



# U.S. DEPARTMENT OF AGRICULTURE

## Post-Meeting Materials

Lassen National Forest Partnership in Practice Symposium April 16, 2024

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The Lassen National Forest is proud to present the 2nd Biannual  
**Partnership in Practice Symposium**

April 16, 2024

A day of information sharing, thought partnering, and networking



**Forest Service**  
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# Program

Partners in Practice Spring 2024 Symposium

9:00 am – 4:00 pm

April 16, 2024

Online Meeting

## Symposium Purpose

- Mutually understand the needs and requirements of partners and the Lassen National Forest (LNF)
- Increase trust, communication, and expectations between partners and the LNF staff and leadership
- Create and enhance relationships between partners and LNF staff and leadership

Time	Agenda Item	Presenter
9:00 am	<b>Welcome, Land Acknowledgement and Leader’s Intent</b>	LNF Forest Supervisor Kathy Allen
9:10 am	<b>Introductions, Agenda Review, Guidelines for Participation</b>	Facilitator
9:20 am	<b>Who’s Participating? (online survey questions)</b> <ul style="list-style-type: none"> <li>▪ Where are you physically located?</li> <li>▪ What is your favorite location on the LNF to visit/recreate at?</li> <li>▪ How long have you been working in the LNF?</li> <li>▪ What’s 1-3 words that best describes you?</li> <li>▪ If you were stuck on an island, what one object would you bring to start a partnership?</li> </ul>	Participants
9:30 am	<b>Outcomes from Fall Symposium &amp; Current Situation</b> <ul style="list-style-type: none"> <li>▪ Short review of Fall Symposium outcomes</li> <li>▪ Summary of current challenges</li> <li>▪ Clarifying questions</li> </ul>	Stephaney Cox, LNF Partnership Coordinator
9:45 am	<b>Understanding and Applying Partner’s Collective Capacities on Lassen National Forest</b>	Facilitator and LNF Staff
10:15 am	<b>Break</b>	
10:30 am	<b>LNF Districts Overview</b> <ul style="list-style-type: none"> <li>▪ Almanor Ranger District</li> <li>▪ Eagle Lake Ranger District</li> <li>▪ Hat Creek Ranger District</li> <li>▪ Clarifying questions</li> </ul>	LNF District Rangers
11:15 am	<b>Overview of USFS Approach to Increasing Pace &amp; Scale of Work</b> <ul style="list-style-type: none"> <li>▪ Explanation of guidance and priorities from USFS leadership</li> <li>▪ Clarifying questions</li> </ul>	LNF Staff

<b>Time</b>	<b>Agenda Item</b>	<b>Presenter</b>
<b>11:45 pm</b>	<b>LUNCH BREAK</b>	
<b>12:45 pm</b>	<b>Welcome Back, Breakout Group Overview, Overview of Projects</b> <ul style="list-style-type: none"> <li>▪ Gather input on process</li> </ul>	Facilitator
<b>1:00 pm</b>	<b>Breakout Groups – Round 1</b> <ul style="list-style-type: none"> <li>▪ Dixie Recovery Project</li> <li>▪ Roadside Hazard Tree Removal Project</li> <li>▪ Mosaic Project</li> </ul>	All
<b>1:45 pm</b>	<b>Breakout Groups – Round 2</b> <ul style="list-style-type: none"> <li>▪ Dixie Recovery Project</li> <li>▪ Roadside Hazard Tree Removal Project</li> <li>▪ Mosaic Project</li> </ul>	All
<b>2:25 pm</b>	<b>Breakout Groups – Round 3</b> <ul style="list-style-type: none"> <li>▪ Dixie Recovery Project</li> <li>▪ Roadside Hazard Tree Removal Project</li> <li>▪ Mosaic Project</li> </ul>	All
<b>3:05 pm</b>	<b>Breakout Group Summary</b> <ul style="list-style-type: none"> <li>▪ Dixie Recovery Project</li> <li>▪ Roadside Hazard Tree Removal Project</li> <li>▪ Mosaic Project</li> </ul>	Breakout Group Facilitators
<b>3:40 pm</b>	<b>Next Steps/Action Items</b>	Facilitator / Stephaney Cox,
<b>4:00 pm</b>	<b>Adjourn</b>	

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Welcome to the 2<sup>nd</sup> Biannual  
Lassen National Forest  
Partnership in Practice Symposium

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# Partnership in Practice Symposium Leader's Intent

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- Partners and their commitment to advancing relationships are invaluable.
- Exploring ways to make partnerships thrive
- Symposium is an opportunity to exchange ideas and foster collaboration

# Collective Capacity Survey

- Adapted from a USFS tool developed at the Washington Office
- Designed to collect data about capacity and interests of partners
- Data will feed into a decision tool
- Decision tool will help LNF match partners and projects
- Also useful for partners looking to combine efforts on a project

## Project Activity Categories

Timber / Silviculture / Reforestation

Fuels and Fire Management

Watershed and Ecosystem Restoration

Environmental and Regulatory Compliance

Remediation, Recreation Infrastructure, and  
Engineering

Project Management/Coordination/Oversight



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# Collective Capacity Survey Key Take-Aways

>50% of partners interested in every broad category of work, except for Remediation, Recreational Infrastructure, and Engineering

Highest Experience/ Capacity	Lowest Experience/ Capacity
Facilitation collaborative support, and/or convening	Mitigation of Environmental Hazards on Mined lands
Community outreach	Abandoned Mine Reclamation
Media support and content development / communications	Remediation of Orphaned Wells
Develop or deliver training	Road Maintenance
Training for stewardship authorities	Removal of non-hydropower federal dams
Support development of a strategic partnership plan	
Specialist (cost-share position)	
GIS Support	
Grant and funding identification support	



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# Using & Improving the Collective Capacity Survey

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- This is just one tool to explore which partners might be a good fit for a project. Project Development
- Will require follow-up conversations to tease out specifics.
- How might the capacity survey tool be improved and how should it be used going forward?
- Are there other partner descriptors/abilities/experiences that should be tracked in the tool?

*Thoughts? Questions?*



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# Lassen National Forest Ranger District Overview



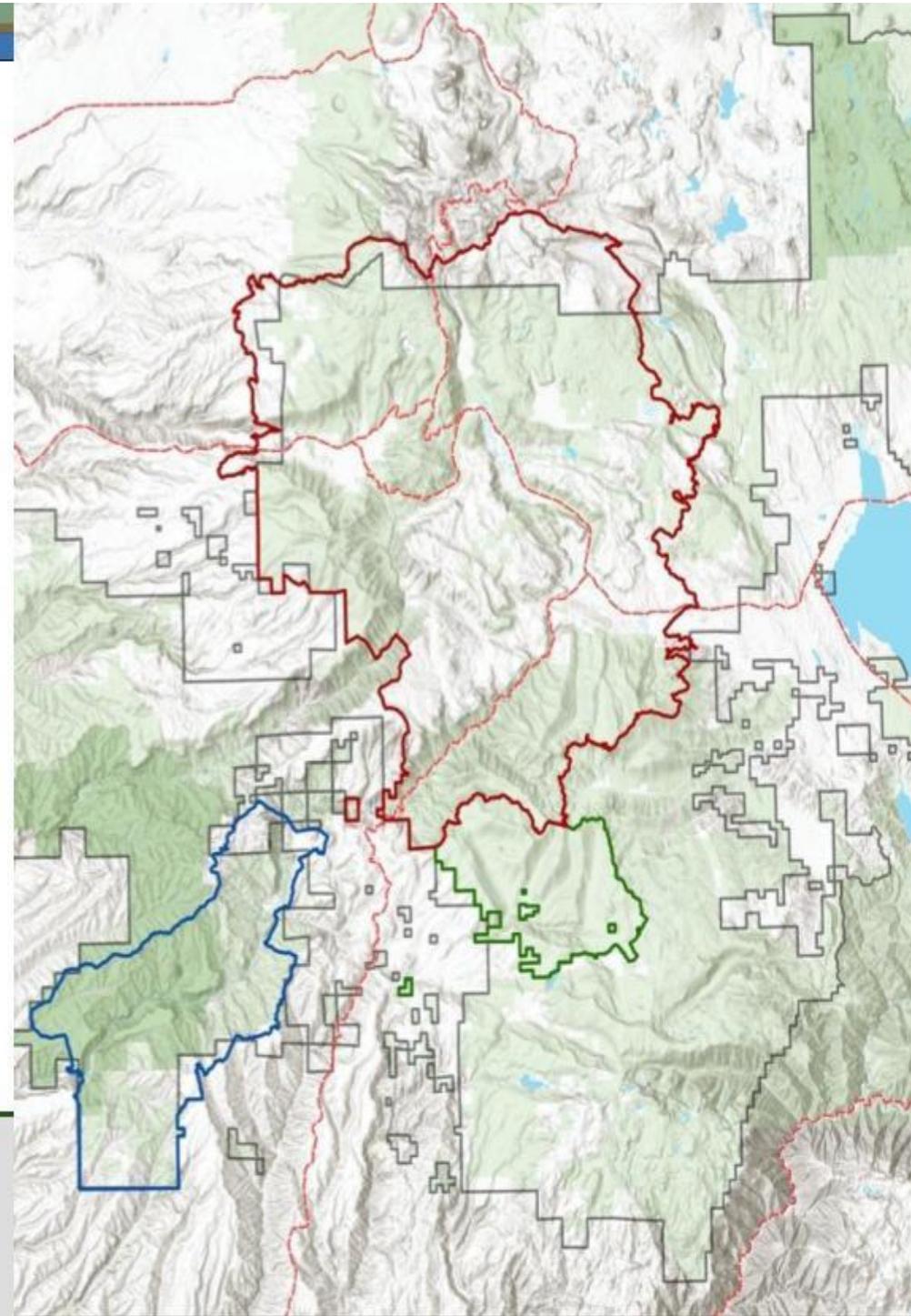
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# Almanor Ranger District

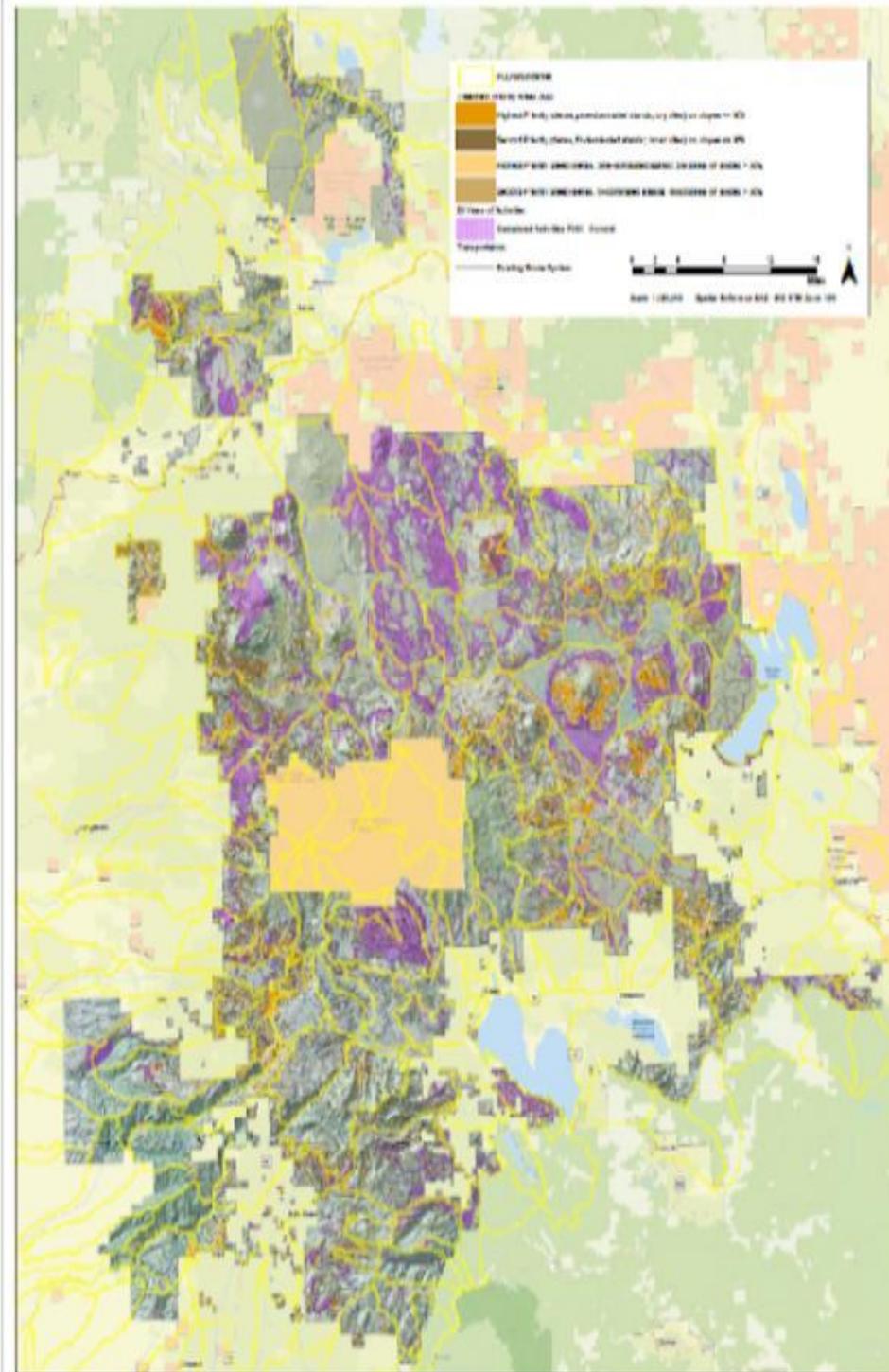
- Intersection of the granitic Sierra Nevada Mountains and the lava formed Cascade Mountains
- Lake Almanor - one of the largest man-made lakes in California at 75 square miles
- 18 Developed campgrounds
- 1 cabin rental
- 8 Non-Wilderness Trails (~ 106 miles (66 miles of which is the Pacific Crest Trail))
- 2 Wilderness areas (Caribou and Ishi) and 4 proposed wilderness areas.



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# Eagle Lake Ranger District

- Primarily in Lassen County; 396,638 acres; ~4,300 ft to ~7,790 ft
- Working landscape with timber, fuels, range, and recreational management
- Sage brush steppe in low valley bottoms to east side pine to mixed conifer to ridgetop
- Relatively dry but with intermittent streams and seven perennial streams including Pine Creek, the primary spawning stream for the endemic Eagle Lake rainbow trout
- Several smaller camping areas near stream and lakes, Bizz Johnson trail bisects the district from Devils Corral along the Susan River to Mason Station just north of Westwood

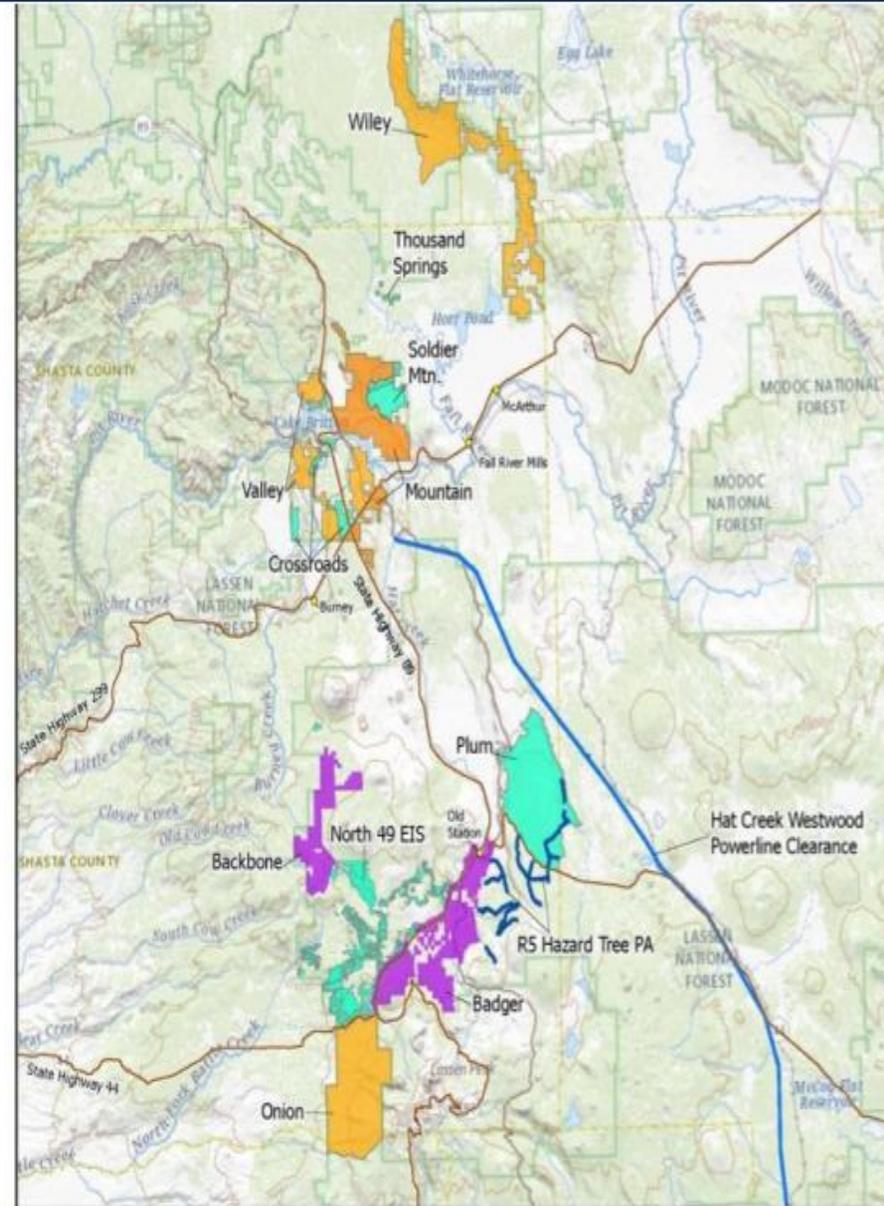


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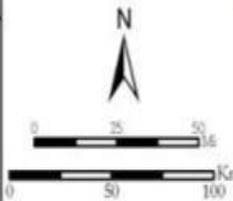
# Hat Creek Ranger District

- Includes communities of Burney, Fall River Mills, Hat Creek and Old Station.
- In the shadow of Lassen Peak, seven campgrounds and four picnic areas are nestled along ten miles of Hat Creek.
- Lava tubes, dormant and extinct volcanoes, massive lava flows and fault lines reveal a fascinating volcanic past.



Hat Creek RD Project Map

Pre-planning	Implementation
Mountain	R5 Hazard Tree PA
Onion	Hat Creek Westwood Powerline Clearance
Valley	Crossroads
Wiley	Plum
Planning	SoldierMtnBoundary_06112020
Backbone	Thousand Springs
Badger	49er



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# Overview of LNF Approach to Increasing Pace & Scale of Work

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## Washington/Regional Guidance

- Increase pace and scale of implementation
- Take a cross-boundary approach for landscape-scale projects
- Work with partners that have Keystone Agreements

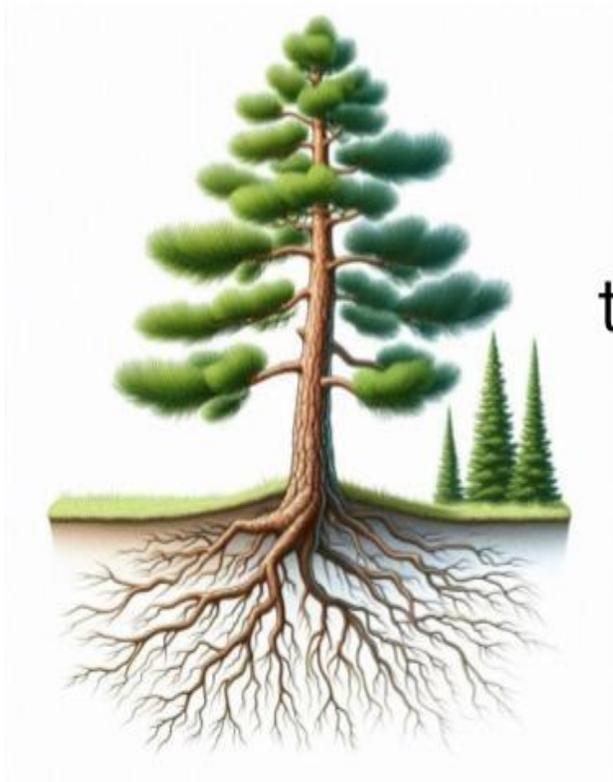
## Regional Priorities

- Address conditions on the landscape to mitigate wildfire risk
- Post-fire recovery and disaster relief
- Improves visitor experiences and public access

# The Prime Partner Model:

An approach to increasing pace and scale of landscape-level forest management

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How do we build the capacities needed to implement large landscape-scale projects as expeditiously as possible?



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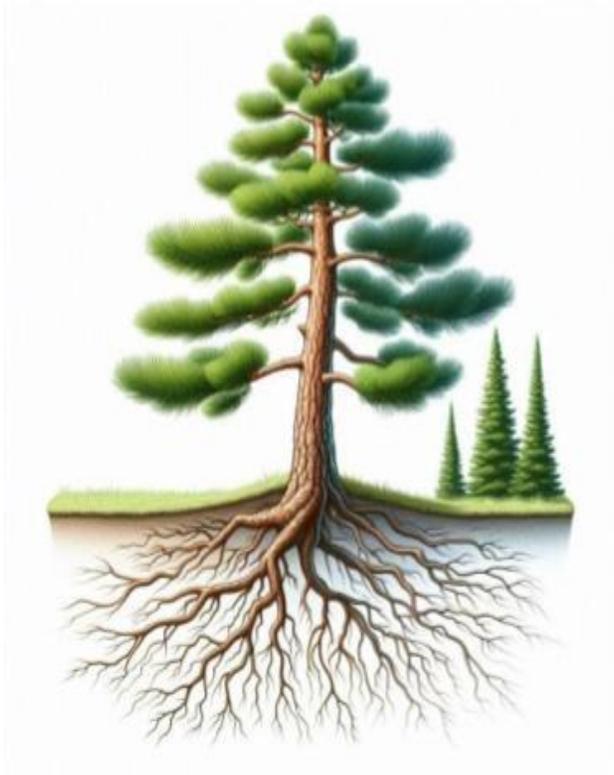


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# The Prime Partner Model:

An approach to increasing pace and scale of landscape-level forest management

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## *What is a Prime Partner?*

- National, high-capacity organization with a Keystone Agreement in place
- Track record of success implementing large, landscape-level, cross-boundary projects
- Collaborative, equitable approach to implementation
- Robust funding strategies

# The Prime Partner Model:

## An approach to increasing pace and scale of landscape-level forest management

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Provides support to LNF and local partners by:

- Developing a collaborative implementation plan to guide the project through multi-year, multi-partner phasing
- Facilitating timely communication between local partners and LNF
- Ensuring equitable and “right-sized” contracting of work
- Mentoring local partners as needed to build org capacity
- Designing a multi-year funding plan to keep local partners and the project moving forward

# Agreement Structure



Prime Partner

Sub-Project 1  
(Partner 1)

Sub-Project 2  
(Partner 2)

Sub-Project 3  
(Partner 3)

Sub-Project 4  
(Partner 4)

Sub-Project 5  
(Partner 5)

**Key**

-  Prime Partner
-  Sub-Project + Sub-Partner



# The Prime Partner Model: Roles

## Lassen National Forest

Regulatory oversight

Retain tasks as desired

Funds contribution

Manage agreement

## Prime Partner

Overall project coordination

Partner convening and mentoring

Collaborative implementation plan

Contracting

Collaborative funding plan

## Local Partners

On-the-ground implementation

Incorporating local knowledge

Collaborative implementation

Building organizational capacity



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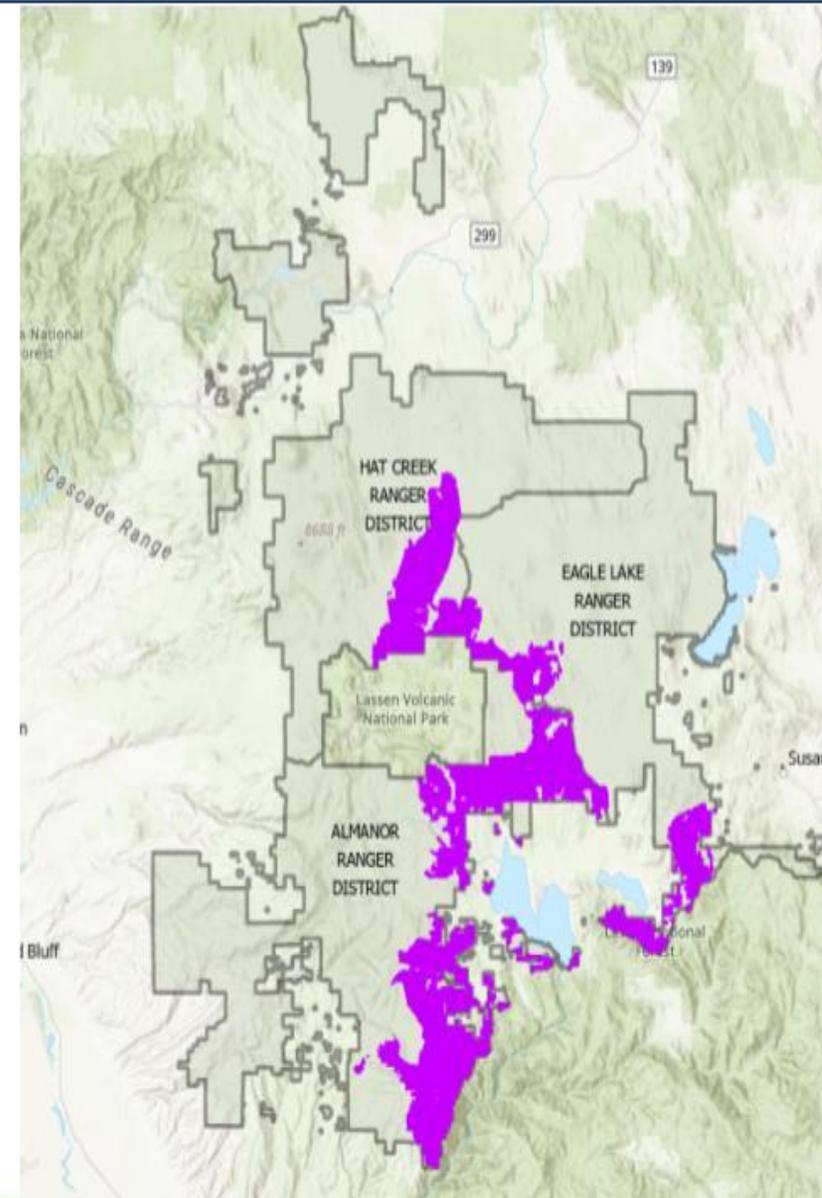


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# Dixie Post-Fire Recovery Project

- EA under analysis; decision estimated Spring 2025
- Comment period estimated to begin Fall 2024
- Approximately 215,000 acres
- Variety of veg and fuels treatments to reduce fuel loads, increase resilience, and facilitate recovery
- Total cost unknown

\*LNF cannot speak to some specifics or certainties about this project because a decision has not yet been signed\*



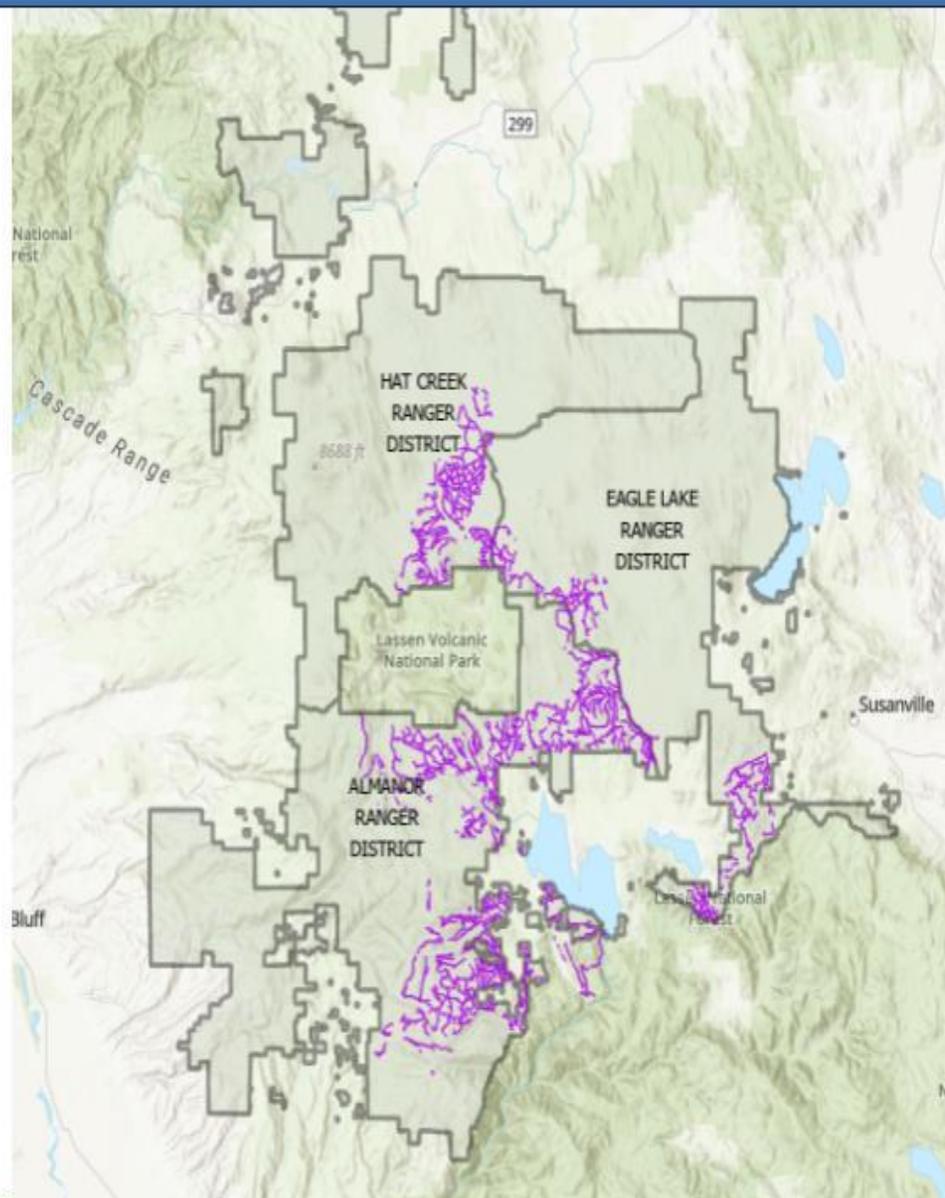
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# Roadside Hazard Tree Removal

- Regional EA; decision signed Dec 2022
- ~590 miles of roads identified
- Removal of fire-killed and -damaged trees within 150-300 feet of roads
- Roads undergoing prioritization by districts
- Total cost \$70-140m for cut/skid/deck
  - LNF has applied for \$6m in CALFIRE grants, ~\$15m NFWF grants



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# Mosaic Project (hypothetical)

- Multiple EAs on potentially all ranger districts
- Unfinished various implementation projects
- Undergoing prioritization by districts
- Total cost dependent on projects included

\*not actual project locations; for illustrative purposes only\*





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## Meeting Notes

Lassen National Forest Partnership in Practice Symposium Tuesday

April 16, 2024

### Kathy Allen – Opening

- The purpose of the second biannual Partnership in Practice Symposium is to explore the essence of partnership. We welcome the tribal representatives joining us today from the Pit River nation, the Susanville Indian Rancheria and Mooretown Rancheria. As we begin the symposium, it's essential that we acknowledge that four service lands are ancestral territories, and we honor their stewardship of this land. This symposium represents a pivotal opportunity for us to come together, exchange ideas and foster collaboration. Your expertise and insights will undoubtedly enrich the discussion and contribute to meaningful outcomes as we work together to address the challenges and opportunities facing our forests. Thank you for joining us on this journey today. By fostering strong partnerships, we can achieve meaningful and lasting impacts for future generations to come. I look forward to the meaningful conversations and connections that will emerge from us working together today.

### Outcomes from Fall Symposium and Current Situation (Stephaney Cox)

- We will review the outcomes from last year's Fall symposium in October and then discuss the results of the Collective Capacity survey.
- Three main topics were covered during the 2023 Partnership in Practice Symposium:
  - Organizational timelines: Developed an understanding of the different constraints and deadlines that should be considered throughout the year. For example, between all the organizations that attended the 2023 symposium, we were dealing with three entirely different fiscal years.
  - Program of Work Process: Reviewed NEPA program of work and discussed how we can get new projects onto that planning program of work. Conferred with partners about how we can make the process more collaborative.
  - Roles and Responsibilities: One of the results of the 2023 symposium was a matrix of the different project tasks that occur within the forests and whether those tasks are governmental and can only be managed by the Forest Service or if they were tasks which partners can take on the management of. The matrix is a living document which is still being edited and can be accessed on the partnerships page of the Forest Service website.
- Suggestions gathered from the 2023 Partnership in Practice Symposium:
  - Partners asked LNF to explore partner capacity and how partners could be integrated into the management of the Forest. A greater understanding of partner capacity allows the Forest to better determine which projects are the



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best matches for respective partners according to their interests and capacity for project completion.

- The Forest resolved to improve on communicating with partners about NEPA changes in work, especially regarding timelines. The Forest is also focused on improving the internal NEPA program of work process.
- The topic of partners reviewing and approving projects was also discussed. There are collaborative groups in each district that are involved in analyzing the Forest's upcoming projects. We are also starting to implement open houses in each district.
- Identifying funding mechanisms was noted as a very important area.
- The Forest is continuing to have conversations about committing implementation to partners who've done NEPA.
- **Collective Capacity Survey**
  - The purpose of the Collective Capacity survey was to follow up on discussions from the 2023 symposium around how to determine the types of work that partners have both interest in and the capacity to complete. The survey was adapted from a Washington Office tool that allows Forests to see what partners can manage tasks they want completed in their forest.
  - The information in the survey can also be used by partners to find other partners with which they can combine efforts on grant applications or other project areas.
  - The survey was open for a two-week period.
  - 24 partner organizations completed the survey.
  - There will be future opportunities to update and complete survey data.
  - The collected data is managed by LNF and shared to LNF staff.
  - Key Takeaways:
    - More than half of the partner organizations who filled out the survey were interested in every broad category of work, except for Remediation, Recreational Infrastructure and Engineering.
    - The highest experience and capacity in our partner ecosystem is with facilitation, collaborative support, community outreach media support, developing training, stewardship training, developing strategic partnership plan providing specialists, GIS support and grant and funding identification support.
    - Our lowest experience and capacity was in mitigation of environmental hail hazards on mined lands abandoned mine, reclamation, orphan wells, work, road maintenance, and non-hydro power Federal dam removal.
    - The strengths in our partner base were in fuels, reduction, overall project management, fire and anything product removal related.

## Understanding and Applying Partner's Collective Capacities on LNF (Stephaney Cox)

- Partners were asked for any feedback or thoughts they may have on the Collective Capacity Survey, how it might be used moving forward, or if they felt any activities that should have been included in the survey weren't or partner abilities that should have been tracked that weren't in the survey.
- Q: Thad Walker - It is important to continuously update the survey information as capacity and staffing in partner organizations can fluctuate with time. What other tools is LNF using to evaluate partner interest and capacity?
  - In regard to updating the survey, LNF has an agreement with CCP, Sacramento State to help facilitate this symposium, and then also to help develop tools such as this survey, because there are laws that make it difficult as an agency to put surveys and collect data like this. This first rollout of the survey before the Symposium was an initial effort to start the process of collecting this data. After the symposium, LNF and our collaborators at Sacramento State will be working to figure out exactly how we let people update information in the survey. We want organizations to be able to update as often as their situation changes.
  - Other tools used for partner and project evaluation include relationship building and conversations with partners.
- Q: Trina Cunningham - Opportunities for co-stewardship, especially around communities and community members in partnership with tribal fire and community fire organizations could possibly help thin and reintroduce prescribed and cultural fire. This would help provide protection from wildfires and bring other values.
  - There are numerous opportunities, especially upcoming, for co stewardship. We have three upcoming large projects where there's a lot of room for flexibility and creativity in how we accomplish the work.
  - LNF has been working with Susanville Indian rancheria to bolster their fire program and to help them understand how firewalls work.
  - LNF is also working on a programmatic effort with CSU Chico in which cultural burning is an important focus.

## LNF Districts Overview

- Almanor Ranger District - Russell Nickerson
  - Lake Almanor itself is one of the largest manmade lakes in California at XXX square miles.
  - Almanor has about 18 developed campgrounds.



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- Projects we're currently working on includes the West Lassen Headwaters Project Area. The area is about 101,000 acres of Forest Service land.
- The Upper Butte Creek Project covers 20,000 acres.
- We are also working on prescribed fire projects.
- These are mainly big landscape projects Almanor is working on with partners to accelerate the pace and scale of fire management efforts. These projects are around fuel reduction but also include aspects of road work, stream restoration, meta restoration and improving the recreational experience for the public.
- Q: Stephaney Cox - Do you foresee any projects coming up with which you'll require partner assistance?
  - There are a lot of partners involved in these project areas already. There are additional capacities for partner management in pieces related to roadwork, aquatic organism passage work, survey site specifics and designs and dixie fire restoration activities.
- Q: Larry Schuman - What are the details around the four proposed wilderness areas in Almanor and what progress has been made in implementing wilderness areas?
  - The wilderness designation is a Congressional piece.
  - A little portion around the northeastern corner of the district is the caribou wilderness. There's a portion there that's added onto a wilderness area. And along the southern boundary of the Lassen Volcanic National Park, which is kind of right in the middle, there are 2 other proposed wilderness areas there leaving the park, and so tying into Lassen Volcanic national park. I don't know that there's been any movement as far as actually getting them finalized as wilderness, but they have been in our land management plan since 1996. I think it's what
- Eagle Lake Ranger District - Bobette Jones
  - Eagle Lake is located primarily outside of a little edge in Plymouth, in Lassen County. It covers almost 400,000 acres
  - This is a crossroads of transitions in terms of two mountain ranges where the Sarah is in and the cascades begin and in the edge coming in from the east, we have the Great Basin Desert. So a lot of diversity in terms of edaphic features and our climate.
  - Compared to many of the other areas, we are a relatively dry district. We are transitioning into the Great Basin Desert, but we have several perennial streams, a lot of intermittent streams, and then Pine Creek sort of runs through the center, and feeds into Eagle Lake. which is the second largest natural lake in California. Unique to that stream is an edaphic, the Eagle Lake Rainbow trout. Pine Creek provides the primary spawning grounds for that, and it runs through the center of our district up into the headwaters near Almanor, near the caribou wilderness.

- For recreational opportunities, we have at the south end of Eagle Lake most of our highest developed recreational areas. There's a marina with camping facilities as well as a bike trail. The other nice trail we have. It's co-managed with BLM is the Biz Johnson trail which runs from Susanville over to Westwood. and we manage part of that. If you like to have a little more solitude or low density camping experiences, Eagle Lake provides that. We have Crater Lake, a nice lake that you can camp near. Most of the other ones are along the streams, such as Bee Creek, which goes up into the park as well as along the Biz Johnson Trail. The map we chose to display is our district. You can see the park in the center there, and the district lies to the northeast. The purple areas are areas where we've had vegetation management implemented in the last 20 years. The orange shows modeling through forest health help areas where we have high stress for both wildfire and drought. This map shows us where we need to do treatments and how we can avoid overlapping in areas where we already have existing treatments, and that can help us guide how we can tie into existing treatments as well as showing us that we need to create more discontinuity and vegetation if that is a goal. In addition, we put in some fire suppression boundaries that will be utilized in the future to help us with prioritization, and especially during suppression plan strategic suppression events along with our land management activities.
- Q: Stephaney Cox - Do you foresee any projects coming up with which you'll require partner assistance?
  - Our biggest need for partner assistance is post fire restoration efforts and the needs associated with removing material and reforestation where needed.
  - We need help realigning and storm proofing roads for watershed improvements. It's been hard to secure funding for this.
  - We have meadow enhancement projects in the Pine Creek watershed.
- Hat Creek Ranger District - Lejon Hamman
  - The Hat Creek Ranger district to the Northwestern Quadrant of the forest is a special place. There's a lot of recreation here in both summer and winter. That's one really defining characteristic of the area. As you go down that highway, you have multiple recreation sites for camping that give you access to some streams and gives you access to lava tubes, such as Subway Cave. It gives you access into the Lassen National Park as well to the south of our district.
  - There are various locations in the district where you can face south, and you're looking at the Lassen National or Lassen Mountain. You turn around and you're looking at Mount Shasta. So it's really a unique spot where you can see the geological and volcanic geological history of the region.
  - Other really integral areas are the thousand lakes wilderness. It's a great place to recreate.



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- Like all wildernesses in our system, it creates some unique challenges for fuels management. It's an area where we get a lot of fire. So it's an area where we always have to pay some specific attention to trying to get those treatments, not only in that wilderness but in surrounding wildernesses, to protect the communities and the rest of the resources on the forest from those potential strikes.
- Recreation wise, the winter aspects South of that wilderness. The thousand Lakes is the ashpan area. There's approximately 200 plus miles of trail system that leads into the Latour State Park. So it's a really great area for all those recreational activities.
- I've been in this position for 8 months. One of the first NEPA decisions that came out during my tenure, signed by Deb Bumpus, was the Hat Creek Recreation Enhancement CE. It didn't come out as early as we would have liked to capture a lot of the GAOA funding, but it is signed now. That is one project you can't see on the map that I have presented because it's spanning such a large area, and it's really about the recreation components. It's meant to update the facilities, update the trails and really expand on them to make them a little bit more in line with the way people are recreating these days. So getting larger spaces for bigger vehicles and campers, etc. and making it safer to access some of those parking lots so that you can access the recreation areas. This map that I've presented is broken into 3 components: pre planning, planning and implementation. The orange is pre planning areas. Those are projects that are not formally in the Nepa process. You probably recall some of that language during the last symposium. So the pre planning areas are where we are looking to get surveys done. We don't know exactly what we're going to do in these areas, but we know that they are prime for getting some treatments on the ground. They are the next areas we're targeting.
- In terms of planning and the backbone and badger, I'm sure, for anyone in this area they know those projects. We are making headway on them and we are looking forward to getting those signed and getting the work done in those areas. They're a little bit more complex given that the backbone is on the back side of the of the wilderness area. So you have those concerns there, and badgers on the eastern side, butting up against the Dixie Fire footprint. The implementation projects that you can see are teal. As an example, Thousand Springs is being cut right now. So the product is being removed from that cut skid deck. I had some of our staff go out to the field, and they're saying it looks wonderful. So our partners, the Fall River RCD and the Burney Hat Creek Collaborative have been doing a lot of great work with us to get these projects implemented and get those treatments on the ground.
- Soldier Mountain and Cabayo are the next two areas we are trying to implement, which we will work on over the summer.

- Q: Stephaney Cox - Outside of recreation, are there other upcoming projects that are open to partners?
  - Yes, there will be other upcoming opportunities for partnership. I don't see many upcoming projects that won't require some engagement from partners. Anyone interested in recreation enhancement work, please reach out to us. We are currently looking for GAOA funding for recreation enhancement purposes.
  - We are starting to develop the picture for our pre-planning project areas. We do know that those projects will include stand exams, wildlife surveys, botany surveys and archaeological surveys. And those surveys are expensive. So we need to get grant funding and partnership on doing that as well. And then how that evolves is still a question that needs to be answered.
- Q: Stephaney Cox - For all three District Rangers, how can partners get in touch with your district if they're interested in working with your district?
  - Lejon Hamman: Please reach out to me directly. I can work with partners to identify opportunities for collaboration.
- Jeffrey Harrington - The Alliance for Workforce Development has grant funding available for temporary jobs like clean up and repair. We have millions of dollars to spend and 1 year to spend it. In the past, we've helped place workers, while paying wages of \$28-\$30 an hour, into roles that Forests have needed filled before.
- James Cox - The Alliance for Workforce Development also has workforce development funds available to use to train employees filling permanent role. We operate out of Butte, Nevada, Lassen, Sierra, Plumas and Modoc. We have a storm grant which can cover Butte, Nevada, Plumas, Sierra and Modoc counties

## Overview of USFS Approach to Increasing Pace & Scale of Work (Kathy Allen)

- Thank you and thank you again. District Rangers. Really good conversation and discussion. I'm going to pivot us into the next topic and talk about our regional and national objectives and priorities.
- Through our collaborative projects and partnerships, we aim to support regional and national priorities. By aligning our efforts, we not only enhance the impact of our work, but also contribute to a larger coordinated effort. It's important to recognize that our efforts are not isolated, but part of a larger framework. Our organization's alignment is evident in several key areas:
  - Addressing conditions on the landscape to mitigate wildfire risk to communities and infrastructure and watersheds.
  - providing immediate needs of landscapes and communities in the wake of wildfires, natural disasters, and other emergency incidents.



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- Ensuring that all of those who set foot on National Forest Service lands feel welcomed and have broad opportunities to recreate in sustainable ways.
- Over the course of our discussions today, let's focus on how local initiatives can harmonize with the larger framework.
- I wanna take a brief moment to recognize and express our appreciation to our local partners. It is a privilege to work alongside such dedicated individuals and organizations. I want to acknowledge the achievements we have accomplished working together, and there are many, many instances that we could cite. But, for instance, the Butte County Resource Conservation district and their help planning the Colby Mountain and Upper Butte Creek Projects, the Fall River Resource Conservation District and their help with numerous fuels reduction projects, and the Pine Creek Coordinated Resource Management Planning Group for their tireless efforts to conserve and restore local watersheds. Thank you, partners, for your unwavering commitment and invaluable contributions to the shared goals and the wellbeing of our forests and our communities.
- In today's environment, the need for agility and scalability has never been more crucial. Today at the symposium, we want to explore how we can further enhance our collective impact by improving the pace and scale through partnership. To this end I am excited to introduce the concept of prime partnership where we take our collaboration to the next level. I believe this approach will amplify our strengths and create opportunities for mutual growth. A prime partnership values mutual respect, trust, open communication, collaboration, and shared goals. It thrives on transparency support, and a commitment to each other's growth and wellbeing. I believe this shift in mindset and approach will unlock new possibilities and create long lasting value for all of us. It will help leverage our strengths, resources, and expertise to achieve results on the landscape together. Overall the for service approach to prime partnership is rooted in collaboration, trust, and commitment to achieving shared goals for the benefits of forest and communities alike.
- I'm going to turn it over to Stephanie, who is going to take us through the prime partnership model. Thank you.

### The Prime Partner Model (Stephaney Cox)

- I am going to share some details about what the prime partner model is, how it looks like and how it might play out with some potential projects.
- A prime partner, specifically, in this context, are national high capacity organizations with a keystone agreement in place at the Washington level with the Forest Service. As Kathy noted at the beginning of her presentation, we are being directed and guided to work more with these keystone agreement partners.
- A prime partner also has a track record of success in implementing large landscape level cross boundary projects, and I mean crossing not only public private boundaries, but also district and forest and zone boundaries.
- A prime partner takes a collaborative and equitable approach to implementation. I hope that Kathy's introduction made it clear that the prime partner model is a journey that we

all here are going to take together. So we are not leaving our local partners behind, and we are not leaving them out. We want everyone to come with us on this journey, and the prime partner model that is based in that collaborative, equitable approach.

- A prime partner also has robust funding strategies. We are moving from having smaller projects that can get done for a few million dollars to dozens of millions of dollars to large landscape scale projects with budgets in the hundreds of millions of dollars. We are not going to be able to cover all of the projects through appropriated funding and we are doing a lot of work applying for grants. For instance, the CCI grants that we applied for had \$3 million dollar caps. Other grants have \$15 million dollar caps. When you have a project that's going to cost hundreds of millions of dollars, we have to find another strategy to secure sufficient funding, and that is an expertise that prime partners can bring to the table where it's not just applying for grants, although those are important, it's also corporate fundraising, philanthropic fundraising, conservation finance and the ability to tap into many different funding strategies for a project.
- Prime partners will develop a collaborative implementation plan to guide the project through many different phases through different years. What we envision is that the prime partner would convene with all of our local partners that have an interest in the project and then talk with those local partners about what we need to think about in terms of implementation. For example, a prime partner could ask: what do we, as a larger national organization, not know about your local communities that would be important for us to know in order to accomplish implementation in a timely and socially acceptable manner?
- They would also help facilitate timely communication between local partners and LNF. Speaking from a personal level, many of you in this room will notice that it takes me a really long time to get back to you by email or telephone. Believe me, I dislike that more than anybody, but the reality is that I am slammed. My day is slammed. I have 200 emails right now in my inbox that I'm having a hard time responding to. The prime partner can kind of take some of that communication off of our plate and make sure that our partners are getting the answers that they need in a much faster way than waiting for us to find the time to reply.
- The prime partner model also ensures an equitable and right sized contracting out of work. We appreciate how enthusiastic, knowledgeable, and motivated our local partners are, and we have to continue to tap into the capacity that our local partners bring. However, the projects, especially on the implementation side, are about to get really big soon, and we could all use support in bolstering our capacity to be able to implement these projects over 5 to 10 years rather than 20 to 30 years.
- The prime partner model helps to determine the right size of the contracting of work to make sure that only as much work goes to a partner as they can reasonably accomplish. Whatever deliverables still need to be accomplished that couldn't be accomplished by a local partner, the prime partner would then be responsible for.



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- Prime partners would also mentor local partners as needed to build their local partner organizational capacity. For example, if a project has miles of roadside hazard tree removal on the project, and we have a local partner who's never done roadside hazard tree removal before, but they would really like to learn how to do that, and how to work through that kind of project. We at the Forest are hard pressed to find the time to give the appropriate amount of energy to local partners, to really walk them through learning a new process. But if we had a prime partner who is guiding implementation, then, with something like the roadside hazard tree example, the prime partner could have the local partner take on miles of that work and walk them through it, teaching them all of the steps involved to guarantee that implementation happens in a reasonable amount of time.
- The prime partner would also be responsible for designing a multi-year funding plan to keep both partners and the project moving forward and hopefully avoid the pattern we sometimes fall into, where we are very quickly trying to apply for grants weeks before they're due. The prime partner would come up with a 2 - 5 year look ahead for how funding would work.
- What this means for the Forest on the agreement side, the grants and agreements and the actual financial or legal agreements between a partner and a Forest Service, is LNF would just have one agreement that we'd be responsible for administering and managing, and that agreement would be with the prime partner. The prime partner would then have individual agreements or contracts, or whatever instrument between the prime partner and each of the local partners. This could work well, because we know sometimes it's a real challenge for smaller organizations to come up with, say, matches to some of our agreements. But for us for the forest it really helps us a lot to streamline our grants and agreements responsibilities when we're only responsible for managing that one agreement
- The forest would provide regulatory oversight, but we'd still be very much involved in all the conversations, but not having to take on as much of the day-to-day work related to the project.
- But we do have staff that we need to keep working, and so depending on each of our internal programs, interests and capacity, there might be work that we are going to retain, as seems appropriate for each of our shops. So that's something that we would work out again in collaboration with the prime partner and the local partners.
- We would also do some funds contribution as available and appropriate, and then we would be managing the agreement with the prime partner.
- In regards to prime partners, we're talking about organizations like the National Wild Turkey Federation, National Forest Foundation, American Forest Mule Deer Foundation. Those are the kinds of large National level organizations that we're talking about taking on the role of prime partner.
- The prime partner would be responsible for the Overall project coordination. They would be the main point of contact for what's happening on that project. They would also be responsible for facilitating a partner convening and the mentoring, they would be

responsible for designing the collaborative implementation plan which might include project scheduling and figuring out which permits need to be obtained.

- They would also be responsible for contracting and coming up with that collaborative funding plan.
- Local partners would be doing the on the ground implementation, incorporating that local knowledge that only our local partners can provide, taking part in the design of the collaborative implementation plan and through the implementation lifecycle, and building their own organizational capacity to take on additional types of work in the future.
- In regard to the prime partner model, at this time, the forest leadership team has only made 2 decisions when it comes to this model.
- The first one is that, given the right pairing of potential prime partners and projects, a prime partner approach will be employed to implement large landscape scale cross boundary projects. So we will use the prime partner model when it's appropriate.
- The other decision is the prime partner model approach will be employed on the Dixie Post Fire recovery project.
- The prime partner model will not be used on all projects going forward, only select large landscape scale, cross boundary projects.
- Any partner agreements that are currently in place, those will remain in place. So, any current agreements remain effective.
- We want input on this model from our local partners. The Forest leadership team decided less than a month ago to use this model. And so what we wanted to do with this symposium was to involve our partners very early in the process, and get feedback and see what you all think. Tell us what we're missing, what we aren't seeing and what pitfalls there are out there that we should avoid.
- Q: Sharmie Stevenson - How does the Prime Partner Model increase pace and scale? It seems that the model adds another layer of bureaucracy while the Forest Service will still have to deal with issues around NEPA and timelines. I have not had any experience with this model.
  - We are still developing that idea as well. We had discussed if this extra layer was needed in high level project coordination. We want to hear input today from local partners on whether they feel this model will make the coordination process more efficient or not.
- Q: Sharmie Stevenson - Will prime partners control all project funding? I'm concerned that a prime partner could complicate communication between local partners and prime partners. A prime partner from outside the area could have a different thought process or structure, it could make it so the prime partner is operating with their own agenda and not listening to or collaborating comprehensively with local partners
  - The prime partner may or may not control all the funding for a particular project. There is a lot of exploration to do over how project funding could work.



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- We are always thinking of how to leverage the funds that we have to get more funding. There is space for local partners who want to hold on to funding sources according to their preferences.
- The Forest Service will prioritize maintaining communication with local partners through collaborative meetings, symposiums, and open houses. The Forest is trying to hand over higher level project responsibilities to prime partners so they can help facilitate conversation. The Forest will always be available for local partners to contact independently or in collaborative meetings. We hope the addition of a prime partner role is additive as opposed to subtractive.
- Q: Trina Cunningham - Many tribal communities remain unrecognized federally. As a result, we've placed special emphasis on trying to be collaborative with other tribes and the agencies in our community, like Resource Conservation Districts. Tribal communities are often left out of decision making. I would be concerned about a national organization's level of engagement with local community efforts. With every project in our homelands, irreparable things are often damaged. For example, in dealing with a particular private property owner, there has been instances of our tribal cemetery being damaged and communication between the property owner and the tribe is lacking. Is there a criteria for setting up a project with a prime partner to guarantee the inclusion of other partners? How can it be ensured that prime partners engage with local knowledge and stakeholders?
  - This is a topic that we can discuss further in a more comprehensive way during our breakout rooms.
- Q: Todd Sloat - Is the Forests decision to adopt the prime partner model reversible, or has it already been confirmed by Forest leadership? Would it be possible to consider a system where local partners seek out prime partners, as opposed to prime partners seeking local partners?
  - The decision could be reversed, potentially. There are decisions that the Forest holds as its prerogative, and selecting this model is one that we decided to take. This symposium is about having these conversations with our partners and collecting feedback.
- Q: Sharmie Stevenson - Some project tasks, like surveys and reports, can take a long time to complete and can only be done by the Forest service. Does this model allow a prime partner to take hold of tasks like reviewing and approving reports, or will those reports still have to be reviewed by the Forest Service? If prime partners can take on those tasks, I can see where this model could increase pace and scale. However, if reports still have to come back to the Forest Service for approval, I struggle to see how the model can increase pace and scale.
  - There are some responsibilities that the Forest is not willing to give up. For example, the review and approval of specialist reports must be done by journey level Forest staff because of the liabilities that are involved. The Forest is the ultimate liable party and has to conduct final reviews of products like reports to

ensure they are acceptable. That said, the prime partner on a project could manage the process up until that point by making sure when the report is submitted to the Forest Service that it is a fully review ready final draft that can be quickly reviewed and signed off on.

- Something we touched on during the 2023 symposium was the subject of what project tasks are governmental and can only be done by the Forest Service, and which tasks our partners can take on. Please refer to the roles and responsibilities matrix developed during the 2023 symposium. We continue to use this tool in conversations to determine which tasks the Forest needs to retain, and which tasks partners can do. In the last few weeks, we've been updating the matrix to include more specific timber tasks.
  - Sharmie Stevenson - It is critical to streamline this process as the Forest Service still has limited capacity, so, if prime partners have to bring everything to the Forest Service to review, this area of project management will continue to be bogged down.
- Q: Thad Walker - We're all on the same page about increasing pace and scale in collaboration with the Forest Service and other partners. How is the Forest Service leadership defining landscape scale projects? That category seems broad. What was the Forest leadership's thinking on that?
  - That is a topic we are hoping to have a conversation about and gather input on today.
  - We have been loosely defining large landscape scale as projects involving more than 50,000 acres. We have not yet determined an exact definition of what large landscape scale means, or whether it refers to ecosystem complexity or what activities are involved.
  - We want to hear from our partners about how to best decide what an appropriate project is for a prime partner model.
- Q: Thad Walker - It is good to have dialogues about issues like defining landscape scale. It's important to have those conversations rather than putting out information about the direction you're going. How are prime partners selected? Are prime partners selected by bid or at the Washington Office level? What input will local ranger districts or partners potentially have in the selection process?
  - The Forest had a pool of potential organizations to choose from based on the organizations with which the Forest Service has keystone agreements with at the national level. Those organizations include the National Fish and Wildlife Foundation, the National Wild Turkey Foundation, Trout Unlimited, Mule Deer Foundation, American Forests and the National Forests Foundation.
  - We started reaching out to potential prime partners to meet and have conversations about what their interests and capacity to manage larger projects are like. Following this, Forest leadership used a table of criteria to determine which potential prime partners would be the best fit for the Forest. The criteria



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included areas such as experience with similar past projects, experience with robust fundraising strategies, experience with collaborative process building with other local partners.

- We have not settled on any particular prime partner as of yet. We are still having conversations about which prime partners are interested in participating in this model.
- Today's symposium is part of our conversation with local partners. This afternoon, we are going to turn the questions over to our local partners to solicit feedback on topics such as whether there have been prime partner types they have worked with in the past, and, if so, what worked well in those efforts and what didn't.
- Q: Bella Bledsoe - How will this model interface with pre-existing collaborative groups such as the South Lassen Watershed Group and the Bernie Hat Creek Collaborative? This model may not work unless there is great communication with local collaborative groups.
  - We have had offline conversations about South Lassen watersheds. That particular project may or may not be in line with the scope of this meeting.
  - In terms of ongoing collaborative projects, there are conversations that need to be had between partners and the line officers who are the decision and signatory authorities for projects about how those projects are going to work in implementation, and whether the prime partner model is appropriate for that project.
  - The FS will not take over ongoing collaborative projects by assigning prime partners to take over their management. That is not the intent of this model.
  - We are not discussing the South Lassen watershed group projects or the West Lassen Headwaters project today because it is not in the scope of this meeting to discuss those projects specifically. Conversations about the management of that project should be had with Russell, who is the signatory authority.
- Kathy Allen - As we're developing and moving forward with creating the prime partnership model, we would be looking at developing an achievable implementation plan for the entire project, which would include convening local partners and identifying varied funding sources for the project.
- Q: Melissa Grim - I share Bella's concerns. How would prime partners align with existing or developing collaboratives? How are we defining large landscape projects?
  - Part of the requirements of being a prime partner is that the prime partner has the capacity to manage large multi-year, multi-partner projects. To manage a large project, a full-time team is required. It is important that prime partners have the capacity to deal with changes and the moving parts that are involved in large projects.
- Q: Gerald Jones - Can a tribe be identified as a prime partner? How does the 50,000 acre threshold for identifying large landscape scale projects relate to identifying how projects are assigned?

- Austin McInerney - Mark posted a list of keystone agreement partners in the meeting chat. Embedded in the questions from local partners is an interest in whether the amount of prime partners local organizations can collaborate with are limited to those included in the current list, or if that list will grow?
  - The list can grow. We are being directed to work with partners who have keystone agreements but we won't necessarily be utilizing the keystone agreement itself to do the work. The Regional and Washington offices are guiding us to work with the high capacity partners that have the ability to take on large projects with the staffing experience that they have.
- Q: Thad Walker - Many of our partners and collaboratives have been involved in these landscapes for a long time. In moving to this model, will prime partners be responsible for long term maintenance? Is there an expectation that prime partners would have a leadership role or some kind of involvement in local collaboratives? What will be the duration of a prime partner's involvement in the implementation of a project?
  - We have not fully developed that idea. We are looking forward to our local partners' insights on how this could play out.
- Thank you to all of you for all of your engagement and all of the questions you are asking. This is a new model for us too. We wanted to involve our local partners early on in the conversation so we know all of the concerns you have, we hear them, and so that we can course correct if we need to. We hope that you can see this as the collaborative, good faith effort that it is. Thank you for being so involved in this conversation.
- There are questions in the chat that I missed. We are saving all of these chats, and we will make sure all of the questions that were asked get answered in an FAQ document. If I don't come back to your question today, we will still address it.

## Overview of Potential Prime Partner Projects

- Dixie Post-Fire Recovery Project - Jessica McMullen
  - Just for an introduction in case you didn't catch it in this morning's chat, I am the ecosystem staff officer here in Lassen National Forest and I am serving as project lead for the Dixie Post Fire Recovery Project. Currently the project is under environmental analysis.
  - We're gearing up to submit a proposed action that is based on responses to comments that we received from the first scoping period of this particular project. We anticipate that proposal to come out in the coming weeks later this month, maybe in the beginning of May.
  - We anticipate a decision to be signed in the spring of 2025.
  - We'll have a scoping period coming up. After that, we will have the comment period for the environmental analysis document anticipated in fall of 2024.
  - The project does encompass approximately 215,000 acres. We're still refining that a little bit and looking at areas where NEPA may already have been covered so as



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to not duplicate efforts and to make sure that we're looking at the areas where we need to be looking at.

- The proposed activities include a variety of veg and fuels treatments, looking at reduction of fuel loads, increasing fire resilience across the landscape, as well as facilitating recovery from the Dixie fire. As of right now, the total cost is unknown.
- Roadside Hazard Tree Removal - Bobette Jones
  - For anyone that wasn't with us this morning, I'm Bobette, the Ranger at Eagle Lake Ranger District. I Wanted to go over the summary of the roadside hazard tree removal projects.
  - A Regional EA was signed in December of 2022. The area that covers LNF is in the central Sierra Zone Document.
  - Our slides say we had about 590 miles of roads identified. I think that number when you go down to actual high severity, burn is more in the mid 400-mile range.
  - The project is consisting of any killed or fire damaged or damaged tree that is within a striking distance of the road. We typically go out at tree length and a half.
  - This distance, 150 to 300. is an average depending on your tree heights and the productivity of that area.
  - Out of all the rows identified, you can see on the map the ones that are occurring in LNF are in purple.
  - We are looking at them right now to help identify which roads should be treated first and how to attack that in prioritization. Some easy things that come to mind are high travel use areas and areas that have a single road access, such as roads that lead up into the park. That is an example of how prioritization can work.
  - The total cost for all of this work to cut/skid/deck is between the \$70 million to \$140 million range.
  - So far, LNF has applied for two grants; one with Cal Fire estimated at about \$6 million, and the other through the National Fish and Wildlife Foundation with grants around the \$15 million mark.
- Mosaic Project - Lejon Hamann
  - To emphasize, this project is hypothetical. The other projects had more of a realistic component to them. They are about things that have boundaries and are tangible, and they are likely going to get implemented in one way or another. This project is more just something to think about.
  - Across the forest and in the districts, there are numerous past NEPA decisions that have been signed off on. Typically, as you go through a project you're implementing as much work as you can whether the funding runs out, or some treatments did not get put on the ground. There ends up being a list of remaining treatments that are required and that we have NEPA for. The thought on this project is to identify all of those needs that we have Nepa coverage for, putting them into a package and then having a prime partner coordinate the effort to get

the funding and bring on multiple partners to tackle each of those treatments in the various projects that we identify.

- This map does not correlate with existing projects.
- To develop an accurate map, we would have to talk to each of the district Rangers and pull up maps to specifically outline all NEPA ready projects.
- That's the idea on this one; it's more theoretical than the other two projects.
- We are very interested in hearing your input on this and If you think it's practical, if or that it has a benefit.
- Austin McInerney - To clarify, this project in theory, while it's dispersed across the forest, they might share in some kind of treatment program or some element that's similar across the forest that a prime would have expertise in, or knowledge that could then be managed on the local partner side.
  - That's one way we could do it if we are identifying all the fuel treatments that could be a package that we put with the prime partner that had that expertise Likewise, if there was a lot of trail maintenance work that had to happen across the districts. It doesn't have to be across the whole forest. It could be just one district as well If they have a lot of unfinished work.
  - I think it could take on a lot of different perspectives. I'm curious to hear what partners think about the general idea. We don't have to be specific, but we can start to hone in and think about what it could look like.

## Breakout Group Overview

- Austin McInerney - Breakout group instructions.
- Kathy Allen - Thank you all for your active engagement in this morning's session. As we go into the breakout project rooms this afternoon, I want to re-emphasize how important your insights and expertise are. They are invaluable in developing the prime partnership model. We are seeking your feedback and ideas which are crucial in developing and shaping the strategy as we move forward.

## Breakout Group Summary

- Austin McInerney - We're going to do a quick report on what we heard from each group.
- We will include details from the discussion in the supervisors' chat to try and capture the key takeaways from that conversation.
- After our breakout group summary, we will hear from Stephanie and Kathy about next steps, and the action items we've gathered from this symposium.
- Austin McInerney - Dixie Group Project Breakout Room Summary
  - Thank you to everyone who participated in the Dixie group. The feedback that was generated into the shared document is extensive, and will be very helpful going forward. We had a number of specific questions about the project because of its scale. A fear of potential new fires occurring was brought up. There were some



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questions about how the project might be impacted if a large fire occurred during implementation. There was no specific answer to that.

- The key takeaways about the prime partner model were about the concept of building onto existing relationships and making sure that local partners who have been active on the forest have a meaningful role in deciding who the prime partner is going to be on a project, sharing their experience with that prime partner, and developing the refining of the scope of work that's going to be undertaken.
  - The importance of local partners throughout this process was stressed.
  - There were also questions around clarity on how the GSA and the grant agreement process might be impacted through this model, specifically around funding. Some of the funding sources can get confusing. It gets complicated if agreements need to be modified or augmented. How would that happen through this prime partner model?
  - There were concerns from those already involved in existing agreements about how new efforts located in the same areas as their ongoing projects would affect them. How would the pre existing and new efforts overlap and mesh?
  - Comments were made about the role of existing collaboratives within the planning area. How would the role these groups play and the work they're doing be taken into account and considered in the new Dixie combined project under a prime partner model?
  - The last big takeaway, which the attendees who weren't with us this morning may find it hard to understand having not received the background presentation.
  - The period to provide input could be extended through April 26th, if workable
  - This does not capture the full extent of the takeaways from the discussion. We are going to look at the shared document and incorporate the chat and some of the verbal comments. We will then see what additional comments come in.
- Hazard Tree Removal Project Breakout Room Summary - Stephaney Cox
    - Thanks to everyone who jumped into the breakout room for the roadside hazard tree removal project.
    - This project is much less complex than the Dixie or Mosaic projects.
    - We have NEPA in place for this project.
    - Some of the main themes that came up were that prime partners need to understand that roadside hazard tree removal is an expensive activity; it is necessary to have a robust funding plan which draws from different sources.
    - The product has been sitting out on the forest for a couple of years, so there's not going to be much, if any, merchantable product, although there may be an opportunity to recoup some offset money from what's getting pulled out. However, it's not likely going to be lumber timber. It's most likely to be a biomass that's getting pulled out, which introduces a different slew of considerations, such

as where it gets hauled to, if the plants are going to be able to take in as much biomass as is going to be produced, and how we would pay for transport.

- Across all three groups, the importance of making sure that local partners were involved in planning for implementation was emphasized.
- implementation is a huge work effort. Local partners are going to know the players in that space, and how many trucks there are to do all of that work and where to get those resources.
- If you have to bring in outside contractors to help with the work, it raises the questions of where those workers will live and if we have the local infrastructure to actually support them.
- There were a lot of comments about potential wood for life program donations.
- In regards to local outreach, there was a general sense that the prime partners are going to need to have conversations with the local partners who have the local knowledge, including the collaboratives across the forest that are already established and could help with local outreach and serve as forums for local outreach
- The importance of tapping into the systems and resources that are already available among our local partners, so that prime partners aren't coming in and reinventing the wheel was stressed.
- Mosaic Project Breakout Room Summary - Lejon Hamann
  - The feedback we received about the Mosaic project, because the project is theoretical, was around several variations of the project that came up during the discussion, such as a fuels-based mosaic project.
  - As a reminder for anybody that wasn't in the meeting during the initial explanation, the idea of the mosaic project is to take the incomplete components of existing NEPA projects, bundle them together, and then hand them over to a prime partner who could coordinate the efforts involved in getting those treatments on the ground.
  - In regards to the type of project the mosaic project could be, it could be a fuels project, a road maintenance project, a fish habitat improvement and fish restoration project or a meadows restoration project. However, those components would have to be in existing NEPAs
  - One really unique subject that came up was around NEPA sufficiency reviews. If we had a partner do a NEPA sufficiency review on all existing NEPA to see if there's potential work to extract and continue to move forward with.
  - The overall feedback on the concept was a mixed bag, however, I would say that the general consensus was that there are benefits to developing this type of effort around bundling small components into a larger project.
  - Some of the reasoning behind this concept stems from individuals who have worked in the Forest Service in the past commenting that they know there are



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projects that are not fully implemented, and that a project along the lines of our mosaic concept may be an efficient way to capture incomplete work.

- Concerns expressed by participants included the idea that not taking a project of this type forest wide, but rather keeping it at a district wide level, or potentially crossing boundaries, would be ideal for its success.
- Participants emphasized the importance of not making the project unmanageable by creating a large bundle of smaller projects that would be too complex for a partner to implement. Further work needs to be done to determine the proper balance of components that should be contained in a bundle.
- Participants highlighted the need to ensure that, if this project's management is led by a prime partner, the prime partner integrates local knowledge into their approach by keeping local partners involved in the project.
- Generally speaking, there is support for moving forward with this type of project, however, participants recommended formalizing a proposal which they could review and provide feedback on.
- Austin McInerny - We are going to create a consolidated report to record all of the input gathered from participants. Stephaney will speak to next steps following this symposium.

### Next Steps (Stephaney Cox)

- Stephaney Cox - We have decided to use the prime partner model for the Dixie project, but have not yet selected specifically which prime partner will take that project on. We are still having conversations around that selection.
- Once we select that prime partner, we will provide them with the contact information for the local partners with an interest in taking part in the project.
- Based on the Dixie project's scoping comments and estimated decision dates, we would expect local partners to hear from prime partners in the Spring of 2025.
- In light of the conversations had during this symposium, we should have more conversations with local partners, potentially through collaboratives, about how the prime partner will be chosen. I am very open to discussion around the prime partner selection process. The conversations we've had today may make it so that we have to update our next steps before moving forward.
- Regarding our other projects, the roadside hazard tree removal and mosaic projects, the situation is very similar to that of the Dixie project, except that we still have to decide as a forest whether or not we want those projects to be managed by a prime partner. We will have to discuss whether a prime partner model would be the best fit for either project in reflection of what we've learned today.
- If a prime partner model is adopted for either project, the Forest would give the local partner list to the prime partner selected to manage the project.

- The timeline for either of the projects could potentially be earlier than anticipated. The prime partners involved could be contacting local partners as soon as the Winter of 2024. There is some uncertainty there.
- We will reach out to local partners to update the collective capacity tool once we have a plan for what mechanism we're going to use for the tool, and what the timeline is going to look like. I tend to use the partnership and Practice Newsletter, which is quarterly, to communicate big announcements.
- The May issue of the Partnership and Practice Newsletter will include post event materials from this symposium, as will our partner website.
- Within the next week or so, you should receive a post event survey asking you what you thought of the symposium through questions about what we did well, what we could do better, what you liked and what didn't work as well. We read every single one of the comments left after these events, and we look to them to guide how we plan future events to ensure we are responsive to the concerns and feedback of participants.
- Thank you to each and every one of you, from the bottom of my heart for being here and for being open to talking about uncomfortable things. Sometimes having the first conversation is the scariest thing to do. I really appreciate that you guys were here in the spirit of collaboration, having these conversations and helping us be a better managing agency partner to all of you.
- Austin McInerney - I want to stress that as well. We appreciate your contributions and everyone taking time out of their busy lives to help develop this project and provide your input.

## Dixie Recovery Project Breakout Room

- Project Specific Questions
  - ***What do you believe the prime partner/LNF needs to know about this project?***
    - There are adjacent projects on private lands ongoing, administered by local partners.
    - Processes involved with creating opportunities for Temporary Job Creation (TJC) and Work Experience (WEX) placements. Timing is essential. (James Cox, Dean Garbin AFWD).
    - What might happen if new fire interrupts this 1-15 year implementation schedule?
  - ***Do you have recommendations for how community engagement might be undertaken for this project?***
    - Utilizing existing collaboratives is a great way to engage the community. (Sharmie Stevenson) Always willing to discuss.
    - AFWD can help promote any marketing, and host/hold hiring fairs for job opportunities. We can also work with local community colleges to promote student-based populations (FRC, LCC). (James Cox, Dean Garbin AFWD)
    - PP uses existing public engagement avenues (public meetings,



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collaboratives, initiatives) to engage communities.

- ***What do you want a Prime Partner to consider when determining which local partners are appropriate for this project?***
  - Dixie fire is entering 3 years post fire, consider existing projects/ programs that are already established.
  - Agreed, it feels like it's late in the game to bring in a new partner to the Dixie Fire Restoration. It seems highly likely it will slow down the project.
  - Similar to the above, consider the relationships already built, tools already in place, and contracts already in the works. Don't reinvent the wheel just because it is federal forest land.
  - It would be great if a Prime Partner would meet with all existing partners to become knowledgeable about what the partners can/have already provided. (Sharmie Stevenson) Always willing to discuss!
  - Communication is the key here. Establishing an understanding of who to contact and how correspondence should be structured would be very helpful up-front.
  - Continue to involve tribal communities at pre-planning stages as well as subsequent project stages.
- ***With the anticipated volume of project work, what recommendations do you have for breaking this effort into manageable components?***
  - Geographic focus areas. Some partners are limited or focused in certain RD's
  - Work with partners to cut through the green tape for implementation
  - Perhaps organizing components by resource (EX: Employment, Conservation, etc.)
- Partner Model Questions
  - Contracting
    - ***What role do you believe the LNF staff should play in selecting which partner is selected for any given project?***
      - LNF Staff should use past history and specific expertise and capacity of the prospective partner.
      - LNF's efforts to improve communication and timeliness are acknowledged and appreciated. Selecting a partner that can be as comprehensive as the LNFs needs and partnerships will be imperative.
    - ***How might we ensure an equitable and fiscally responsible method to choose partners to implement project activities?***
      - Emphasizing best-value (existing partnership and continued relationships on the project vs. unit pricing).
      - It might be good for the LNF to work this out with the PP and local partners in a setting where all comments can be heard and considered. Looking at historical work done by the partners and successes, capacity should be heavily considered.
    - ***How might we categorize project activities into contractible groups of work?***
      - Geographically or prioritization immediacy.
      - Perhaps by resource category. Structuring projects by common goals

would provide a byproduct benefit of creating networking and collaboration opportunities between organizations.

- Project Management
  - ***How do you want a Prime Partner to manage a project which you are working on?***
    - FRRCD would value transparency not only with project expectations but also for long range forecasts (3-7 years) so we can develop a sustainable staffing model.
    - Thorough and timely communication will be key.
    - Engage registered professional foresters.
    - Bring potential prime partners into existing collaboratives, enable collaborative members to weigh in on whether this partner is a good fit
  - ***What are effective ways in which to track and monitor project progress?***
    - Monitor against desired post-implementation conditions via AGOL portal.
    - Establishing goals and deadlines and then reporting monthly or quarterly has been an effective strategy for our organization.
    - No duplicate reporting. Report to PP or USFS.
  - ***How could the process best minimize your administrative burden?***
    - I believe having a single point of contact has the potential to ultimately reduce the workload burden of all involved. It will be bumpy at first, I'm sure, but if executed correctly will likely reduce time and improve communication.
  - ***How would you like communication to be handled?***
    - Email and phone for time-sensitive correspondence, publications for updates.
  - ***What role do you believe the LNF staff should play during implementation of any given project?***
    - LNF staff should be there for partner consultation and final inspection and acceptance of completed work.
    - Overseeing the implementation and reviewing for the first quarter would be ideal. Establishing new communication methods can be bumpy.
- Project Interest Questions
  - ***What kind of info would you need to know about this project to determine whether you're interested or not?***
    - Specific project treatments.
  - ***Might your organization be interested in being involved with the project being discussed within the breakout group? If so, please indicate so by putting your organization's name under this question.***
    - FRRCD would absolutely want to be involved with this project.
    - Alliance for Workforce Development is very interested in being involved in this project.
    - The Lassen Fire Safe Council is interested.
    - Honey Lake Valley RCD is interested.
    - Feather River RCD is interested.



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- Capacity Survey Tool Related Questions
  - ***How might the capacity survey tool be improved and how should it be used going forward?***
    - The survey data can not only help LNF select partners to do work; it could help a local partner who is serving as an implementing entity find partners and helpers to share the load. Could facilitate great “horizontal” collaboration across local partners.
  - ***Are there other partner descriptors/abilities/experiences that should be tracked in the tool?***

### Roadside Hazard Tree Removal Project Breakout Room

- Project Specific Questions
  - ***What do you believe the prime partner/LNF needs to know about this project?***
    - Will be very expensive.
    - Will not be merchantable product.
    - Need to lean on and bolster local resources/contractors.
    - Amount of work may be the biggest issue- may need to bring in people from outside- incorporate local small business requirement.
    - Is there local infrastructure to support outside workers?
    - Liability will be very expensive- will need to do homework to see if it’s realistic- would that work out better for the local partner.
    - Long-term maintenance would need to be addressed.
    - Should consider that there is a trust relationship with the tribe.
    - Would need to involve local partners in prioritization of roads to incorporate local knowledge.
    - Involve tribes early to see what tribes needs are- different tribes have different needs- cultural advisors/cultural.
    - Need to work across multiple districts/ multiple collaborative groups.
  - ***How should we deal with the product generated during this project? Timber sale or product removal? What do we need to consider when deciding which method to use? What parts of this process should the prime partner coordinate?***
    - Habitat for Humanity ReStore may be a good partner for the Timber Sale.
    - Biomass, burn, biochar.
    - Where will biomass get taken? Some facilities are maxed out. Should material be trucked to the Dakotas?
    - When the value of the product is negative-leasing opportunities may flow to tribes from FS- tribes always maintain cultural and traditional tie to products whether the value is negative or positive.
    - Look into the Wood for Life program- remove wood from FS lands.
    - Possible USFS to BIA lease for the benefit of Tribes.
    - Remove deterrents to remove low value products.
    - Variable rate that would provide for any positive to added back for USFS projects.
    - When it’s removed will matter- if it’s in 3 more years won’t have much

- product left
- ***Do you have recommendations for how community engagement might be undertaken for this project?***
  - Local partners may be interested in sharing marketing materials.
  - AFWD can market materials, and we can host/hold hiring events as well.
  - Free firewood permits for hazard trees along roads.
  - Local partners and understanding local need at time the work takes place- local partner might be best suited to take on local.
  - Collaboratives are established that could take on local outreach + can be a forum for local outreach.
  - Making sure PP knows how time consuming it would be.
  - Interactive mapping tool for community mapping.
- ***What do you want a Prime Partner to consider when determining which local partners are appropriate for this project?***
  - See if partners have already done projects with districts and already have pre existing relationships.
  - May need to consider how tribes and partners have financial instruments set up- tribes may prefer to utilize BIA trust account model.
  - Prime partner needs to be committed to regularly attending collaborative meetings across the three districts, maintaining an interactive map which provides updates of where work is happening.
  - Having local partners who experienced in product removal, non-merchantable product.
  - Mill capacity will affect timing.
- Partner Model Questions
  - Contracting
    - ***What role do you believe the LNF staff should play in selecting which partner is selected for any given project?***
    - ***How might we ensure an equitable and fiscally responsible method to choose partners to implement project activities?***
    - ***How might we categorize project activities into contractible groups of work?***
      - Organizing by resource (employment, conservation, etc.) may be beneficial. This may also create a secondary benefit of collaboration and networking opportunities.
  - Project Management
    - ***How do you want a Prime Partner to manage a project which you are working on?***
      - Thorough and timely communication is key. A prime partner should have the capacity to problem solve and connect with the right person for the issue at hand in short order.
    - ***What are effective ways in which to track and monitor project progress?***
      - Establishing clear objectives/goals and deadlines and reporting progress quarterly or monthly has worked well for our organization.
    - ***How could the process best minimize your administrative burden?***
      - Given time, this new form of streamlining communication should organically alleviate both time constraints and administrative



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burdens if implemented efficiently.

- ***How would you like communication to be handled?***
  - Regular updates at collaborative meetings
  - Email/phone for action items and publications for updates.
- ***What role do you believe the LNF staff should play during implementation of any given project?***
  - Overseeing the implementation will be beneficial. Staying in oversight at least for the first quarter to address issues would be ideal.
- Project Interest Questions
  - ***What kind of info would you need to know about this project to determine whether you're interested or not?***
  - ***Might your organization be interested in being involved with the project being discussed within the breakout group? If so, please indicate so by putting your organization's name under this question.***
    - The Alliance for Workforce Development is interested.
    - The Lassen Fire Safe Council is interested.
- Capacity Survey Tool Related Questions
  - ***How might the capacity survey tool be improved and how should it be used going forward?***
  - ***Are there other partner descriptors/abilities/experiences that should be tracked in the tool?***

### Mosaic Project Breakout Room

- Project Specific Questions
  - ***What would be the advantages/disadvantages of rolling multiple small projects into one larger project effort?***
    - Advantages include scale of resources. Disadvantages is that many of these projects are already very complicated and could make it hard on people with limited time.
    - Would need to work out how to prioritize so that more high priority projects get done sooner than lower priority projects.
    - Roll out by ranger district to keep it from becoming overly complex.
  - ***Which types of activities should be included in this kind of project?***
    - Thinning projects
    - Recreation/Economic Development
    - Fish Habitat improvement and restoration.
    - NEPA Sufficiency review
    - Meadow restoration
    - Community wildfire protection
  - ***How would we ensure that all Integrated Design Features (mitigation measures) were followed, given that sub-projects are covered under different NEPA?***
    - Use AI.
  - ***What do you believe the prime partner/LNF needs to know about this project?***
    - Make sure tribes are consulted with so sacred areas are not damaged.

- ***What do you want a Prime Partner to consider when determining which local partners are appropriate for this project?***
  - Local knowledge of the area.
  - Take risks to increase pace and scale.
  - If local resources cannot do specialist work, can national orgs provide training?
- Partner Model Questions
  - Contracting
    - ***What role do you believe the LNF staff should play in selecting which partner is selected for any given project?***
      - This should be an open and competitive process rather than just using a preselected list of companies.
    - ***How might we ensure an equitable and fiscally responsible method to choose partners to implement project activities?***
      - Open competitive process.
      - Consider what barriers there are for smaller. more local partners such as less capital, smaller workforces, but more local knowledge.
    - ***How might we categorize project activities into contractible groups of work?***
  - Project Management
    - ***How do you want a Prime Partner to manage a project which you are working on?***
      - Communication and collaboration with LNF and with other partners
      - Have the capacity to make it workable.
      - Well versed in the project type.
    - ***What are effective ways in which to track and monitor project progress?***
    - ***How could the process best minimize your administrative burden?***
    - ***How would you like communication to be handled?***
    - ***What role do you believe the LNF staff should play during implementation of any given project?***
  - Project Interest Questions
    - ***What kind of info would you need to know about this project to determine whether you're interested or not?***
      - Timeline, available funding, restrictions, and clear project deliverables.
      - If we have the right staff for this type of project.
      - How can we move funding through the BIA for tribal needs/benefits?
      - How the responsibilities are split.
    - ***Might your organization be interested in being involved with the project being discussed within the breakout group? If so, please indicate so by putting your organization's name under this question.***
- Capacity Survey Tool Related Questions
  - ***How might the capacity survey tool be improved and how should it be used going forward?***
  - ***Are there other partner descriptors/abilities/experiences that should be tracked in the tool?***



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## Plenary (Kathy Allen)

During the third breakout group stakeholders were given the option to join a Q & A with Forest Supervisor Kathy Allen. Eight Stakeholders were present though only two asked questions. The following is a list of some of the questions that were asked.

- Thad Walker, Butte County RCD: Surprised that this prime partner model was not brought up at the local collaboratives first.
- Michelle Abramson, Sierra Butte Trail Stewardship: asked about how this might restrict opportunities for local partners?
- Thad: prime partners need to understand that there might be a lot of other partners within a planning area. It is important to ensure that all the inputs are collected by a prime partner.
- Thad: how will staffing work for these prime partners?

## Adjourn (Kathy Allen)

- Thank you, everyone. I have thoroughly enjoyed the time that I have spent with all of you today. I want to express my gratitude for your active participation, insightful contributions, and your commitment to advancing our shared goals together. Your presence here today underscores the importance of collaboration and the power of partnerships. Thank you for being open and candid with your feedback. I look forward to collaborating closely with you as we develop a model that sets the stage for long term growth. Let's keep this momentum going, working hand in hand, bringing local aspirations together with regional and national priorities. As I mentioned in the last breakout session with my smaller group, if there is a conversation that you would like to have with me online, please reach out as I'm interested in meeting with individuals and organizations while I'm serving as the acting supervisor. I appreciated the opportunity to have more intimate dialogue with the folks who participated today.

## Symposium Attendees

<b><i>First Name</i></b>	<b><i>Last Name</i></b>	<b><i>Job Title</i></b>	<b><i>Organization</i></b>
Bella	Bledsoe	Watershed Coordinator	Sierra Institute for Community and Environment
Laura	Corral	District Silviculturist	Lassen NF
Larry	Shuman	Chairman/Work Project Coordinator	BCHC Shasta Trinity Unit
Michelle	Abramson	Director of Grant Operations	Sierra Buttes Trail Stewardship
Kelsey	Siemer	District Manager	Honey Lake Valley Resource Conservation District
Bobby	Howe	Procurement Forester	Collins Pine Company
Tuli	Potts	Area Representative	SNC - Sierra Nevada Conservancy
Ryan	Hilburn	Chief Forester	W. M. Beaty & Associates, Inc.
Wolfgang	Rougle	Planning Program Manager	Butte County RCD
Kristy	Hoffman	Conservancy Development Program Analyst	Sierra Nevada Conservancy (a state agency)
Faith	Churchill	Shared Stewardship Coordinator	Butte County Resource Conservation District
Helen	Leiser		
Mark	Demuth	NEPA Program Manager	Great Basin Institute
Tyler	Allen	Stewardship Coordinator	Great Basin Institute
Tom	McCubbins	Consultant Fire/Fuels Management and Fire Ecology Projects	Resource Conservation District of Tehama County
Cindy	McMurry	President	Back Country Horsemen of California High Country Unit
Amye	Osti	CEO	34 North
Liz	van Wagtendonk	Research Scientist	University of Washington
Kathryn	Raeder		Resource Conservation District of Tehama County



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Jeremy	Curtis	Acting Superintendent Lassen Volcanic National Park	National Park Service, Lassen Volcanic National Park
Maiya	Greenwood	Associate Director of CA Conservation	American Rivers
Nancy	Nordensten	Chief of Resources	Lassen Volcanic National Park
Michael	Cameron	Northern Sierra Project Manager	
Ivy	Kostick	Northern Sierra Program Manager	National Forest Foundation
Cade	Mohler	Managing Director	Lassen Fire Safe Council
Hailey	Hanna	Wildfire Resiliency Coordinator	Lassen Fire Safe Council
Amber	Moore	Project Development Manager	Blue Forest
Andrew	Fullerton	Procurement Forester	Sierra Pacific Industries
Kristine	Zuazua	Executive Director/CEO	Alliance for Workforce Development, Inc.
Amy	Retterath	Business Services Representative	Alliance for Workforce Development
TRINA	CUNNINGHAM	Independent Tribal Consultant	Mountain Maidu
Tanya	Torst	North Zone Partnership Coordinator	US Forest Service
Sharmie	Stevenson	Executive Director	Fall River RCD
Janie	Ackley	Forest Recreation Program Manager	LNF
Jesse	White	Assistant Chief	CAL FIRE/TGU
Mark	Shaffer	Fuel Manager	Honey Lake Power / Greenleaf Power
Randy	Morrison	Senior Partnership Coordinator	Mule Deer Foundation
Thad	Walker	District Manager	Butte County RCD
Terrance	Rodgers	Manager of Project Development	Golden State Natural Resources

Leana	Weissberg	Director, California	American Forests
Fred	Mankins	President	Global Cultural Resources Inc/Tasmam Koyom Foundation
Sarah	Oldson	Forester	Cascade Resource Consultants, LLC
Katherine	Sanchez Meador	Partnership Coordinator	Coconino National Forest
David	Teeter	Outreach Coordinator for Lassen County	Alliance for Workforce Development
Rebekah	Casey	Project Manager	North State Planning & Development Collective, CSU Chico
Larry	Alexander	Executive Director	Northern California Resource Center
Harvey	Merino	Cultural Resource Coordinator	Maidu Summit Consortium
Stephaney	Cox	Partnership Coordinator	USDA Forest Service
Katelyn	Suderman	District Silviculturist	USFS
Melissa	Grim	River Assessment and Restoration Assistant	American Rivers
James	Pitcher	County Coordinator	Modoc Fire Safe Council
Miles	Schack	Procurement Forester	Sierra Pacific Industries
Russell	Nickerson	District Ranger	USDA Forest Service Lassen NF, Almanor RD
Leslie	Mink	Project Manager	Plumas Corp
Jake	Martin	District Archaeologist	LNF, Eagle Lake Ranger District
Peggy	Fulder	Co-chair of Lake Almanor Watershed Group	RAC member
Debbie	Mayer	retired	private consultant
Brandie	Cooper	Natural Resource Director	Susanville Indian Rancheria
Audie	Noneo	Tribal Historic Preservation Officer/ NAGPRA Coordinator	Susanville Indian Rancheria



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Luis	Vidal	Reforestation Manager	
Catherine	Wooster	Post Fire Recovery Coordinator	Honey Lake Valley RCD
Gerald	Jones	Forester	Mooretown Tribal Forestry
Amber	Marshall	Public Affairs Officer	Lassen National Forest
Kym	Ganz	Timber Contract & Appraisal Specialist	USFS, Lassen NF
Pamela	Beaujon	All Hazard Dispatcher	USDA US Forest Service
Jim	Houtman	Director of Forest Health	Butte County Fire Safe Council
Gregory	Wolfen	Environmental Programs Office Director	Pit River Tribe
Jerrilyn	Spencer	council	Pit River Tribe
Laurence	Crabtree	Forestry Consultant	Golden State Natural Resources
Krista	Modlin		
Lorissa	Soriano	Project Manager	Modoc RCD
Sophie	Castleton	Landscape Restoration Project Manager	Sierra Institute for Community and Environment
James	Pitcher	County Coordinator	
Jason	Finney		Cal Fire Butte Unit
Jessie	Rouse	Illmawi Cultural Rep	Pit River Tribe
Trey	Hiller	Director	Battle Creek Watershed Conservancy
Nicole	Dandois	Database Manager	USFS
Nick	Bunch	Deputy Chief	USDA Forest Service LNF
Victoria	Child	Administrative Support Assistant	Lassen National Forest

Cole	Locher	Forester	Stewardship West
Tyler	Allen	Stewardship Coordinator	Great Basin Institute
Ariella	Chichilnisky du Lac	Project Development Consultant	Blue Forest
Kurt	Merino	Environmental technician	Susanville Indian rancheria