



Wildfire Crisis Strategy Region 3 Roundtable Summary

Leadership Panel Session: February 22, 2022
USDA Forest Service Employees Roundtable: February 23, 2022
Partners Roundtable: February 24, 2022

INTRODUCTION

The 2020–2021 wildfires highlighted a litany of challenges associated with keeping communities safe and resilient to the impacts of climate change and extreme weather events. This growing wildfire crisis has created the need for a new land management strategy within the USDA Forest Service—one designed to support strategic management and restoration of millions of acres of land in high-risk areas to protect forest health, watershed function, and human infrastructure. The need for increased pace and scale of restoration necessitates approaching challenges holistically and in partnership with employees, multiple agencies, Tribal Nations, state and local governments, communities, industries, organizations, and private landowners.

In January 2022, the Forest Service released its [Confronting the Wildfire Crisis Strategy](#) and associated [Implementation Plan](#) (Plan). Under this Plan, the Forest Service will work with partners and interested publics to strategically focus fuels and forest health treatments at the scale of the problem, using the best available science as the guide.

The USDA Forest Service, with the support of the [National Forest Foundation](#), is hosting a series of [ten roundtable discussions](#) in the winter and spring of 2022 in support of the agency's effort to gain input on the Wildfire Crisis Implementation Plan. Planned roundtable conversations with employees and partners are the first of many coordinated engagement opportunities. A separate Tribal Roundtable was convened by the [Intertribal Timber Council](#).

Over 100 participants attended the Region 3 roundtable kickoff, and some 80 employees and partners participated in the subsequent employee and partner sessions.

This report is a summary of key themes from the roundtable sessions for Region 3, Southwestern Region of the USDA Forest Service.

ROUNDTABLE DESIGN AND PURPOSE

The goals of the roundtables are to

- Share information, goals, and timelines for the 10-Year Strategic Implementation Plan;
- Collect partner and employee input to inform the Plan;
- Provide an opportunity for dialogue among Forest Service leaders and partners to identify key needs and opportunities of the Plan; and
- Gauge ongoing levels of interest and determine ways to leverage that interest and energy.

Each roundtable includes three sessions: a two-hour Leadership Panel, during which a group of leaders frame the nature of the wildfire crisis, and two day-long sessions, one with Forest Service employees and one with partners, to offer feedback on the Wildfire Crisis Strategy and Implementation Plan. Please click to view the [agenda](#) and [presentation](#) shared at the Region 3 roundtable.

In addition to the summary of themes provided in this report, the notes captured during roundtable discussions are being shared with (1) appropriate internal agency teams and workgroups and (2) Forest Service leadership at multiple scales. Following the conclusion of all roundtables, the National Forest Foundation will complete a synthesis report that highlights themes from all of the engagements and recommends process-oriented next steps.

SUMMARY OF LEADERSHIP PANEL PRESENTATIONS

A video recording of the Leadership Panel session [is available here](#). The panel comprised the following individuals:

- **Michiko Martin**, Regional Forester, Southwestern Region
- **Monica Lear, PhD**, Station Director, Rocky Mountain Research Station
- **David Tenney**, Arizona State Forester
- **Laura McCarthy**, New Mexico State Forester
- **Cynthia West, PhD**, Director, Northern Research Station and Forest Products Lab
- **Brian Ferebee**, Chief Executive of Intergovernmental Relations, USDA Forest Service
- **Rachel Neuenfeldt**, Collaboration Specialist, Wildfire Risk Reduction Infrastructure Team (WRRIT), USDA Forest Service

Overview of Wildfire Crisis in Region 3

The Forest Service and its partners are struggling to expand treatments at the pace and scale needed to make a meaningful reduction in fuel loads and improvement in forest health. A new management paradigm is needed among all partners and publics regarding the role of fire and active management in these high-risk landscapes. To address this need, the Forest Service is launching a national strategy and implementation plan, and these roundtables are designed to inform and improve the agency efforts over the long term.

In Region 3, this crisis has been building over the last 20-40 years, evident in increasing frequency and intensity of fires and fire seasons being replaced by fire years. The main causes of this mounting crisis are accumulating fuels, climate change, and increased development in the wildland urban interface (WUI).

The landscapes of New Mexico and Arizona are fire-adapted ecosystems; however, fuel buildup has changed the role and impact of fire. For example, a historical density of ponderosa pine was 40-60 trees per acre; currently it is not uncommon to see hundreds or even thousands of trees per acre.

Fortunately, the Region has extensive science and experience to guide restoration to healthy and resilient forests. A combination of mechanical treatments and prescribed burns are needed, and at a substantial increase in scale. The Forest Service in this region have consistently treated approximately 3.5 million acres a year, but a doubling or more of this pace is necessary to achieve the restoration needed.

Barriers to increasing the pace and scale of restoration include the amount and types of funding to support activities and partnerships, fear in neighboring communities of out-of-control fires, and challenges to working across jurisdictional boundaries (e.g., funding constraints, capacity constraints, burdensome processes, and relationship challenges). Less than 10% of fire-prone areas are responsible for 80% of exposure.

The ten-year targets for the Implementation Plan are to treat 20 million acres on National Forest lands; to treat 30 million acres on adjacent Tribal, state, and private land; and to provide ongoing maintenance into the future. Scientists have already located the communities at highest wildfire risk and the areas that are the source of highest community exposure to wildfire. By targeting the source of exposure in these specific areas (known as "firesheds") and working with partners and stakeholders to set common goals across shared landscapes, strategic fuels management projects can reduce wildfire impacts not only on homes and communities but also on air quality, municipal watersheds, wildlife habitat, and other values at risk.

The [Strategy](#) and [Plan](#) will build on decades of experience working collaboratively using Good Neighbor Authority (GNA), the Tribal Forest Protection Act, Shared Stewardship, and stewardship contracting. The Forest Service is poised and ready to use all available tools

and authorities, structures and partnerships to support collaborative work across these shared landscapes.

Partnership with Fire Science

The Bipartisan Infrastructure Law (BIL) specifically calls for research and development to utilize the best available science; guide project layout and development; perform monitoring and data collection; quantify the economics of biological systems and affected communities; integrate biological, physical, and social sciences; and manage data collection and availability.

The Rocky Mountain Research Station includes 12 labs, with one located in Albuquerque, NM, and another in Flagstaff, AZ. The Station is aligned with Regions 1, 2, 3, and 4 of the Forest Service, which comprise 54 National Forests—more than half the total acreage of the National Forest system. A permanent staff of 400 individuals work across seven science programs.

The Station is helping forests and partners make informed decisions based on the best science. One example worth greater exploration is the potential operational delineations ([PODs](#)) model for prioritizing treatment. The PODs approach includes considerations of roads, utility corridors, landscape form, and previous fires. PODS can include evaluations of risk to shared values such as water quality and security, cultural and heritage sites, and healthy ecosystems and habitat.

There are many lessons to draw from current and recent efforts to integrate data, prioritization, and decision making, including the following:

- [New Mexico Forest and Watershed Health Coordination Committee](#)
- [CoMFRT](#) (Co-Management of Fire Risk Transmission)
- [WiRe](#) (Wildfire Research Team)
- [FIA](#) (Forest Inventory and Analysis National Program)
- [FuelCast](#) (monitors rangeland conditions)
- [Southwest FireCLIME](#) (multi-year research partnership)

An area for increased focus is collecting and interpreting data on post-wildfire conditions. This is critical to guide treatment and to demonstrate the benefits of treatment to decision makers, partners, and the public.

Forest Treatment and Restoration in Arizona

Arizona has been focused on increasing fuels treatments for over 30 years. The Four Forest Restoration Initiative (4FRI) is an example of collaborative planning at a large landscape scale. However, challenges with large-scale contracting and agreements have hindered the achievement of treatment targets in this effort.

Now Arizona State Forestry is focusing on using Good Neighbor Authority (GNA) and other tools to increase the pace and scale of treatment.

Of particular interest in Arizona is collaboration on data collection and prioritization. The state of Arizona is working with the Forest Service to prioritize landscapes at the greatest risk where state land is adjacent to Tribal, federal, and private lands. Not only is this a method of effective prioritization but it encourages continued partnership and coordination of fuels reduction work.

The governor is bringing substantial investments to the Department of Forestry and Fire Management (DFFM), including funds specifically to hire staff to focus on GNA and partnership agreements.

Forest Treatment and Restoration in New Mexico

Three themes have guided New Mexico's efforts to increase the pace and scale of fuels treatment: collaboration, equity and inclusion, and science-based decision-making.

The 2020 New Mexico Forest Action Plan builds on 18 years of work funded by the 2004 New Mexico Collaborative Forest Restoration Program (CFRP). CFRP supports the Forest and Watershed Health Coordinating Group (FWHCG), comprising dozens of agencies, organizations, and Tribes. It operates relatively informally and with limited structure and rules, and yet enjoys strong commitment and contributions from its partners.

The FWCG began by "downscaling" the national fireshed models to regional and landscape scales and added additional considerations when identifying priority firesheds: risk to water security and risk to biodiversity.

The [2020 New Mexico Forest Action Plan](#) is built on the work of the FWHCG and calls for 300,000+ acres treated for fuels reduction per year. This is a doubling of the current pace of treatment. There is widespread support for this plan and for implementing treatment. Social license is critical for success, and it would not be present without the work of place-based collaboratives in recent decades. New Mexico is strengthening and benefitting from a tradition of focusing on environmental justice, equity, and inclusion.

Forest Products Infrastructure and Markets

Decades ago, foresters were generally able to rely on the principle that "if we produce it, they will come," meaning that the infrastructure to process forest products, and markets to sell them, would reliably follow production. Forests, economies, and markets have changed such that a systematic approach is needed to rebuild and create much more infrastructure to treat harvested forest biomass.

Large amounts of biomass and fuels need to be removed from the landscape to reduce fire risk, and most of it is not suitable for traditional timber products. As with any industrial process, the goal is to reduce waste and turn by-products into opportunities to expand processing capacity.

One recent example of emergent technologies and markets is biochar conversion in eastern Oregon. The biochar is in demand to help restore carbon, water retention, and nutrients to depleted soils. Biochar can also be used for brownfields and contaminated site remediation.

The challenge of new markets and products is developing systematic and integrated techniques that bring together emerging technology, private sector investment, and workers in gateway, forest, and rangeland communities. Development requires close coordination with chambers of commerce, small businesses and business associations, and entrepreneurs.

One promising strategy to expand markets and opportunities is to develop forest products “centers” that consist of hubs of mills and equipment for processing multiple types of harvested biomass. Market forces are driving forest product prices higher, which offers new opportunities to subsidize and support new infrastructure. It will take vision, leadership, and collaboration to tap into current and evolving markets.

Overview and Next Steps for the Wildfire Crisis Strategy and Implementation Plan

Fortunately, the [Bipartisan Infrastructure Law](#) (BIL) has multiple sources of funding to support the goals of the Wildfire Crisis Strategy and Plan. Approximately \$5.5 billion is dedicated to the Forest Service. Of that, approximately \$3 billion is for fuels reduction, with the remainder for restoration, recreation, reclamation, and roads and trails management. The BIL also includes funds for grants and agreements to increase firefighter pay and to support Community Wildlife Protection Plans (CWPPs).

More than 20 years of work and milestones have set the stage for the Wildfire Strategy and Plan. Because a dramatic increase in fuels reduction and treatment is needed, collaborative and coordinated approaches are more important than ever. In order to meet the 20/30/10 goals (treating an additional 20 million acres of National Forest System lands and 30 million acres of other federal, Tribal, state, and private lands over 10 years), we will need to double or more the 2–3 million acres currently treated on National Forests each year.

The first two years of the Implementation Plan will focus on projects that have clearance from environmental review and permitting, enjoy cross-sector buy-in, and have existing capacity to treat harvested biomass.

Years 3–10 of implementation will focus on doing the right restoration work at the right scale in the right places. The feedback and ideas generated in this Roundtable (and subsequent engagements), will inform that future implementation.

SUMMARY OF ROUNDTABLE DISCUSSIONS

Themes from Breakout Sessions

In response to direction from the Wildfire Risk Reduction Infrastructure Team, the National Forest Foundation (NFF) invited participants in the employee and partner roundtable sessions to engage in three rounds of small-group discussions around five topics. NFF designed the sessions to collect input on the Strategy and Implementation Plan. Breakout session topics align with the key areas of work identified in the Strategy and Plan around the following discussion topics:

- Science supporting wildfire risk reduction
- Workforce capacity
- Markets and industry
- Outcome-based prioritization and metrics of progress
- Cross-boundary partnerships

Equity and inclusion questions were integrated into each topic. Major themes from each breakout session are summarized by topic below.

Science Supporting Wildfire Risk Reduction

Roundtable participants discussed several questions about the availability and use of science to guide fuels treatment and forest restoration. Participants were encouraged to offer examples of the successful integration of Indigenous Traditional Ecological Knowledge (ITEK) into planning, decision-making, and projects. All participants were invited to describe the challenges and opportunities they continue to face in sharing science across scales and jurisdictional boundaries for strategic forest and fuels management.

- RMRS Fire Science is the underpinning of the Wildfire Crisis Strategy.
- Targets for fuels treatment and restoration need to be viewed holistically in the context of changing climates. Uncertainty about future conditions is unavoidable, and there is a need for better frameworks, contracts, and agreements for adaptive management.
- Fire science and policy specific to the Southwestern Region is important. For example, in 2021, when the National Forest System cancelled all prescribed fires across the country, Region 3 could have safely continued fuels-reduction projects, despite the risk and danger in other regions.
- Partners call for expanded use of evolving data collection methods such as LIDAR and other remote sensing as well as the use of drones. Existing sources of data should be integrated across partners, shared in an accessible format or platform, and communicated about clearly.
- Increased monitoring of smoke would help establish baseline conditions, compare wildfire events to treatment conditions, and “tell the story” of smoke as a necessary cost of wildfire management.
- Established and accessible science exists to guide treatment, restoration, and required environmental analysis. It is not often a lack of science that impedes pace



and scale of treatment. Instead, projects are usually limited to those that have cleared environmental review and permitting.

- Increased science focused on the wildland urban interface (WUI) and sources of fire ignition is important for cross-boundary projects with community support.
- More fuels monitoring and fire science is needed on non-timber, open lands. In Region 3, composition and non-timber fuel sources in grasslands and pinyon-juniper woodlands also need to be considered. On the Tonto NF, 0.5 million acres have been burned and may not recover. More research, particularly locally focused science, is needed to better protect remaining examples of these landscapes, biomes, and ecosystems.
- Successful strategies and communication tools for staying abreast of best available science include
 - Condensed documents and reports from Research Stations and Southwest Ecological Restoration Institutes ([SWERI](#));
 - Having an expert in-house or in-network (fire ecologists and Science Delivery Specialists in regions and forests);
 - Taking advantage of summaries and personal interactions at conferences to learn efficiently; and
 - Using onsite visits—which have become increasingly rare—to effectively examine fire and fuel patterns and engage with practitioners, decision-makers, and publics.
- Social and cultural science is increasingly important, as success requires changing minds and behaviors. Specifically, there is a need to sync Section 106 of the National Historic Preservation Act with fuel treatment options and goals.
- Indigenous Traditional ecological knowledge (ITEK) is valued. Frequently, ITEK does not mesh perfectly with conclusions from Western science. Relationships are key to making the most of all experience and knowledge of systems, landscapes, and fire as a management tool.

Workforce Capacity

The Leadership Panel identified a critical set of challenges regarding adequate resources to collect and process fire fuels and forest products. For example, participants were invited to identify the key workforce skills needed to accelerate treatment and different models for meeting these workforce needs within the Forest Service, and beyond, with expanded capacity among partners.

- Overcoming workforce capacity limitations will require a holistic approach, across partner- and business-sectors and land ownerships. In addition to increased capacity for fuels reduction staff, there is also a great need for specialists and “-ologists” with expertise in heritage and cultural protection, the Endangered Species Act, acquisitions and contracting, and more.
- Gaps in critical infrastructure need to be addressed: office space, computers, fleet vehicles, etc.



- Competitive pay, benefits, and workforce housing is essential for hiring in increasingly expensive places in the western United States.
- Ongoing challenge: How can Forests compete for workers for restoration and treatment programs when private sector and fire suppression positions offer better compensation and benefits and easier hiring?
- Another constraint on building workforce capacity for fuels treatment is burnout and fatigue among fire suppression forces.
- It is critical that the Forest Service streamline hiring processes to be able to expand workforce in general and seasonally.
- Position descriptions, qualifications, and classifications do not match modern needs nor candidate job histories.
- While some efficiencies can be gained in hiring, such as managing requirements and applications, engagement at the local (district) level is critical for finding staff with on-the-ground expertise and community knowledge.
- Building relationships with youth groups and other community leaders can aid in recruitment of the best candidates.
- Shared Stewardship and Good Neighbor Authority can help fund/establish positions—not all positions can or should be housed within the Forest Service.
- State Historic Preservation Offices are good models for sharing staff and positions across agencies.

Markets and Industry

Another critical challenge identified is the lack of sufficient infrastructure to treat the by-products of restoration (e.g., small-diameter and commercial material, biomass), as well as the diminished markets that support the development of this infrastructure.

Participants were invited to describe the state of the forest products markets and infrastructure across the region and identify strategies to increase the processing of fuels removed from forested lands.

- In the Southwestern Region, current markets for forest products are not very diverse or robust, which presents challenges to expanding the pace and scale of treatment.
- There is a reliable market for fuelwood, which many communities rely upon.
- Most other forest product sectors are struggling with inconsistent supply, high costs of transportation over long distances, and limited mill and processing infrastructure.
- The Region needs new policies and structures adapted to modern markets. It may be necessary to reframe management targets as hazardous fuels treatments rather than traditional goals and targets of timber harvesting.
- Lack of forest workers also limits market/infrastructure capacity. However, communities in this region are tied to their landscapes, and with adequate vocational training and benefits, there is a potential large workforce available.
- [Wood for Life](#) is a highly valued, very successful collaborative fuel wood program with Tribes, which offers several lessons for effective partnerships.



- The Forest Service should work with local governments on innovating new markets and industries. Good Neighbor Agreements can apply to cities too!
- There is hesitancy and risk among investors and localities expanding into new markets. Federal policies and resources need to address this risk and reflect the nature of the crisis and urgency
- Small businesses are another pool of partners to work with. Most Forest Service systems and mechanisms are built for cooperation with big business. Less cumbersome, more nimble contracts and agreements for small business will help expand markets.

Outcome-Based Prioritization and Metrics of Progress

During the kickoff session, the Leadership Panel described an ongoing challenge: the lands with the greatest need are not treated for fuels reduction; rather, lands that are accessible and available for treatment receive project investment. Participants were invited to discuss more effective and efficient ways to work across boundaries to prioritize and treat the areas that will result in the greatest reduction in risk of catastrophic wildfires. Participants were also encouraged to offer examples and models for monitoring both to identify lessons and to maintain treatment goals.

- The Southwestern Region has many positive, successful models of coordinating across boundaries with partners to prioritize treatment areas.
 - The [New Mexico Forest Action Plan](#) was constructed with Tribes, state and federal partners, and research institutions.
 - The [Arizona Source Water Protection Program](#) has included forest restoration to support larger water and resource management goals in the Northern Kaibab region.
- A positive development within the Region is that most NEPA and environmental review for treatment projects are underway or completed for most National Forest System lands in the region. Despite this, workforce capacity is limiting implementation of treatment projects.
- The Forest Service and its public would be served by actively seeking and integrating local and on-the-ground knowledge into prioritization efforts. Local partners should be given actual authority to influence the sequence and location of treatments.
- More tools are needed to integrate local and regional knowledge into national-scale models for mapping firesheds, watersheds, and ecological services, including Indigenous Traditional Ecological Knowledge.
- Many local collaboratives are working extensively with prioritization tools. This highlights the need for common vocabulary, platforms, and protocols to integrate prioritization knowledge and efforts.
- [Potential Operational Delineations \(PODs\)](#) support prioritization by incorporating other values at risk.
- A critical challenge is not only proper prioritization but “telling the story” of urgency and the need to build support and political will for treatment projects.



- Critical question in need of answers: How do we integrate the large-scale models (top down) with fine-scale, ground-truthed local models that can “talk to each other” and contribute to strategic prioritization?

Cross-Boundary Partnerships

With a rich history of collaborative stewardship, Roundtable participants in the Southwestern Region offered rich feedback on the efficacy of different mechanisms and processes used to integrate fuels treatment and forest restoration on Tribal, National Forest System, and state and private lands.

- To achieve management goals, all partners need to think about sharing staff positions across multiple agencies/jurisdictions.
- More tools and approaches are needed to support engagement in agreements between the Forest Service and cities, counties, and federal partners. Examples include joint fire crews, prescribed fire agreements, sales preparation, and contracting.
- Standing meetings with partners help maintain continuity, relationships, and joint learning.
- Collaborative Forest Landscape Restoration ([CFLRP](#)) work is a successful model for cross-boundary work, and we should build on the foundations and relationships built in existing collaboratives.
- Potential Operations Delineations ([PODs](#)) is a tool often used to facilitate cross-boundary discussion and stakeholder engagement for fuels-based prioritization. Many community values can be incorporated into this approach.
- Better data sharing is needed across landscapes and jurisdictions.
- There is a lack of metrics for success in working with partners and underserved communities. How can we evaluate success? Similarly, how can we communicate lessons learned, templates, tools, and other elements of successful partnerships?
- The Forest Service is not organizationally or culturally set up to foster long-term relationships, particularly with skeptical communities. Transitions of leadership and critical staff often creates significant challenges for long-term, large-scale efforts.
- The Southwestern Region needs help working with underserved communities, including defining and identifying who/what are underserved communities.
- The nature of the wildfire crisis emphasizes the responsibility of the Forest Service to work with Tribes, often above and beyond government-to-government consultation protocol. Successful work with Tribes requires patience, relationships, and cultural competency, all of which take time to develop. Established Tribal coordinators with long tenure are critical. [Wood For Life](#) is a great model of a partnership between Tribal governments and communities, the Forest Service, the Ancestral Lands conservation corps, and the National Forest Foundation.
- The pace of environmental analysis and NEPA compliance is slow and costs are high; can states help with this?



- Contracts and agreements are critical to the success of this work but currently the processes to establish both are very time consuming. In particular, matching requirements for federal funds in some agreements, make it very difficult for partners to participate.
- Ramping up to meet targets is not realistic without better cross-boundary work.
- Forests are feeling micromanaged by the Region. It is important to build trust to develop plans from the bottom up.



APPENDIX A
Wildfire Crisis Strategy Region 3 Roundtable
Participating Employee Units and Staff Areas

Approximately 75 employee representatives were invited by the Region to participate in this Roundtable. A total of 47 employees attended this virtual event, held over Zoom. The participants represented a broad range of Forest Service units and staff/program areas from across the region.

Forest Service Unit	Staff Area or Program
Apache-Sitgreaves NFs	Public Affairs
Apache-Sitgreaves NFs	Fuels
Apache-Sitgreaves NFs	Fuels/Fire
Apache-Sitgreaves NFs	Forest Supervisor
Apache-Sitgreaves NFs, Lakeside RD	District Ranger
Carson NF	Planning
Carson NF	Watershed and Air
Carson NF, El Rito RD	District Ranger
Cibola NF	Forestry/Timber
Cibola NF	Forest Supervisor
Cibola NF	Natural Resources and Planning
Coconino NF	Fire Staff Officer
Coconino NF	Timber/Silviculture
Coconino NF, Mogollon Rim RD	District Ranger
Forest Products Lab	Forest Products R&D, Economics
Gila NF	Resources Staff Officer
Kaibab NF	Fuels
Kaibab NF, North Kaibab RD	District Ranger
Kaibab NF, Williams RD	Project Manager
Kaibab SO	Forestry and Silviculture
Lincoln NF	Natural Resources Partnership Coordinator
Lincoln NF	Fire Management
Lincoln NF, Smokey Bear RD	District Ranger
Prescott NF	Timber and Forestry
Prescott NF	Fire and Fuels Management
Prescott NF	Public Services Staff Officer
Prescott NF, Bradshaw & Chino Valley RDs	District Ranger
R3 Regional Office	Watersheds

R3 Regional Office	Office of Grants & Agreements
R3 Regional Office	Executive Team
R3 Regional Office	Forestry
R3 Regional Office	Chief of Staff
R3 Regional Office	WFRPRG
R3 Regional Office	Engineering
R3 Regional Office	WFRPRGE
R3 Regional Office	Planning
R8 Regional Office	NWTF Liaison
Rocky Mountain Research Station	Communication and Science Delivery
Rocky Mountain Research Station	Wildlife and Terrestrial Ecosystems
Rocky Mountain Research Station	Senior Advisor for Science and Water & Watersheds Program
Rocky Mountain Research Station	Human Dimensions
Santa Fe NF	Public Affairs
Santa Fe NF	Fuels Program Manager
Santa Fe NF	Natural Resources
Tonto NF	Fire, Fuels, and Aviation
Tonto NF	Fuels
Tonto NF, Payson RD	District Ranger

APPENDIX B
Wildfire Crisis Strategy Region 3 Roundtable
Participating Partner Organizations

Region 3 invited approximately 104 partner representatives to participate in this Roundtable. A total of 46 partners attended this virtual event. The participants represented a broad range of stakeholders and sectors in this region.

American Conservation Experience
Arizona Department of Environmental Quality
Arizona Game and Fish Department
Arizona State Historic Preservation Office
Bureau of Indian Affairs
Bureau of Reclamation
CK Blueshift, LLC
Coconino County, Arizona
Conservation Legacy
Eastern Arizona Counties Organization
Ecological Restoration Institute
Flagstaff Fire Department
Forest Stewards Guild
Greater Flagstaff Forests Partnership
National Association of Forest Service Retirees
National Wild Turkey Federation
New Mexico Environment Department
New Mexico Forest and Watershed Restoration Institute
New Mexico Forestry Division
Northern Arizona University
Rocky Mountain Youth Corps, New Mexico
Southwest Fire Science Consortium
Salt River Project
The Nature Conservancy
Theodore Roosevelt Conservation Partnership
US Army, Fort Huachuca, AZ
USDA Natural Resources Conservation Service
Walton Family Foundation
Wild Horse Observers Association