

R6 sustainable recreation STRATEGY SUMMARY



for the greatest good

R6 Path to Sustainable Recreation & Quality Outdoors Experiences

Strategy Summary

Last Updated: February 23, 2016

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Background

Though our National Forests were primarily established under the auspices of ensuring a steady supply of timber for the construction needs of our developing nation while at the same time using the day's best forestry management principals to protect watersheds, it quickly became evident that these large swaths of forestland were also the settings where all Americans could hike, camp, hunt and fish; enjoy scenery, solitude and the many wonders of nature, and countless other outdoor activities. Over the next 100 plus years and based on the societal demands and needs of the time, the recreation program has seen peaks and valleys. But through it all, recreation has long been recognized as the place where ***the public makes their first real connection with nature.***

When the Forest Service was established, our Nation's population was 80% rural and 20% urban; today that figure has completely flipped. Looking towards the future, our population is predicted to grow significantly and continue the trend of urbanization.

The Big Why

At no other time in the Agency's history has there been stronger leadership recognition, alignment and energy around the value of recreation and outdoor experiences to the American public. The compelling reasons are many. We face a growing population that is increasingly urban and largely detached from nature. Our citizens are becoming obese due to more sedentary lifestyles. Our national forests and other public lands are the primary places our citizens can connect with nature, learn all that it provides and begin to understand the delicate, natural, interdependent systems that we must care for, nurture and steward for future generations.

Studies also show that our citizens are happier, more productive, and enjoy improved mental health when they are able to disconnect from everyday pressures and enjoy outdoor activities in natural settings. In the Pacific Northwest, many people look to the Forest Service as the host of the largest and most diverse array of outdoor experiences in the region. Now, more than ever, we must strengthen our connections with both urban and rural populations and *encourage citizen stewards to engage with us in achieving the greatest good.*

Many communities, looking to diversify their economies and support a richer way of life for their citizens, are beginning to realize the economic opportunities that these experiences represent. Nationally, the economic impact of outdoor recreation is staggering – it accounts for the Agency's single largest impact to community economic growth by contributing over 13 billion dollars nationwide. For every dollar of Agency funds invested, \$46 in societal revenue is generated. Recreation equates to jobs and is the lifeblood for countless hotels, restaurants, brewpubs, wineries, outfitters, retail shops and a myriad of other businesses across the Pacific Northwest.

In short, recreation and outdoor experiences connect our future conservation stewards and improve citizen's lives socially, physically, mentally, spiritually AND economically. This is a powerful combination.

But, to keep delivering on our intent, we need to do things differently. We need to make some **Big, Bold, Contemporary** moves in how we manage outdoor recreation opportunities.

Declining budgets, shrinking staffs, increased visitation, demands for new and unique types of activities, and a huge backlog of maintenance needs are just a few of the many burdens and barriers we are facing. Sustainability and taking the long-term view were not core values in many past decisions.

We know that our workforce capacity is stretched to its limit and we cannot do this work alone. Even if we could, we should ask ourselves if focusing "within the green line" produces the best level of service and broadest array of experiences for the public. Both out of necessity, and because it makes good business and public service sense, we need to engage our fellow land management agencies (all of whom are facing similar struggles), our partners, our stakeholders, our communities, and establish plans around common objectives and areas of interest. By employing an *"All Lands, All Hands"* approach, we can reduce duplication of services, share limited resources, and promote the highest use of all public lands. Through working together, understanding each other better and building relationships and trust, we can then deliver the broadest array of services and opportunities to the public.

What is the Sustainable Recreation Strategy?

This strategy is the overarching plan or "path" to get us to that better place. It provides the vision, leaders' intent and other critical strategic and action-specific components required to quicken our evolution. It will also lead to a set of tools and resources designed to help managers make sound, sustainably-based decisions. It represents the best thinking of an integrated team of professionals from across the region (see Appendix A).

The strategy is comprised of interrelated sets of guidance that build off, inform and complement one another. They are:

- Vision
- Leaders' Intent
- Critical Success Factors
- Necessary Conditions, and
- Key Actions

These are our regional building blocks to further our cultural shift towards sustainability. Without consistent attention paid to each area, the



movement as a whole suffers. The use of the strategy will ensure regional alignment and consistency in our program delivery, and serve as a platform for decision makers to make timely, informed, and sustainably based decisions.

The Foundation

The journey towards the sustainable provision of outdoor experiences and better connections to our communities is not new in the Pacific Northwest Region. Throughout the Agency's history this region has been at the forefront of innovation. We have initiated recreation pilot programs, established long lasting and influential partnerships, pushed the boundaries of special use permit innovations and implemented cross-jurisdictional recreation planning that have become the model for all levels of government. However, there are a few initiatives that the Strategy Planning Team viewed, and incorporated, as foundational: the **National Framework for Sustainable Recreation**; **Region 6 Valuing People and Places (VPP) Initiative**; **the 2012 Planning Rule**; **Recreation Facility Analysis (RFA)**; an emphasis on **Inclusivity**; **Regional Leadership Team Public Services** discussions; both **internal and external integration**, exemplified by an **"All Lands, All Hands"** collaborative; and a shared leadership approach to management.

The **National Framework for Sustainable Recreation** was published in 2010. The vision, *"Renewing Body and Spirit, Inspiring Passion for the Land,"* as well as the principles and the focus areas from this effort are all reflected in the strategy work for the Region.

The **VPP Initiative** has been instrumental in forming our intentions with this work; we consistently tiered to the values and core leadership behaviors that this program promotes. Asset-based thinking, being in community, taking the long-term view (with an eye towards the greatest good) and investing in relationships are just a few of the key principals and behaviors we employed as the foundation of our strategy.

The regional strategy for sustainable recreation considered and incorporates the work of the Nation and the Region around the **2012 Planning Rule**. The emphasis from the rule on collaborative planning processes with the public is also a key tenet of this strategy. Truly engaging our communities and partners in a transparent, honest and empathetic way will be critical to our success.

Recreation Facility Analysis was completed on every unit in this Region in 2009-2010. Its intent was to systematically evaluate Forest Service recreation facilities for priority investments/divestments. The work from this effort will be refreshed and utilized to look closely at our recreation facilities through the lens of sustainability.

The Pacific Northwest Region has been a leader in producing outcome-based, integrated, landscape scale restoration work. An important broadening of this integration emphasis within the Region is in the provision of public services. **Public Services** has been a topic of numerous rich RLT discussions. Those discussions, along with the other items called out above, really pushed the thinking around this strategy. At the core of our public services discussions is the

desire to remember that we are ALL public servants, and that we should approach our work and align our programs regardless of programmatic silos, towards those outcomes that the public values. It is also about being aware of how we “show up” in our work, having positive interactions and displaying the shield with pride both in our day to day work and community functions. Our unique organizational structure allows us to be close and intertwined with the communities we serve. It is time again to use that gift to our full advantage by being present in our communities.

The Sustainable Recreation Strategy

Our Sustainable Recreation Vision

Nurture relationships to build strong connections to place; inspire passion, enhance sustainability and provide outdoor experiences that foster stewards who

Our vision is what we aspire to and it is informed by the values specific to this strategy and ties to the RLT Leader's Intent.

Our strategy is successful when we can look at this vision and feel confident that it is being achieved.

Our Leaders' Intent

Pacific Northwest Region's Leaders' Intent for Outdoor Settings and Experiences

This Leaders' Intent for the Sustainable Recreation Strategy provides clear direction towards building a future where we all model the core values of Valuing People and Places (community/partner engagement, taking the long-term view while seeking the greatest good, stewardship) and tenets of the Region's Diversity/Inclusiveness principles to achieve the desired outcomes through our actions. These expectations, when realized, will continue our progress towards our desired future.

We achieve the greatest good by being:

- **In community.** We intentionally integrate, internally and externally. We engage tribes, agencies, the public, partners and providers to gain alignment on vision and expectations. We foster a solution-oriented environment together with our collaborators to build a better answer together.
 - Connect agency and other partners on the provision of outdoor experiences through an "all lands, all hands" approach.
 - Develop a regional engagement strategy and tools to effectively communicate with our communities and partners.

- **In service.** We listen and share to create understanding. We offer advice, creative alternatives and respond with empathy. We emphasize stewardship of the public's natural and cultural resources on and beyond National Forest System lands.
 - Provide innovative technology and applications that deliver needed information and ease the process burden on our clients and ourselves.
 - Strengthen partnership, volunteer and conservation education programs that cultivate the next generation of conservation stewards.
 - Benefit the health, economic stability and quality of life of our public, communities and natural environment through our work.
 - Streamline special use permit processes and protocols; create training modules to promote consistency; share best practices and innovative approaches and develop organizational efficiencies.
 -
- **Invested in our capability.** We retain, shape and attain skilled professionals, emphasizing public engagement and partnership expertise in equal measure to caring for the land and providing quality outdoor experiences. The work environment is one of innovation and learning.
 - Continue to strengthen and expand our coalitions.
 - Emphasize long term sustainability through best practices shared and replicated where suitable.
 - Utilize new and existing methods and tools that inform our decisions related to sustainable services and opportunities.
 - Leaders sponsor integration of recreation/outdoor experiences into purpose and need for restoration projects and Forest Plan Revisions.
 - Develop a budget allocation model based on desired outcomes and focusing on long-term sustainability.

Desired Outcomes

- Improved Quality of Life for our Public and Workforce
 - Healthier Lifestyles
 - Healthier Economies/Vibrant Communities
 - Visitor/Partner Satisfaction
 - Range of opportunities provided through "all lands, all hands" approach
 - Strong, affirmative relationships with our partners and public
 - Employees feel valued/valuable
 - Work accomplished is within capacity/capability of our employees
- Protection of Our Natural Resources
 - Stewardship and environmental education are core
- Financial Sustainability/Operational Efficiency is Realized
 - Integration is achieved in Program of Work and Budget Allocation
- Safety of Public and Employees is Fundamental

Critical Success Factors

In order to realize our vision we have come up with a set of Critical Success Factors, which allow us to break our vision into essential components that help focus our efforts. The Critical Success Factors are written as expectation statements.

In Community

Many different voices are engaged and we collaborate in community to achieve the greatest good.

Leadership

Leadership, at all levels, is actively committed to implementing the recreation strategy.

Workforce

Our workforce operates in an integrated, progressive and inclusive way to achieve our vision.

Business Practices

Our employees have and utilize the necessary tools and skills to provide sustainable recreation opportunities/experiences.

Stewardship

There is shared stewardship of natural, cultural and scenic resources connecting programs, people and landscapes.

Once we achieve the conditions stated in these five Critical Success Factors, we will know that we have achieved our vision.

Necessary Conditions

Stemming from the science around successful strategic direction, there is a final tier of stratification tied beneath each Critical Success Factor. These “Necessary Conditions” are more operational and reflect conditions we wish to achieve/have in place through implementation of the key actions. These conditions must be in place in order for us to achieve the Critical Success Factors. The purpose of this final tier is to ensure that we can identify specific actions that are within both our decision space and operating environment, and can therefore be readily implemented.

- **In Community Necessary Conditions**
 - Recreation is recognized as an economic driver to healthy and vibrant communities.
 - Relationships are built on trust and credibility.

- Expectations and outcomes are managed.
 - All-lands, collaborative planning is instituted.
- **Leadership Necessary Conditions**
 - Adaptability and risk taking are demonstrated.
 - Long term sustainability leads decision making.
 - Employees are supported and encouraged to adapt, innovate and invent.
 - Program priorities are collaboratively developed within capacity.
- **Workforce Necessary Conditions**
 - Work is done from the asset based frame, by focusing on what we have and not what we are lacking.
 - Resources are aligned and available to implement strategy.
 - Hiring process decisions reflect the required future skills.
 - Workforce is empowered to ask questions, try new things and experiment..
 - There is recognition that sustainable recreation involves multiple disciplines and commitment from the entire workforce.
- **Business Practices Necessary Conditions**
 - Outcomes are our measure of performance (rather than targets).
 - Integration, innovation, and inclusiveness are supported and nurtured.
 - Benefit versus risk is evaluated.
 - Business processes are nimble, responsive and effective.
 - Our commitments align with capacity.
- **Stewardship Necessary Conditions**
 - We focus on providing quality service to partners and the public and encouraging access to outdoor recreation experiences for all.
 - Our visitors are well informed, committed to user ethics and share responsibility for resource stewardship.
 - Our natural, cultural and scenic resources are cared for by a new and diverse generation of responsible users and conservation stewards.

Actions

The actions below have been identified as an initial set of items that we, as a Region, can begin to implement. These actions specifically address the Necessary Conditions. Taking these actions will allow us to achieve our Critical Success Factors, and ultimately our Vision.

In Community

Action	Who	Timeline
Develop Sustainable Recreation Strategy Regional community engagement strategy & tools	Region, with roles for all	Begin February 2016
Connect with agency and other partners on the provision of outdoor experiences through an “all lands, all hands” approach	Region, Forests, Districts	2016
Develop a partnership opportunity matrix to identify current and potential partners, as well as other existing collaboratives	Region and Forests	August 2016
Continue to strengthen and expand our existing coalitions	Region, Forests, Districts	Ongoing
Discover and highlight nontraditional funding opportunities (external)	Region, Forests, Districts	Ongoing
Pursue and complete joint recreation/outdoor experiences planning with communities (identify where these efforts may be already happening and how Region can support)	Forests	2016-2017 (phased based on readiness)
Identify contributions of recreation to local economics – Regional/Sub-geographic document(s) to be created to support partner/ community engagement and communicate distinctive roles & contributions and value/benefits recreation provides	Region, with local support	May 2016
Host regional recreation summit(s) that would include researchers, other agencies, and partners in sharing knowledge, identifying emerging issues, and visioning how we do things differently together	Region	Fall/Winter 2016

Leadership

Action	Who	Timeline
Integrate recreation/outdoor experiences into purpose and need for restoration projects.	Forests	Ongoing
Develop Leaders' Intent for sustainable recreation within R6	RLT	March 2016
Define and agree to desired outcomes	RLT	March 2016
RLT comes to agreement on the definition of integration and what success for this work looks like	RLT	June 2016 (ties to new Strategic Budget Framework)
Emphasize coalition building , internally and externally	Region, Forests, Districts	Ongoing

Workforce

Action	Who	Timeline
Conduct VPP sessions on each unit	Region and Forests	By August 2016 (ongoing)
Incentivize achievement of our desired outcomes in projects and plans.	Region, with Forest involvement	By end of FY2016
Retain, invest in and employ needed workforce skills for the future.	Region, Forests	Ongoing
Makes connections with other agencies and partners at all organization levels	Region, Forests, Districts	Ongoing
Identify workforce skills needed for SRS success and bring in through employee training, partnerships/ agreements, and future hires	Region and Forests	By February 2017
Establish a performance element for all employees that expects integration.	Region, with Forest involvement	August 2017

Business Practices

Action	Who	Timeline
Develop a budget allocation model based on desired outcomes and focusing on long-term sustainability	Region, with Forest involvement	June 2016 (ties to new Strategic Budget Framework)
Develop integrated/outcome-based performance measures/targets	Region, with Forest involvement	June 2016 (ties to new Strategic Budget Framework)

Business Practices (Cont'd)		
Action	Who	Timeline
Develop economic analysis tools applicable to developed site program	Region, WO	June 2016
Build a sustainable recreation tool repository for the field	Region, WO	June 2016
Re-evaluate databases and data needs	Region, WO	September 2016
Modernize Recreation Special Use Program (processes and protocols are streamlined)	Region and Forests	2016 Ongoing
Discover and highlight non-traditional funding opportunities (internal)	Region and Forests	Ongoing
Revitalize and use developed recreation geo-spatial planning tool	Region	December 2016

Stewardship

Action	Who	Timeline
Integrate recreation/outdoor experiences into Land Management Plan revisions and projects	Region and Forests	Tied with FPR timeframe
Strengthen partnership, volunteer and conservation education programs that cultivate the next generation of conservation stewards	Region and Forests	Ongoing
Link data, internally and externally, to best meet needs of agencies and public	Region and Forests	Ongoing
Promote coalition building among user groups to reduce user conflicts and competition for resources.	Region and Forests	Ongoing

Next Steps

The current strategy is a “point in time” and will continue to evolve over time. For it to be successful, it will need support and ideas for improvement, growth and learning from everyone. There is much great work and innovation already underway across the Region. Several units have begun to embrace Sustainable Recreation and are leading the way in implementation. We want to develop effective forums for sharing learning and best practices across the region, so we learn and grow collectively.

Appendices

APPENDIX A Sustainable Recreation Strategy Core Team Members and Major Contributors

The dedicated core team that developed the draft work was both organizationally and geographically diverse. To model integration from the start, team members were chosen from all programs, levels and locations throughout the region. They operated under the guidelines established, and the counsel given, by the Regional Leadership Team.

Region 6 Sustainable Recreation Strategy Team Roster		
Name	Unit	Position
Bean, Mary	Okanogan-Wenatchee NF	Forest Recreation Program Manager
Benson, Dennis	Deschutes NF	Forest Recreation Program Manager
Biesecker, Emily	RO-OCCE	Volunteers & Partnerships Coordinator
Biro, Jocelyn	RO-RLM	Developed Rec/Fee Program
Blanchard, Becky	RO-RLM	Pacific NW National Scenic Trail Assistant Coordinator
Blum, Gordie	RO-RLM	Director
Cownover, Brad	RO-RLM	Landscape Architect
Eberlien, Jennifer	Mt. Baker-Snoqualmie NF	Former Forest Supervisor
Ferrell, Sean	Deschutes NF	Forest Volunteer & Partnerships Coordinator
Fitzpatrick, Jen	RO-RLM	Assistant Director
Forson, Stacey	Ochoco NF	Forest Supervisor
Hollen, Debbie	S&PF	Director
Johnson, Benjamin	InRe	Organizational Development Team Lead
Kuiken, Jason	Okanogan-Wenatchee NF	Deputy Forest Supervisor
Linares, Jose	RO-Eng	Director
McGrath, Matt	RO-RLM	Pacific NW National Scenic Trail Coordinator
McMahan, Grady	Willamette NF, Detroit RD	District Ranger
Newman, Craig	Colville NF	Rec/Eng/Lands Staff Officer
Pavoni, Dani	Willamette NF, Detroit RD	District Recreation Program Manager
Pilip-Florea, Shoni	RO-OCCE	Director
Randall, Larry	Umatilla NF	Forest Recreation Program Manager
Schlafmann, Mike	Mt. Baker-Snoqualmie NF	Public Services Staff Officer
Thorpe, Laurie	InRe	Team Lead
Wellner, Kent	Willamette NF	Forest Rec/Lands/Minerals Staff

THANK YOU Team Members for your invaluable contributions to this strategy and commitment to implementation and intent of the work!

APPENDIX A
Sustainable Recreation Strategy Core Team Members and Major Contributors

Other Major Contributors:

John Allen, Forest Supervisor, Deschutes National Forest
Shane Jeffries, Deputy Forest Supervisor, Deschutes National Forest
Lynn Burditt, Area Manager, Columbia River Gorge National Scenic Area
Meg Mitchell, Regional Forester Representative to the State of Oregon
Anne Christensen, (retired) Director of Recreation – Region 8
Francisco Valenzuela, Director of Recreation – Region 3
Jim Bedwell, Director of Recreation & Lands – Region 2 (former National Director of Recreation)
Claire Lavendel, Senior Advisor (Developer of R6 Valuing People and Places)
Jim Peña, Regional Forester – Region 6
Joe Meade, National Director of Recreation
Leslie Weldon, Deputy Chief, National Forest System
Dianne Guidry, Deputy Regional Forester

APPENDIX B
R6 Path to Sustainable Recreation & Quality Outdoor Experience



R6 Path to Sustainable Recreation & Quality Outdoor Experiences

06-2017

VISION – What we aspire to

→ Nurture relationships to build strong connections to place that inspire passion, enhance sustainability and provide outdoor experiences that foster citizens stewards who

CRITICAL SUCCESS FACTORS – Areas that need constant and careful attention in order to achieve our goals and vision.

IN COMMUNITY

Many different voices are engaged and we collaborate in community to achieve the greatest good.

LEADERSHIP

Leadership, at all levels, is actively committed to implementing the recreation strategy.

WORKFORCE

Our workforce operates in an integrated, progressive & inclusive way to achieve our vision.

BUSINESS PRACTICES

Our employees have and utilize the necessary tools and skills to provide sustainable recreation opportunities/experiences.

STEWARDSHIP

There is shared stewardship of natural, cultural and scenic resources connects programs, people and landscapes.

KEY ACTIONS – Critical actions to achieve the conditions necessary to progress towards sustainability.

- Develop Regional Engagement Strategy & Tools
 - Continue to strengthen and expand our strategic coalitions.
 - Complete joint recreation/outdoor experiences planning with communities and partners.
 - Identify contributions of recreation to local economies – Regional/Sub-geographic document(s) to be created to support partner/ community engagement
 - Summit(s) are held internally and with partners on authorities, policies, best practices and best science.

- Integrate recreation/outdoor experiences into purpose and need for restoration projects.
- RLT agreement exists on the definition of integration and what success for this work looks like
- Develop Leader's intent for sustainable recreation within R6
- Define and agree to desired outcomes
- Coalition building is emphasized, internally and externally
- Retain, Invest in & employ needed workforce skills for the future.
- Connections with other agencies and partners occur at all organization levels
- Develop Integrated/outcome based performance measures/targets.
- Conduct VPP sessions on each unit and emphasize asset-based approach.
- A performance element is established for all employees that expects integration.
- Incentivize the achievement of our desired outcomes in projects and plans

- Develop a budget allocation model based on desired outcomes including long-term sustainability
- Discover and highlight non-traditional funding opportunities
- Employ recreation facility and trails evaluation and analysis tools – include best practices
- Build a sustainable recreation tool repository that is widely available.
- Developed recreation geo-spatial planning tool is revitalized for use
- Special Use Permit processes & protocols are streamlined

- Integrate recreation/outdoor experiences into Land Management Plan revisions and projects.
- Strengthen partnership, volunteer and conservation education programs that cultivate the next generation of conservation stewards.
- Compel coalition building among user groups to reduce user conflicts and competition for resources.
- Our data is linked internally and externally to best meet needs of agencies and public.

OUR VALUES – What we stand for

We are known for being: Inclusive, Integrated, Inviting and Innovative.



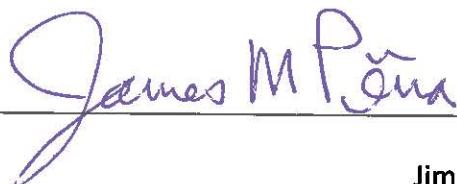
for the greatest good

APPENDIX C
Paradigm Shifts Needed



TRADITIONAL VIEWPOINT	OUR DESIRED FUTURE
Managing recreation is secondary to managing natural resources – it is “nice to do” but not our real work.	Outdoor experiences are the primary way that most people connect to their National Forests. These opportunities are increasingly vital to the economies of local communities and are valued for the social and health benefits they provide, for encouraging citizen stewardship, and as a means of retaining our relevance as an agency.
Our problems are due to lack of money.	The world is rapidly changing and public demands will continue to grow – more money will not create a lasting solution.
My unit is all I need to worry about.	A sustainable future is dependent on working across agencies’ boundaries and thinking at a larger scale (All Lands, All Hands) - it is also dependent on sharing skills and learning from others.
We focus on providing current or more opportunities.	We focus on providing sustainable opportunities.
We work hard to retain every existing opportunity and provide new ones whenever possible – despite the stress this creates.	We recognize we can’t be all things to all people in all places - the mix of opportunities we provide will change over time as we respond to changing public preferences and shifts in financial capability
We can figure this out ourselves.	The only real solution is to work together with our stakeholders to share ownership in the challenges and work collaboratively to define a sustainable future.
We do the work ourselves.	We focus our agency funds on investing in the staff and skills needed to work with our communities and the public, leverage additional resources and manage wisely.
We use volunteers and partners to do work.	We build and maintain mutually beneficial relationships that promote citizen stewardship and strengthen the connection of the public to these lands that they own – work accomplishment is a positive outcome, but not the sole focus of the relationship.
We focus on what we can’t do.	We understand the limits of our current capabilities, but then seek to harness the enormous energy and creativity of the public that cares for and benefits from these public lands.

APPENDIX D
Regional Leadership Team Signature Page
March 2016



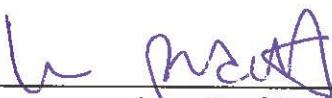
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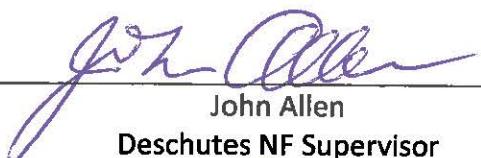
Dianne Guidry
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Lynn Burditt
Columbia River Gorge NSA Manager



Rodney Smoldon
Colville NF Supervisor



John Allen
Deschutes NF Supervisor



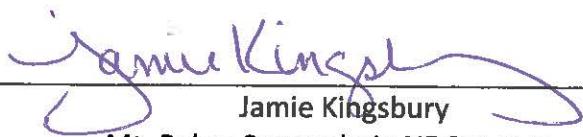
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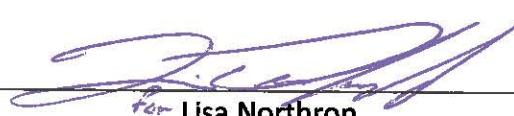
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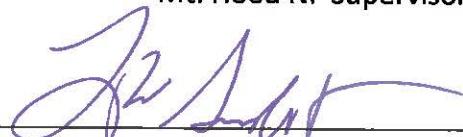
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Mt. Hood NF Supervisor



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Olympic NF Acting Supervisor

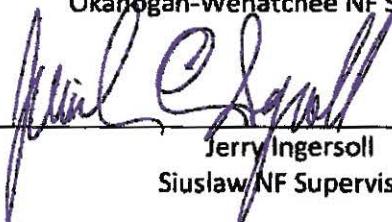
Regional Leadership Team Signature Page
March, 2016



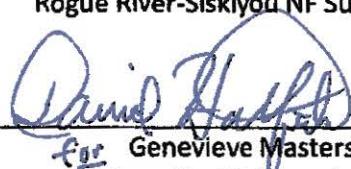
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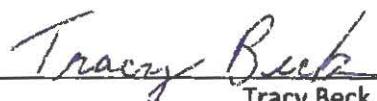
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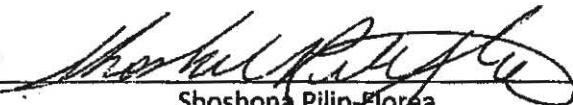
Tracy Beck
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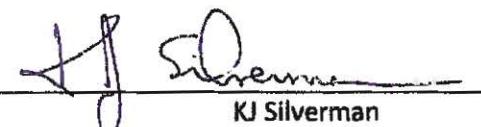
Donna Alwine
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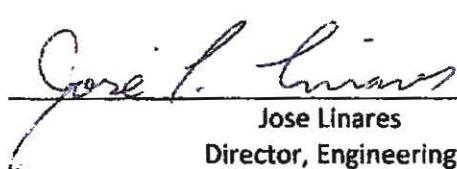
Charles Hill
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Director, Data Resources Management



Jose Linares
Director, Engineering

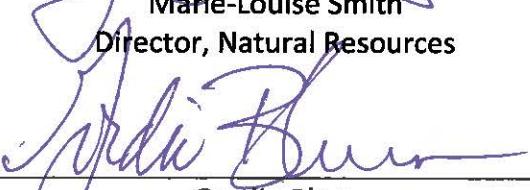


Christy Darden
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Regional Leadership Team Signature Page
March, 2016


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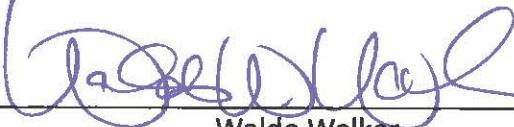

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Debbie Hollen
Director, State & Private Forestry

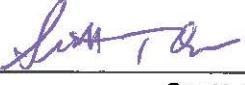

Kevin Martin
Director, Fire & Aviation Management


Meg Mitchell
RF Liaison with State of Oregon


Charles Byrd
Regional Health & Safety Manager


Waldo Walker
Regional Tribal Liaison Specialist


Michael Loudermilk
Regional Acting Special Agent-in-Charge


Scott Owen
Acting Director, Civil Rights


Florence Pruitt
Regional Human Resources Officer