowledge. Learn from stakeholder expertise and community experience.	<u>Tools:</u> Cross-training of ID Teams. Specialist reports as internal references to NEPA products. Project progress tracking “map.”  <u>Resources:</u> Supervisory staff.

CONTINUED   FOREST SERVICE PERSONNEL POLICIES AND STAFFING DECISIONS				
PERSONNEL POLICIES & STAFFING CHALLENGES		DESIRED OUTCOMES	PERSONNEL POLICIES & STAFFING SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
USFS staff disconnected from the forest community.	Staff not from community or in place only temporarily and do not understand the community or have fruitful community relationships. Staff viewed as “government” versus “community members.”	Staff empowered with decision-making at a USFS unit level are in positions long enough to develop understanding of and collaboration with local community.	Select FS staff from local communities. Generate staff comprehension of how to make place-based decisions.	<u>Tools:</u> Mechanisms to immerse staff in forest community.



**C. FOREST SERVICE CAPACITY AND RESOURCES**

Training in management, resource specializations, and EADM itself remains an unaddressed need throughout the USFS. Budget shortfalls and statutory mandates on funding for fire response combine with a shortage of trained employees in areas other than fire and/or a frequent diversion of staff to fire duty. This situation hampers the ability for the Agency to make progress on stewardship of important forest and grassland resources. Moreover, the complexity of landscape-scale approaches to ecological management of public lands demands a high level of expertise and a deep knowledge of forest conditions at the unit level.

CAPACITY AND RESOURCES CHALLENGES		DESIRED OUTCOMES	CAPACITY AND RESOURCES SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
Insufficient amount and types of training to prepare & implement Forest Plans.	Knowledge voids. Under-utilized staff.	ID teams well-managed and staffed according to the specialties needed.	Improve skills in specialties and ID Team management.	<u>Tools:</u> Training, (including in project management e.g. Lean Six Sigma, Project Management Institute). Model Forest Plans.  <u>Resources:</u> Performance measures.
Shortage in knowledge of laws/policies & the skills to produce NEPA documents.	Delays in production and lower quality of NEPA documents.	NEPA documents are produced efficiently and are of high quality.	Hire skilled NEPA specialists. Rely on diversified ID Teams for support.	<u>Tools:</u> NEPA training module. Field surveys to assess current conditions. Models of successful NEPA documents.  <u>Resources:</u> Performance measures.
Strained USFS capacity to conduct EADM.	USFS completes about 80% of NEPA analyses with own staff.	USFS staff manage NEPA process with integrity and ease.	Train and utilize contracted support, avoiding conflict of interest.	<u>Tools:</u> Contracts that keep line officers independent.  <u>Resources:</u> Contractors
Increasing size and length of forest fires.	USFS staff diverted from ID Teams to fight fires. Budgets cut for other FS mission areas.	Project continuity and public engagement is a priority (i.e. NEPA process not interrupted or delayed by fire).	Engage public on fire and BAER projects. Hire contractors to meet project needs.	<u>Tools:</u> Directives and USFS personnel policies.  <u>Resources:</u> Funding and additional personnel/ contractors, including seasonal for fires.

CONTINUED   FOREST SERVICE CAPACITY AND RESOURCES				
CAPACITY AND RESOURCES CHALLENGES		DESIRED OUTCOMES	CAPACITY AND RESOURCES SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
Forest planning lacks landscape-scale considerations.	Forest plans produced in isolation.	Forest planning coordinated across landscapes.	Make Forest Plan revision process easier.	<u>Tools:</u> New approaches to Forest Plan revision.  <u>Resources:</u> Performance measures.

**D. FOREST AND COMMUNITY COLLABORATION**

In the last ten to fifteen years, the USFS has recognized the opportunities offered by the rise of collaborative groups in addressing resource management conflicts and building agreement in project design. Not all units, however, regularly welcome collaboration and partnerships, and stakeholders expressed frustration with an inconsistency in USFS transparency, skill, communications, and use of scientific and traditional knowledge contributed by the public.

COLLABORATION CHALLENGES		DESIRED OUTCOMES	COLLABORATION SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
Lack of USFS effort/ability to collaborate with stakeholders on forest planning and implementation.	Disparate and late invitations for stakeholders to join the process and provide input. Polarization, hostility and misinformation among stakeholders and with USFS.	Collaboration begins at the project design level (e.g. with a watershed analysis). Stakeholders supportive before and throughout the NEPA process.	Invite interested collaborators to participate before the scoping process begins.	<u>Tools:</u> Tools for coaching partners on how to work effectively with USFS staff. General guidelines for collaboration.
Relationships between USFS and partners are weak, ineffective and/or contentious, creating a culture of mistrust on both sides.	Short-lived relationships. Negative communications. Lack of stakeholder participation. Stakeholders themselves resistant to USFS cultural change (want to keep litigating).	USFS staff across the agency consistently and effectively build relationships with partners, while partners also adapt to new EADM opportunities.	Streamline Objections process. Add “Intervener” and “Interested Party” statuses to enable supportive comments.	<u>Tools:</u> Training in conflict resolution. “Ground rules” for collaborative discussion (focused on behavior versus individuals).  <u>Tools:</u> USFS staff. Stakeholders.
Environmental Analysis and Decision-Making documents are uninformed or misinformed.	Input from stakeholders with knowledge and expertise is not tapped or ignored.	Content provided by stakeholders is valued and utilized appropriately and effectively throughout the steps of EADM.		<u>Tools:</u> Technology

CONTINUED   FOREST AND COMMUNITY COLLABORATION				
COLLABORATION CHALLENGES		DESIRED OUTCOMES	COLLABORATION SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
Inconsistent USFS approach to utilizing stakeholder input	USFS units and levels use input to differing degrees and via differing processes.	Forest, region and national USFS level approaches are connected and streamlined.	Sort cross-agency disagreements by whether they are values- or science-based.	<u>Resources:</u> Forest Supervisor. ID Team; USFS-wide staff.

**E. ANALYSIS DOCUMENTS AND SPECIALIST REPORTS**

Federal environmental laws require analysis of the physical, biological, social and economic effects of an action on public lands or waters. Risk aversion and a history of legal challenges to USFS decisions have led to the “bullet-proofing” of environmental analysis documents and specialist reports. Rather than being understandable by the public, documents tend to be extremely long and hard to read. Partners offered suggestions to help streamline documents without sacrificing quality of analysis.

<b>ANALYSIS DOCUMENTS AND SPECIALIST REPORTS CHALLENGES</b>		<b>DESIRED OUTCOMES</b>	<b>ANALYSIS DOCUMENTS AND SPECIAL REPORTS SOLUTIONS</b>	
<b>Barriers</b>	<b>Evidence</b>		<b>Strategies</b>	<b>Tools and Needed Resources</b>
Delayed and cumbersome EA and EIS production and impaired quality of analyses.	Redundant and excessive EAs (that look more like EISes). A lot of “cut and paste.” Overuse of jargon. “Kitchen sink” results (including any possibly relevant information).	EAs and EISs are clear, concise and easy to understand and fulfill their proper function in the NEPA process. EADM documents are tiered to the size of the project and contain only relevant information.	Improve staff knowledge of laws and policies, and how to write policy documents for a public audience. Narrow scope of work for ID Team.	<p><u>Tools:</u> Document template with site-specific baselines. Writing course. Knowledge of lawyers hired to represent stakeholders in lawsuits. Citations (from literature reviews and comment records). Categorical exclusions (CEs). Council on Environmental Quality definitions/intent of CE, EA and EIS.</p> <p><u>Resources:</u> ID Team. Shared database. Materials that transcend boundaries. Existing surveys.</p>

CONTINUED   ANALYSIS DOCUMENTS AND SPECIALIST REPORTS				
ANALYSIS DOCUMENTS AND SPECIALIST REPORTS CHALLENGES		DESIRED OUTCOMES	ANALYSIS DOCUMENTS AND SPECIAL REPORTS SOLUTIONS	
Barriers	Evidence		Strategies	Tools and Needed Resources
EADM documents do not evoke public confidence.	Analyses lack quality and are hard to comprehend. "Kitchen sink" type responses and lawsuits	EADM is informed and factual. Language used is comprehensible by the general public. Public understands the points in the process for public input.	Utilize available science, include alternatives, and address contrary science. Use site-specific data, cumulative effects analysis, quality alternative analyses.	<u>Tools:</u> Diagrams that explain EADM using boxes and arrows and illustrate decision points (called "map" by Partners). Monitoring and evaluation of EADM processes. Technology to expedite public input responses. USFS public sharing events.  <u>Resources:</u> Metrics.
Forest Plans are weak, lacking or ineffectual or out of date.	Recreation inadequately accounted for in plan components. Plans seem to focus on timber targets.	Forest Plans communicate the USFS mission and purposes of the forest and are evolved collaboratively.	Generate targets for forest values other than timber (like for recreation). ID Team includes recreation specialist	<u>Tools:</u> Integration mechanisms.  <u>Resources:</u> ID Team. Funding and staffing. Performance measures that include all forest values.
Inconsistent approach to utilizing stakeholder input.	USFS units and levels use input to differing degrees and via differing processes.		Sort disagreements by whether values- or science-based.	<u>Resources:</u> Forest supervisor. ID Team. USFS-wide staff. Stakeholders.

**F. INTERAGENCY CONSULTATION**

Federal laws require multiple agencies to consult with each other about how the fish, wildlife and cultural resources on National Forests and Grasslands could be affected by an action. The lack of adequate staffing, complexity of the issues, and inconsistent approaches and coordination has led to lengthy consultation processes.

<b>INTERAGENCY CONSULTATION CHALLENGE</b>		<b>DESIRED OUTCOMES</b>	<b>INTERAGENCY CONSULTATION SOLUTIONS</b>	
<b>Barriers</b>	<b>Evidence</b>		<b>Strategies</b>	<b>Tools and Needed Resources</b>
Multiple agencies are involved in EADM document production work proposed within scope of NHPA, ESA and other laws.	Delays. Lack of interagency coordination. Agencies provide input in staggered sequence.	Agencies with a stake in an EADM document are involved at the ground level and provide input concurrently.	Identify any agency relevance at outset and consult with multiple agencies concurrently	<u>Tools:</u> Standardized MOUs. Pertinent laws/policies. Science data/surveys available from implicated agencies.  <u>Resources:</u> Cooperating and dedicated agency staff.
Risk avoidance across agencies.	Wasted time in consultation.	Shared agency risk vulnerability and mitigation.	Conduct interagency meetings and communications.	<u>Resources:</u> All implicated agencies.

## **THE EADM CHANGE EFFORT**

EADM Partner Roundtables were held in each USFS region and in Washington, D.C. Information in this regional report, as well as the national report, will be used by USFS leadership to refine business practices, information sharing, policy, and direction toward improved efficiencies. As they are developed, the NFF will post summary reports from all of the Roundtables and a national report that synthesizes the themes heard around the country regarding EADM challenges and solutions ([click here](#)).

The NFF will present information generated at the Roundtables to USFS leadership and the staff teams working nationally and regionally on the EADM change effort.

The USFS will consider the input from the Roundtables as it develops its proposed rule regarding NEPA. The Agency will also review the input received at the Roundtables as it considers other priorities and actions to improve EADM processes, which may involve changes in practices, improved training, altered staffing structures, and/or steps toward improved rulemaking.

## **RESOURCES**

### **PACIFIC NORTHWEST REGIONAL EADM CADRE**

- Julia Riber, Regional Office, Resource Planning Director
- Julie Knutson, Regional Office, Regional Environmental Coordinator
- Christy Merritt, Regional Office, Environmental Coordinator
- James Capurso, Regional Office Fisheries Biologist
- Jane Beaulieu, Umpqua National Forest, Environmental Coordinator
- Joe Rausch, Malheur National Forest, Forest Botanist
- Kris Stein, Wallowa-Whitman National Forest, District Ranger
- Kristen McBride, Deschutes National Forest, Staff Officer
- Mike Williams, Okanogan-Wenatchee National Forest, Forest Supervisor
- Steve Beverlin, Malheur National Forest, Forest Supervisor
- Steve Gibson, Ochoco National Forest, Range Program
- Yewah Lau, Olympic National Forest, District Ranger
- Ben Goodin, Fremont-Winema National Forest, Range Program
- Clint Emerson, Rogue River-Siskiyou National Forest, Botanist

### **RESOURCES**

- USDA Forest Service EADM webpage – [www.fs.fed.us/managing-land/eadm](http://www.fs.fed.us/managing-land/eadm)
- USDA Forest Service Directives – [www.fs.fed.us/im/directives/](http://www.fs.fed.us/im/directives/)
- Environmental Policy Act Compliance – [www.federalregister.gov/documents/2018/01/03/2017-28298/national-environmental-policy-act-compliance](http://www.federalregister.gov/documents/2018/01/03/2017-28298/national-environmental-policy-act-compliance)
- National Forest Foundation EADM Webpage – [www.nationalforests.org/EADM](http://www.nationalforests.org/EADM)



**APPENDIX A**

<b>Environmental Analysis and Decision Making Regional Partner Roundtable Dates</b>		
<b>Region</b>	<b>Date</b>	<b>Location</b>
<b>1 - Northern</b>	March 14, 2018	Missoula, MT
<b>2 - Rocky Mountain</b>	March 19, 2018	Lakewood, CO (and by videoteleconference in Cody, WY; Pagosa Springs, CO; and Rapid City, SD)
<b>3 - Southwestern</b>	March 21, 2018	Albuquerque, NM
<b>4 - Intermountain</b>	March 29, 2018	Salt Lake City, UT
<b>5 - Pacific Southwest</b>	March 27, 2018	Rancho Cordova, CA
<b>6 - Pacific Northwest</b>	February 22-23, 2018	Portland, OR
<b>8 - Southern</b>	March 20, 2018	Chattanooga, TN
<b>9 - Eastern</b>	March 12, 2018	Midewin National Tallgrass Prairie, IL (and 15 Forest Unit locations by Adobe Connect)
<b>10 - Alaska</b>	March 22, 2018	Juneau, AK
<b>Washington, D.C.</b>	March 14, 2018	Washington, DC

## APPENDIX B

### EADM PACIFIC NORTHWEST REGIONAL ROUNDTABLE PARTICIPANT LIST

**SUMMARY:** Approximately 75 Partner representatives were invited by the Regional Forester to participate in the Roundtable. Of these, 30 participated in the Roundtable in person. An unexpected snow and ice storm delayed the start of Roundtable by two hours and prevented some Partners from attending. The participants represented a broad range of regional forest interests and revealed strong experience with USDA Forest Service EADM processes.

#### PARTNER PARTICIPANTS

Sarah	Altemus-Pope	Southern Willamette Forest Collaborative
Adam	Baylor	Mazamas
Brenna	Bell	BARK
Tyson	Bertone-Riggs	Rural Voices for Conservation Coalition
Megan	Birzell	The Wilderness Society
Susan Jane	Brown	Western Environmental Law Center
Phil	Chang	Oregon Department of Forestry
Emily-Jane	Davis	Oregon State University College of Forestry
Chad	Davis	Oregon Department of Forestry
Matthew	Drake	Mt. Hood Meadows Oreg., LLC
Matthew	Ellsworth	American Exploration & Mining Association
Peter	Erben	Backcountry Horsemen of Washington
Marla	Fox	WildEarth Guardians
Andy	Geissler	American Forest Resource Council
John	Gifford	Pacific Northwest Ski Areas Association
Karen	Hardigg	Rural Voices for Conservation Coalition
Pam	Hardy	Western Environmental Law Center
Ted	Jackson	Cowlitz Basin ORV Club
Dylan	Kruse	Sustainable Northwest
Trevor	McConchie	WA Dept of Natural Resources
Lloyd	McGee	The Nature Conservancy
Jerome	Rosa	Oregon Cattlemen's Association
Andrew	Spaeth	Northeast Washington Forestry Coalition
Andy	Stahl	Forest Service Employees for Environmental Ethics
Mark	Stern	The Nature Conservancy
Rex	Storm	Associated Oregon Loggers Inc/ Oregon Tree Farm System
John	Tullis	Timberline Lodge
Lindsay	Warness	Boise Cascade
Mark	Webb	Blue Mountains Forest Partners
Becky	Wolf	Backcountry Horsemen of Oregon

## USDA FOREST SERVICE STAFF

Jim	Peña	Pacific Northwest Regional Forester
Chris	French	Washington Office – National Forest System
Jane	Beaulieu	Umpqua National Forest
Karl	Dalla Rosa	State and Private Forestry
Julie	Knutson	Resource Planning and Monitoring
Bennett	Kocsis	PNW Region, Legislative Affairs
Yewah	Lau	Olympic National Forest
Beverly	Li	Pacific Northwest Region
Christine	Merritt	PNW Region, Environmental Coordinator
Michael	Mouzong	PNW Data Resource Management
Monica	Neal	PNW Office of the Regional Forester
Arianna	Nuri	Resource Assistant
Shoshona	Pilip-Florea	PNW Office of Communications and Community Engagement
Julia	Riber	PNW Resource Planning and Monitoring
Olivia	Rivera	Resource Assistant
Marie-Louise	Smith	PNW Natural Resources
Tracy	Tophooven	Recreation, Lands, and Minerals

## ROUNDTABLE PLANNING TEAM

Lindsay	Buchanan	Washington Office – Forest Management
Karen	DiBari	National Forest Foundation – Missoula Office
Maia	Enzer	Washington Office – Ecosystem Management Coordination – Planning
Nicholas	Goldstein	PNW Regional Office of Communications and Community Engagement
Patrick	Shannon	National Forest Foundation – Portland Office
Brad	Siemens	Acting Director,

## APPENDIX C

### PACIFIC NORTHWEST EADM REGIONAL PARTNER ROUNDTABLE AGENDA

#### Day 1 – Thursday, February 22, 2018

- 10:00 a.m. Welcome and Meeting Overview
- 10:20 a.m. National Overview and Introduction of EADM Effort
- 11:05 a.m. Regional Overview and Perspectives on EADM Effort
- 12:15 p.m. Lunch on your own
- 1:30 p.m. Small group reflections and sharing
- 2:30 p.m. Break
- 2:45 p.m. Break-out Session #1
- 4:15 p.m. Summarize and Closeout for the Day
- 4:45 pm. Adjourn

#### Day 2 – Friday, February 23, 2018

- 8:00 a.m. Welcome and Recap of Day 1
- 8:20 a.m. Break-out Session
- What are your hopes for what can be achieved with the EADM change effort in this topic area?
  - What are your fears about the EADM effort in this topic area?
  - What actions could be taken to make needed changes, and who would be involved?
- 9:15 a.m. Break
- 9:30 a.m. Rulemaking presentation
- 10:00 a.m. World Café on Engagement Strategies
- 11:00 a.m. Review of the Roundtable and Preview of What's Next
- 11:15 a.m. Close-out