



## **Wildfire Crisis Strategy Region 6 Roundtable Summary**

Leadership Panel Session: April 5, 2022

Partners Roundtable: April 6, 2022

USDA Forest Service Employees Roundtable: April 7, 2022

### **INTRODUCTION**

The 2020–2021 wildfire seasons highlighted an incredible litany of challenges associated with making communities safer and forests more resilient as the impacts of climate change occur and the frequency of extreme weather events increase. This growing wildfire crisis has created the need for a new land management strategy both within the USDA Forest Service and among partners—one of shared stewardship, 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 Tribal Nations, agency employees, multiple agencies, 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 Strategy and Plan represent the need for a new and different way that the Forest Service will deliver on its mission.

The Forest Service, with the support of the [National Forest Foundation](#), hosted 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. Roundtable conversations with employees and partners were the first of multiple coordinated engagement opportunities. A separate Tribal Roundtable was convened by the [Intertribal Timber Council](#).



## ROUNDTABLE DESIGN AND PURPOSE

The goals of the roundtables were 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 included three sessions: a two-hour Leadership Panel, during which a group of leaders framed 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 Pacific Northwest 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) regional Forest Service leadership. Following the conclusion of all ten regional 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

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

- **Glenn Casamassa**, Pacific Northwest Regional Forester
- **Paul Anderson, PhD**, Pacific Northwest Research Station Director
- **George Geissler**, Washington State Forester
- **Cal Mukumoto**, Oregon State Forester
- **Phil Rigdon**, Director of the Department of Natural Resources, Yakama Nation
- **Robert Brunoe**, General Manager of Natural Resources and Tribal Historic Preservation Officer at the Confederated Tribes of Warm Springs
- **Doug Grafe**, Wildfire Programs Director, Oregon Governor's Office
- **Jason Kuiken**, Wildfire Risk Reduction Infrastructure Team (WRRIT) Deputy, USDA Forest Service
- **Rachel Neuenfeldt**, Collaboration Specialist, WRRIT, USDA Forest Service

## Overview of Wildfire in the Pacific Northwest

Each year the severity, frequency, and extent of wildfires is increasing. In 2017, the worst air quality in the world was recorded for Seattle residents for several weeks. The Labor Day Fires of 2020 destroyed thousands of structures and nine people died. The 2021 Bootleg Fire burned over 400,000 acres. These extreme fire events represent billions of dollars lost to critical tourism and recreation economies and displace thousands of people each year. Until recently, a 500-acre fire



was considered large. Today, we see multiple wildfire events exceeding 100,000 acres each year. In 2021, the region spent over 65 days at [Preparedness Level 5](#), the highest condition under the national wildfire preparedness index.

Development in the wildland urban interface (WUI), changing climates, and overgrown forests due to fire suppression means we continue to see worsening conditions each year and will for the foreseeable future. This is a crisis, and we need to use every tool at our disposal. Fortunately, treatments and restoration efforts are proving their value in the communities that have taken action to prepare for extreme fire events.

The roundtables were designed to improve and add detail to the Wildfire Crisis Implementation Plan and to make sure that the Plan reflects many voices. Each year, throughout the National Forest System, approximately 3.5 million acres are treated for fuels reduction and forest health. However, within the Pacific Northwest, there are at least 5 million acres in need of treatment.

## **Opportunities and Challenges to Increasing Fuels Treatment**

Many challenges interfere with the effort to increase the pace and scale of treatment. The public does not always fully support landscape treatment approaches. Funding streams often do not work across jurisdictional boundaries. Without cross-boundary funding mechanisms, treatment resources are dedicated to places where work is possible, rather than where work is most needed.

Fortunately, the existing body of solid scientific knowledge can guide treatment and management. We know that 80% of risk to people, structures, and community infrastructure can be mitigated by treating 20% of the landscape. The highest risk landscapes tend to be where multiple jurisdictions come together. This means we must focus on bringing all tools, people, and resources to bear in the right locations. Scenario investment planning, quantified fire risk assessment, and the fireshed registry are all tools to help prioritize action.

## **Working with Tribes, States, and Partners**

The Pacific Northwest Region can build on decades of successful collaboration and partnerships. Good Neighbor Authority, the Tribal Forest Protection Act, the Collaborative Forest Landscape Restoration Program, and 10-year stewardship contracts are valuable tools. The needs are great and the Forest Service will work with partners to augment capacity and support.

In Washington, the state has been working closely with the Forest Service and hundreds of collaborators in the development of the [Washington State Forest Action Plan](#). This plan includes management goals and strategies for wildlife, wildfire, and forest health and is a carefully constructed shared vision of how to manage forests in Washington for resilient landscapes and communities. It is rewarding to see that prioritized landscapes in the Forest Action Plan show alignment with the firesheds identified in the Wildfire Crisis Implementation Plan.



Oregon has been following an "all hands, all lands" approach to forest management for some time. In 2013 the state funded the federal forest restoration program, bringing additional local resources to forest system lands in Oregon. This supported faster planning and implementation of projects. Good Neighbor Agreements are in use, and in 2019 the shared stewardship agreement between Oregon and the US Department of the Interior represented a renewed commitment to collaborative planning and project coordination. The Oregon Department of Forestry is working with other states, Tribes, and federal partners to develop shared governance structures. The [Oregon Wildfire Protection Program](#) brings over \$220 million in resources for three strategy areas: fire adapted communities, capacity for response, and creating resilient systems.

The states of Oregon and Washington are ready for shared ownership of problems, risks, solutions, and the costs to achieve treatment goals. The states commit to work closely with the Forest Service and other partners for workforce development, seeking simple and efficient methods for recruitment and human resources.

Tribal communities have been connected to and worked with landscapes for thousands of years; Tribal members are tied to the lands. The decline in forest health is not due only to changing climates; fire suppression and other management decisions lacking traditional knowledge and wisdom have contributed to the wildfire crisis. Changing forests and the wildfire crisis are very real for Tribal members who rely on the first foods that grow and live on these lands that are being degraded by the wildfire crisis.

Tribes hope for increased coordination and the ability to lead and manage restoration efforts. Fortunately, tools like 638 contracts can foster Tribal stewardship. Unfortunately, it has been difficult for Tribes in the region to utilize the authorities of the Tribal Forest Protection Act due to cumbersome and difficult procedures and requirements. The North Central Cascades Partnership is a positive example of good work and coordination.

The forest products industry is also an essential part of the solution. They have passion, capacity, and resources, despite years of decline in this industry throughout the region.

## **Wildfire Crisis Strategy and Implementation Plan**

Wildfire Risk Reduction Infrastructure Team (WRRIT) Deputy Jason Kuiken provided an overview of the WRRIT and its work. The WRRIT was established by the Forest Service in 2021 to develop the agency's strategy to reduce wildfire risk and improve forest and community resilience. In January of 2022, the WRRIT published the National Wildfire Crisis [10-Year Strategy and Implementation Plan](#). Broadly, the goals for the Strategy and the Plan are to:

- Identify the right locations and tools for fuels and forest health treatments;
- Develop needed workforce capacity and invest in enabling conditions;
- Work with partners across jurisdictions to develop and implement projects that are landscape scale, outcome-driven, and community ready; and
- Support planning and investments in fire-adapted communities.



The 10-Year Strategy (the Strategy) establishes a target of treating an additional 20 million acres of National Forest System lands for fuel reduction and resilience, with an additional 30 million acres treated on Tribal, state, and private lands over the next 10 years. The Strategy calls for development of an additional plan to address ongoing maintenance needs beyond the 10 years. The Forest Service cannot achieve management and treatment objectives alone.

Responding to the wildfire crisis is a priority effort of the USDA and the Forest Service. The roundtables sought to engage partners and employees to identify smart, strategic solutions and approaches. The Strategy and Plan build on [more than two decades of focused planning and partnership](#) around the mounting wildfire crisis and seek to harness the collective energy, ideas, and capacities of the agency's workforce and external partners.

The initial timeline for the Strategy and Plan is as follows:

- 2022–2023: Plan development and early engagement
- 2024–2026: Ramp-up of plan, projects, and programs
- 2027–2031 and beyond: Sustain implementation and establish new norms of practice

## SUMMARY OF ROUNDTABLES

### Themes from Breakout Sessions

In the employee and partner roundtable sessions, participants were invited to participate in three rounds of small-group discussions around five topics. These breakout discussions were designed to collect input on the Strategy and Implementation Plans. In alignment with the key areas of work identified in the Strategy and Plan, breakout sessions were organized around the following discussion topics:

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

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.

- Using science to guide decision-making



- Science to guide restoration exists; however, treatments often occur in areas where projects are possible rather than where they are most needed.
- Communities and forest users may be less inclined to support treatments that dramatically alter the appearance and current density of forests. The public tends to be attached to the forest type they know, even if overgrown or a fuels hazard risk.
- Science cited in major planning documents like the Northwest Forest Plan and NEPA planning documents is not static and becomes out-of-date quickly.
- Guidelines, targets, and institutional policies limit action.
- There is a great need for interdisciplinary science that combines the physical sciences with social sciences to influence behavior, policy, and funding.
- Areas for investment to address gaps in knowledge or information sharing
  - Regional and national models help prioritize firesheds and large areas, but these models are not yet useful at the project scale. Greater data resolution of current conditions, particularly vegetation type, which is changing quickly due to fires and changing climates, is needed.
  - More information is needed on the long-term effectiveness of prescribed burning to guide management and to build support for the use of this tool.
  - Quantitative risk assessments are very valuable but need to be updated frequently due to quickly changing landscape conditions.
  - More data and information is needed regarding whether riparian areas and aquatic area buffers act as wicks for quick fire migration.
  - Similarly, more information on the role of roads in fire migration would help local decision-making and prioritization.
  - Information is needed on how to maximize water storage and protect source waters in Central Cascades forests.
  - Models that support decisions need more social science metrics and criteria, including economies and markets.
  - What is the role of grazing as it relates to fire and reburn?
  - More accessible information is needed for publics and partners on the differences in smoke and smoke impacts between prescribed burning and wildfire.
  - Climate vulnerability assessments from other state agencies should be integrated into planning and prioritization documents.
  - Long-term monitoring of treatment areas, especially after a fire event, is needed.
- Traditional Ecological Knowledge and Indigenous Stewardship
  - Traditional and Indigenous knowledge of stewardship requires active engagement and planning, implementing, and learning together.
  - Place-based initiatives and going to Tribal resource agencies and leaders are often the most effective way to build and maintain working relationships with Tribal representatives. This can be challenging in the Forest Service given transfers and turnover.



- The Forest Service needs to move carefully and from a place of respect and humility to forge relationships and partnerships with Tribes.
- Indian Health Services should be included in new partnerships to bring public health perspective and resources.
- There is a need for more Tribal liaisons, cultural staff, and cultural competency throughout the Forest Service for working with Tribes.
- Burn methods on Tribal lands offer outstanding examples and should be highlighted more and more often.
- Tribes are experimenting too, using a mix of new and traditional tools like LiDAR and goat grazing.
- Effective engagement with Tribes and use of traditional knowledge require trust and strong relationships, which take time to establish.
- Information sharing with Tribes, agencies, and partners
  - The Forest Service would be well served by making information, data, and assumptions accessible to different groups. Collaborative groups with storytellers have successfully shared information and developed common understanding and goals.
  - The private sector can use information technology and resources for providing accessible information to help tell the story of the wildfire crisis and the need for new strategies and more resources.
  - Within the Forest Service, information is often siloed, held within districts, offices, or even in the hands of just one person. This is due to mostly to a lack of resources for intentional information storage, updating, and sharing.
  - Personal communication and relationship development between scientists and managers can be very effective. Like many strategies, this requires time and resources to facilitate personal contacts and learning.
- Staying abreast of the best available science
  - It is challenging for Forest Services employees to stay abreast of new science and to know which science to use at the project level.
  - Science delivery specialists, who are embedded within forests and can translate science to management, decision-makers, and publics, are needed.
  - The structure of the Forest Service can inhibit the integration of the newest science, including social science, in management and decision-making.
  - Synthesis documents and products, such as those developed by research stations and partners, are very effective and valuable tools for efficient learning.
  - Webinars can be used to connect scientists to managers and practitioners for efficient learning.
  - The Region should build upon the success and continue to invest in the [Northwest Fire Science Consortium](#).
  - At the beginning of planning processes, an assessment of needs can help teams seek and use current and most appropriate science.



## 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. Instead, 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.

- It is important to incorporate the needs of underserved and vulnerable communities into prioritization and fire management models. More definition of underserved communities and their needs are required to be successful.
- Planning tools such as quantitative wildfire risk assessments, potential operational delineations (PODs), drones, and Ecosystem Management Decision Support (EMDS) systems are effective and useful but require access to more datasets to be fully utilized.
- In addition to more data for prioritization tools and methods, there is a need to invest in training and staff capacity for using these tools for planning and decision-making.
- NEPA documents and planning documents are often 4-10 years old, and so are out of date in terms of conditions on the ground and best available science.
- It is important to recognize and address the fact that much of the public doesn't understand that forests are not in their natural state and that fire suppression has monetary and ecological costs. People like their forests "the way they are" (until they burn catastrophically).
- Smoke impacts should be incorporated into prioritization schemes.
- Fuels Treatment Effectiveness Monitoring ([FTEM](#)) is a useful tool but is very time and data intensive and not always an appropriate means for communicating with diverse publics. Stories and examples of where treatment has been successful (such as where communities were protected) can be more effective for building common understanding. Likewise, before/after photography and remote sensing can help "tell the story."
- Successful planning approaches and prioritization are often built on existing collaboratives and partnerships. A facilitator or leader is usually needed to help establish and maintain groups, and capacity for that is lacking.
- Planning should be adaptable to rapidly changing conditions on the landscape, particularly with regard to vegetation.
- Straightforward metrics to track successful partnership and coordination would be helpful. How can this be measured in non-cumbersome ways?

## Cross-Boundary Partnerships

With a rich history of collaborative stewardship, roundtable participants in the Pacific Northwest Region offered 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.

- [Joint Chiefs Landscape Restoration Partnership](#) is a model that explicitly calls for coordination with private landowners and federal partners. Similarly, Good Neighbor Authority and [Wyden agreements](#) encourage cross-boundary work.
- Non-governmental organizations (NGOs) and small business partners are often in competition for limited resources. It is important to include partners in visioning and implementation. Successful partnerships are not just about funding and resources but common vision and shared responsibility.
- Definitions of success:
  - The Forest Service should think more broadly than acres in communicating success. How can communications convey that in addition to pace of treatment, the right lands need to be treated to protect and manage for multiple values?
  - One measure of success in partnerships is the establishment of good governance structures that share responsibility and accountability. The Forest Service can support their staff in gaining greater understanding of the principles and elements of effective collaboration and lessons learned from place-based collaboratives.
  - It will be important to find some early wins to build momentum and support and to celebrate successes with partners along the way.
- The Forest Service is challenged in engaging under-represented communities, and often a partner can help do this better than the agency acting alone. Local leaders often best know how to engage their communities, but also may lack knowledge of difficult federal processes and requirements for partnership.
- More resources and expertise are needed to utilize the Tribal Forest Protection Act and ability to transfer authorities to Tribes. There is a need for more Tribal liaisons and for greater capacity for engaging Tribes. The Forest Service should be seeking ways to weave together treaty rights of Tribes and goals related to ecological function.
- It is critical to rethink and remake many business, agreement, and contracting processes to streamline and support cross-boundary partnerships.
- Turnover and transfer of Forest Service staff inhibits the development of long-term relationships, which are necessary for the highest level of cross-boundary work.
- There is a need to invest in infrastructure and data management to share and make science and monitoring data accessible to partners, and to utilize partners' information.
- Considerations of equity must be built into partnerships.
- Learning opportunities to support information flow across agencies and partners regarding strategic use of a diversity of tools and agreement structures is needed.

### **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.

- Key workforce skills, knowledge, and expertise needed include
  - Planners and NEPA specialists
  - Contracting Officer Representatives
  - Specialized trainings on grants, agreements, and other more high-risk instruments for partnership and sharing work. Similarly, the Forest Service needs to invest in materials and staff that help partners understand government processes, procedures, and requirements.
  - Consider using other specialists (such as soil scientists) for monitoring during and after fire events. Look for opportunities to cross train staff in some of these areas.
- How to support underserved/vulnerable communities
  - Develop relationships to support recruitment and communication strategies among underserved communities for careers in the field.
  - It is important for the Forest Service to look internally as an organization to determine why workers from diverse backgrounds are not entering/staying in the agency. For example, women make up only 10% of fire management within the Forest Service.
  - The Forest Service will need to go-to communities to engage them where they live and work. The closing of district offices makes it more difficult to engage rural and remote communities.
- Major constraints around Forest Service workforce capacity
  - There are inconsistent and competing strategies within the agency. Some focus on quantity of hires while others think vacancies should remain until the right candidate is available.
  - Hiring and recruiting practices are too cumbersome and time consuming for all involved.
  - Can some positions be offered externally to the public rather than defaulting to hiring from within?
  - Housing availability and cost are major obstacles to hiring and retaining a workforce for treatment and fire suppression.
  - Fire suppression staff are already at or above capacity and are not the place to look for treatment and restoration workers.
  - For a dedicated force for restoration and treatment, workers need certainty that long-term career opportunities exist.
  - The workforce in the Forest Service is aging and the agency is not successfully recruiting younger generations. Seek partnerships with community colleges and trade schools to offer subsidized training and scholarships.
- Tribes should play an important role in expanding the use of prescribed fire.



## 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.

- Reframe the problem
  - Given the inherent challenges of managing for multiple use, perhaps we can redefine roles and responsibilities for the Forest Service, for private industry and for other partners. What are the agency's core responsibilities? Where can the Forest Service be flexible about its role in developing and expanding markets?
  - Technology exists to use virtually all forest materials; however, many can't "pay their way off the landscape." Instead, this work can be framed as hazardous waste disposal to borrow from those methods and funding sources.
- Modernize and link up forest/regional plans and plans with partners
  - There is a cost to burning (large wildfires) too, and this should be part of the framing. Articulate the costs in terms of smoke emissions, water/air contamination, and public political will.
- Challenges to developing and expanding markets
  - Industry needs long-term contracts and predictability in order to seed investment and new infrastructure.
  - There is a need to address procedural delays with NEPA, permitting, and regulatory compliance, particularly after fire events. Seek opportunities for programmatic studies that clear large regions for work.
  - This region has a lot of industry and infrastructure tailored to historical markets and catering to large purchases. When considering new models, remember that equity and diversity also contribute to resilience.
- Opportunities in the region for expanding markets
  - Mobile and portable options for mill and processing infrastructure can be brought to treated lands to mitigate transportation costs.
  - Mill capacity and processing studies help all partners plan where to treat and focus resources more strategically.
  - Look at carbon securities and offsets from government and private sectors. A key step in accessing these resources will be developing valuations and pricing of alternative forest products and ecosystem services such as carbon sequestration and water quality.
  - Big business offers a lot of influence, brainpower, and creativity within the forest products industry. Seek their guidance on how to expand markets.
  - Invest in infrastructure on Tribal lands and within underserved communities to attract jobs and resources.



- Suggestion for a pilot project: Warm Springs Mill is one of the most recent to close. Can the Service work with Tribal partners to restart this mill?
- Bring in new partners, such as the Department of Defense, to find new markets for forest products and to spur innovation.
- Suggested operating principle for the region for the near term: Focus on not losing the mills and processing infrastructure that remains in the region. Work to provide predictable, guaranteed volume.
- Nontraditional products likely won't pay for themselves and so will need subsidies.
- The funding and maintenance of roads is difficult for rural communities and particularly counties. It is important that local, regional, and federal partners work together to seek funds for transportation infrastructure, and now is a good time given national legislation and resources available.



**APPENDIX A**  
**Wildfire Crisis Strategy Region 6 Roundtable**  
**Participating Employee Units and Staff Areas**

The Region invited 90 employee representatives to participate in this roundtable. Approximately 55 employees attended this virtual event, held over Zoom. The participants represented a broad range of Forest Service units and programs/staff areas from across the region.

<b>Forest Service Unit</b>	<b>Staff Area or Program</b>
Deschutes National Forest	Deputy Fire Staff - Fuels
Deschutes National Forest	District Ranger
Deschutes National Forest	Natural Resources
Deschutes National Forest	Partnerships
Deschutes National Forest	Recreation, Heritage, Lands and Partnerships
National	Renewable Resources Management
Ochoco and Deschutes National Forest	Central Oregon Fire Management Service
Okanogan-Wenatchee National Forest	Chief of Staff
Okanogan-Wenatchee National Forest	Fire, Fuels, and Aviation
Okanogan-Wenatchee National Forest	Forest Supervisor
Okanogan-Wenatchee National Forest	Public Affairs
Okanogan-Wenatchee National Forest	Supervisor's Office
Pacific Northwest Regional Office	BAER and Soil
Pacific Northwest Regional Office	Data Resource Management - Geospatial
Pacific Northwest Regional Office	Fire and Aviation Management
Pacific Northwest Regional Office	Fire and Fuels Integrations
Pacific Northwest Regional Office	Fire Integrations, fire planning
Pacific Northwest Regional Office	Fire Management
Pacific Northwest Regional Office	Fire, Fuels, and Aviation
Pacific Northwest Regional Office	Grants and Agreements
Pacific Northwest Regional Office	National Liaison to National Wild Turkey Federation
Pacific Northwest Regional Office	Natural Resources
Pacific Northwest Regional Office	Office of Communication and Community Engagement
Pacific Northwest Regional Office	Oregon State Liaison
Pacific Northwest Regional Office	Regional Forester's Team
Pacific Northwest Regional Office	Resource Planning and Monitoring

Pacific Northwest Regional Office	State and Private Forestry
Pacific Northwest Regional Office	Timber
Pacific Northwest Regional Office	Tribal Relations
Pacific Northwest Research Station	AirFire Team (TCM Program)
Pacific Northwest Research Station	Assistant Station Director for Research
Pacific Northwest Research Station	Climate Change Program
Pacific Northwest Research Station	Ecological Process and Function Research Program
Pacific Northwest Research Station	Ecosystem Processes and Functions
Pacific Northwest Research Station	Goods, Services, and Values
Pacific Northwest Research Station	Goods, Services, and Values
Pacific Northwest Research Station	Station Director
Pacific Northwest Research Station	Station Directors Office
Pacific Northwest Research Station	Threat Characterization and Management
Rogue River-Siskiyou National Forest	District Ranger
Rogue River-Siskiyou National Forest	Ecology
Rogue River-Siskiyou National Forest	Fire Management
Rogue River-Siskiyou National Forest	Natural Resources
Rogue River-Siskiyou National Forest	Public Affairs & Partnerships
Umpqua National Forest	Community Engagement, Public & Business Services
Umpqua National Forest	Fire Management
Umpqua National Forest	North Zone Districts

**APPENDIX B**  
**Wildfire Crisis Strategy Region 6 Roundtable**  
**Participating Partner Organizations**

Region 6 invited 139 partner representatives to participate in this Roundtable. Approximately 57 partners attended this virtual event. The participants represented a broad range of stakeholders and sectors in this region.

American Forest Resource Council	Associated Oregon Loggers
Blue Forest Conservation	Bonneville Power Administration
C6 Forest to Farm	COFSF / Deschutes Collaborative Forest Project
Confederated Tribes of the Colville Reservation	Confederated Tribes of the Umatilla Indian Reservation
Confederated Tribes of Warm Springs	Conservation Northwest
Cow Creek Band of Umpqua Tribe of Indians	Deschutes County
Douglas Timber Operators	Eugene Water and Electric Board
FEMA Incident Management Assistance Team	Grays Harbor County
Heart of Oregon Corps	Kittitas County
KS Wild	Lomakatsi Restoration Project
Mt. Adams Institute	Mt. Adams Resource Stewards
National Wild Turkey Federation	Natural Resources Conservation Service
NOAA-National Marine Fisheries Service	North Central Washington Forest Health Collaborative
Oregon Cattlemen’s Association	Oregon Department of Forestry
Oregon Farm Bureau	Oregon State University
Oregon Watershed Enhancement Board	Rocky Mountain Elk Foundation
Rural Voices for Conservation Coalition	Sierra Club
Southern Oregon Forest Restoration Collaborative	Stevens County
Student Conservation Association	Sustainable Northwest
The Nature Conservancy	University of Idaho
University of Washington	US Fish and Wildlife Service
USFS National Liaison to National Wild Turkey Federation	Washington Conservation Corps.
Washington Department of Fish and Wildlife	Washington Department of Natural Resources
Whatcom County	Willamette Partnership
Yakama Nation	