



## WESTERN GOVERNORS' ASSOCIATION

Bill Owens  
Governor of Colorado  
Chairman

Janet Napolitano  
Governor of Arizona  
Vice Chair

Pam O. Inmann  
Executive Director

Headquarters:  
1515 Cleveland Place  
Suite 200  
Denver, Colorado 80202-5114

303-723-9378  
Fax 303-534-7309

Washington, D.C. Office:  
400 N. Capitol Street, N.W.  
Suite 388  
Washington, D.C. 20001

202-724-5402  
Fax 202-724-7707  
[www.westgov.org](http://www.westgov.org)

December 16, 2004

The Honorable Ann M. Veneman  
Secretary of Agriculture  
U.S. Department of Agriculture  
1400 Independence Ave. S.W.  
Washington, DC 20250

The Honorable Gale Norton  
Secretary of the Interior  
U.S. Department of the Interior  
1849 C Street, N.W., Room 6151  
Washington, DC 20240

Dear Secretaries Veneman and Norton:

We are pleased to forward to you a report from the Western Governors' Association Forest Health Advisory Committee on the implementation of the 10-Year Comprehensive Wildfire Strategy that WGA agreed to with you in 2001 and 2002. As you know, the 10-Year Strategy calls for a collaborative process amongst local, state, tribal and federal governments, along with non-governmental interests, to accomplish the following goals:

1. Improve Fire Prevention and Suppression;
2. Reduce Hazardous Fuels;
3. Restore Fire-Adapted Ecosystems; and,
4. Promote Community Assistance.

Approximately 75 percent of the action items agreed to in the 10-Year Strategy to meet the above-goals are completed or in their final stages. In addition, significant related wildfire/forest health policy and legislative initiatives have recently been undertaken. For example, the 2003 Healthy Forests Restoration Act adopts the 10-Year Strategy collaborative process to expedite hazardous fuel treatments on 20 million acres of federal lands. Given this policy context, the advisors thought it timely to assess the Strategy to determine if the work completed to date is meeting its goals and to consider new action items to further the goals.

In addition to the report's specific recommendations, a number of themes arose throughout the advisors' evaluation that should be closely considered as forest health initiatives proceed at the federal, tribal, state, and local levels:

- a need for information sharing and monitoring of accomplishments and forest conditions to improve transparency;
- a need for committed long-term funding of the 10-Year Strategy;
- the need for a landscape-level vision for restoration of forests;
- the importance of promoting fire as a management tool; and,
- a strong call for improved collaboration at all levels of government in all 10-Year Strategy activities.


The Honorable Ann Veneman  
The Honorable Gale Norton  
December 16, 2004  
Page 2


WGA's advisory committee is made up of a range of experts on forest health policy. A number of them participated with WGA in crafting the original Strategy and its implementation plan. We are extremely pleased with the effort of the advisors to provide this review and to propose next steps. We plan to work closely with your representatives on the Wildland Fire Leadership Council to review and implement the advisory committee recommendations. In addition, WGA, in conjunction with our federal and other partners, will move forward expeditiously to evaluate comprehensive new approaches to Goals 3 and 4 of the Strategy, Restoring Fire-Adapted Ecosystems and Promoting Community Assistance in accord with the recommendations of our advisors.

Great progress has been made on the implementation of the 10-Year Strategy thanks in large part to your leadership and that of the professional staffs of the Forest Service and the Department of the Interior fire bureaus. We believe our Western communities and environment are safer as a result of these efforts. Nonetheless, we also believe that much more remains to be accomplished to protect our communities and restore our western forest and rangeland resources. The enclosed report of the WGA Forest Health Advisory Committee details a comprehensive approach in this regard.

We appreciate your continued support for these efforts.

Sincerely yours,

  
Dirk Kempthorne  
Governor of Idaho  
Co-Lead Governor for Forest Health

  
Janet Napolitano  
Governor of Arizona  
Co-Lead Governor for Forest Health

Enclosure

**Western Governors' Association  
Forest Health Advisory Committee**

***Report to the Western Governors on the Implementation  
of the 10-Year Comprehensive Strategy***

**November 2004**

**Background**

The Western Governors' Association Forest Health Advisory Committee (FHAC) was established following WGA's Forest Health Summit in Missoula, Montana in June 2003. In WGA Policy Resolution 03-18, the Governors agreed with a recommendation generated at the Summit to form an advisory committee to assist WGA with forest health policy issues. Each Governor named persons from around the nation to the FHAC. FHAC members are listed at the end of this report.

The FHAC's first met in March 2004 in Reno, Nevada. The purpose of the meeting was to prioritize Summit recommendations and focus future FHAC work. One of the recommendations that came to the forefront was: *Review Progress to Date on Implementation of the 10-Year Comprehensive Strategy and Develop Recommendations to Governors on New Action Items.*

The 10-Year Strategy and its implementation plan (together "the 10-Year Strategy") were adopted by WGA, the Secretaries of Agriculture and the Interior and many others in 2001 and in 2002. The purpose of the 10-Year Strategy is to reduce the risk of wildland fire to communities and the environment. Millions of acres of forest and rangeland ecosystems are in poor ecological health and at an unacceptable risk of catastrophic wildfire, as well as insect and disease infestations. Drought conditions that have been impacting much of the West in recent years add to the threat.

The 10-Year Strategy establishes a collaborative framework for local, state, tribal and federal governments, along with non-governmental interests, to accomplish the following goals:

1. Improve Fire Prevention and Suppression;
2. Reduce Hazardous Fuels;
3. Restore Fire-Adapted Ecosystems; and,
4. Promote Community Assistance.

As of 2004, approximately 75 percent of the action items agreed to in the 10-Year Strategy are reportedly completed or in their final stages. In addition, significant related wildfire/forest health policy and legislative initiatives have recently been undertaken. For example, the Healthy Forests Restoration Act (HFRA) passed by the Congress in 2003 calls for using the 10-Year Strategy collaborative process to expedite hazardous fuel treatments on 20 million acres of federal lands.

In this policy context, the WGA FHAC believes it is timely to assess the 10-Year Strategy to determine if the work completed to date is meeting its goals and to consider if additional action items are needed to further the goals. The FHAC completed a survey on these points during the summer of 2004. A 14-page summary of the responses was prepared. The FHAC convened again in Tempe, Arizona in November 2004 to assemble this report, based on the survey results.

### **Overall Themes:**

A number of themes arose throughout this evaluation that should be heeded as work proceeds on all four goals of the 10-Year Strategy:

- a need for information sharing and monitoring of accomplishments and forest conditions to improve transparency,
  - a need for committed long-term funding of the 10-Year Strategy,
  - the need for a landscape-level vision for restoration of forests,
  - the importance of promoting fire as a management tool, and
  - a strong call for improved collaboration at all levels of government and in all 10-Year Strategy activities as appropriate
- 

### **COLLABORATIVE FRAMEWORK:**

Given the importance of the collaborative process in accomplishing the goals of the 10-Year Strategy, the FHAC conducted an evaluation of the collaborative framework called for by the 10-Year Strategy. Findings are provided below, along with suggested next steps as a beginning toward furthering needed collaboration.

Summary of FHAC Survey Responses: The collaborative framework is not being used consistently at the local, state and national level as called for in the 10-Year Strategy. Most collaboration is occurring locally when an effective leader(s) emerges from within participating parties. Success is greatest when locals believe that they have a place at the table. Collaboration on project prioritization and implementation at the state / regional level is improving, but seems to be somewhat exclusive (“by invitation only”) and frequently is not broadly inclusive as agreed to in the 10-Year Strategy.

The primary mechanism for the national-level collaboration on all aspects of the 10-Year Strategy is the Wildland Fire Leadership Council (WFLC). While WFLC functions effectively for coordination among government entities, it does not provide for meaningful participation by non-federal stakeholders and tends to pre-determine outcomes prior to its meetings. The institution of new directives related to the Healthy Forests Initiative (HFI) and the Healthy Forests Restoration Act (HFRA) over the past year has made certain collaborative efforts more complicated. Further, the strong emphasis on fuels (Goal Two) under HFI/HFRA comes at the expense of other 10-Year Strategy goals, most notably restoration (Goal Three) and community assistance (Goal Four).

### **Priorities to Improve Collaboration:**

- Highlighting successful collaborative efforts and establishing measures of success for each level of the 10-Year Strategy’s collaborative framework is an important first step in improving collaboration. Fuels reduction and forest ecosystem restoration projects should also report on their efforts in this regard. Use of the monitoring questions on collaboration provided by WGA to the WFLC would be a first step for measuring and improving success.
- Support the development and delivery of workshops on how to successfully and consistently implement the collaborative framework at local and state/regional levels.
- Establish a mechanism for more meaningful non-governmental stakeholder involvement in the WFLC. Suggestions to accomplish this include forming a comparable national team that

addresses both governmental and non-governmental interests or by establishing a formal federal advisory committee.

- Seek federal, state, tribal and local resources to develop Community Wildfire Protection Plans (CWPPs) and provide for their implementation.
- Facilitate the development of web-based analytical tools that make GIS data and related mapping and modeling information available to local communities for wildfire protection planning.
- Improve National Fire Plan Operations and Reporting System (NFPORS) over the next two years. Improvements should:
  - allow portions of NFPORS to be used by the public and state/local governments;
  - capture and store project boundaries, not just project points;
  - permit appropriate non-federal entities to annually submit data for NFPORS; and,
  - track acres treated under CWPPs and illustrate where non-federal entities are playing key roles in hazardous fuels reduction treatments and/or forest ecosystem restoration.
- Develop incentives for agencies and landowners to plan forest health treatments across administrative boundaries and focus on innovative, landscape approaches.

---

---

## **GOAL ONE: Improve Fire Prevention and Suppression**

Summary of FHAC Survey Responses: General agreement that good progress has been made on Goal One, but continued improvement is needed. There is an overall sense that suppression is still driving National Fire Plan activities and that borrowing funds from other agency accounts to cover growing suppression costs threatens to overwhelm and limit land manager and community ability to address wildfire threats proactively. Collaboration is still a challenge, with many feeling that the cooperative nature of multi-jurisdictional suppression response is beginning to fray. National level directives are making local/regional collaboration difficult.

### Evaluation of the 10-Year Strategy Goal One Action Items:

- **(G1A): Fire Preparedness Budgeting** - Fire Planning Analysis (FPA) tool developed, but state and local resources should be integrated into FPA to capture a valid landscape-level budget picture of preparedness resources. Future runs of the FPA should strive to incorporate local resources and stakeholders.
- **(G1B): Fire Leadership Training** – Original intent to train all levels of decision makers in collaborative decision-making not met. Progress made, but room for improvement (consider evaluating collaborative, pre-fire decision-making during post-fire reviews).
- **(G1C): Rural Fire Report** - Report completed ([www.stateforesters.org/pubs/Final Rural Fire Report.pdf](http://www.stateforesters.org/pubs/Final_Rural_Fire_Report.pdf)), implementation needs to continue, especially in recognizing equivalent training and experience as Incident Command System qualified (i.e. red carded).
- **(G1D): Minimum Impact Suppression Tactics (MIST)** - Directive issued, ([www.wildfirelessons.net/Library/Tools/NWCG\\_MIST\\_Directive\\_Attachment\\_1003.doc](http://www.wildfirelessons.net/Library/Tools/NWCG_MIST_Directive_Attachment_1003.doc)) concern over consistent implementation and if best science is available.
- **(G1E): Fire Prevention Planning / Firewise Communities USA** - Strong support and active encouragement for more promotion.

- **(GIF): Reporting of Communities Protected** - Success stories appear to be method of dissemination. Stories need to be ongoing. More consistency in reporting is needed as many efforts go unreported due to the lack of a formal reporting system.

#### Next Steps to Improve Fire Prevention and Suppression

- A. **Cost containment** – Wildfire suppression expenditure cost-containment measures should continue to be vigorously pursued. Full implementation of the recommendations in the WFLC chartered, “Large Fire Suppression Costs: Strategies for Cost Management,” report should occur. Wildland fire management budgets are continually driven by suppression expenditures, thus hindering the ability of policy makers and land managers to address hazardous fuel, restoration and community assistance efforts.
- B. **Prevention Incentives** – Continued focus on Firewise Communities and Community Wildfire Protection Plans needs to be the centerpiece of local engagement and involvement in wildfire prevention activities. Instead of rewarding those that have wildfires with additional budget and personnel, an incentive system should be in place to reward fire prevention work that results in fewer emergencies that require expenditures to protect communities from abnormally severe wildfires. Incentives are also needed to encourage agencies and landowners to engage with each other, allowing better planning across administrative boundaries and development of innovative landscape approaches.
- C. **Improve Local Fire Authority Response** – Methods include:
  - 1) Examine the procedures and protocols for the efficient and expedited use of local resources in suppression activities;
  - 2) Support alternative training methods targeting rural and volunteer responders as advised under the Rural Fire Report; and,
  - 3) Develop a system to better engage underutilized suppression crews for mitigation work between dispatches, especially Native American crews.

---

---

## **GOAL TWO: Reduce Hazardous Fuels**

Summary of FHAC Survey Responses: It was agreed much progress had been made on the hazardous fuels front. Some regions of the country expressed the sentiment that the federal government is still driving the Goal Two processes, with minimal ability of stakeholders to have a say in decisions and priorities. Clarity on how stakeholders can effectively participate in the federal planning process, particularly in incorporating non-federal concerns, is needed. Enhancing the collaborative selection of fuel treatment projects is also needed to improve implementation of Goal Two. A lack of understanding of the collaborative process, consistency in implementation and differing interpretation of fire regime / condition class (FRCC) were given as major stumbling blocks. Cumbersome budgeting processes, fuel target pressures and confusion of definitions impede working across jurisdictional boundaries. Community Wildfire Protection Plans (CWPPs) with an eye toward landscape, inter-agency, multi-party planning are seen as a partial solution.

#### Evaluation of 10-Year Strategy Goal Two Action Items:

- **(G2-A) Cohesive Strategy** –Cohesive Strategy needs to be finalized, released and applied.
- **(G2-B) Fire Management Planning (FMPs)** – All agree on the value of FMPs in order to reintroduce fire as a management tool on a landscape basis. Questions over national level commitment to their implementation were raised.
- **(G2-C) Internet Clearinghouse for Fuels Assistance** – Idea is strongly supported, but only spotty regional/state success to date. Very important to continue support.
- **(G2-D) Fire Regime Condition Class** – Agreement on need. The developing system is a good start. It needs to be ongoing and endeavor to be accessible by as many as practicable, with national guidance on interpretation and implementation. Needs to recognize/accept finer scale data where it exists and apply it across all lands.
- **(G2-E) Fuel Reduction Project Selection Process** – This action is key to the success of the 10-Year Strategy, with many feeling the collaborative prioritization process is not happening fully. More collaboration was experienced for projects on non-federal/tribal lands, than on federal lands. Differing treatment targets / budget cycles hinder coordination. Process needs alignment with landscape, inter-agency, multi-party planning and CWPPs project priorities where CWPPs apply.
- **(G2-F) Assess policies/processes (HFI)** –Lack of agreement on whether HFI is helping or hindering the 10-Year Strategy move forward. Pre-HFI assessments undertaken were not collaborative and there have been no concerted assessments of state regulations. If further assessments or changes are pursued, apply the 10-Year Strategy collaborative framework to evaluate / review processes (NEPA, ESA, HFI, states, etc.) to date.

#### Next Steps to Improve Reduction of Hazardous Fuels

- A. Fire Management Plans (FMPs)** – Pursue policy adjustments that foster collaboration on FMP development, provide greater recognition of fire as a management tool, encourage alignment of FMPs with CWPPs and Land/Resource Management Plans and improve local-level monitoring of FMPs. Use collaborative framework to construct appropriately scaled review panels to evaluate FMPs.
- B. Greater Transparency** - All levels of government should strive for transparency in fuel project selection by making data such as FRCC mapping, and out-year planning priorities available to the public in a timely manner. The Internet and other digital media provide good mechanisms for evaluating proposed projects for strategic placement.
- C. Fuels MOU** – Provide guidance to the fuels MOU to help guide collaborative fuel project selection processes and structures.
- D. Project Prioritization** - Through a state-level, multi-jurisdictional, collaborative body, priority should be given to projects that are an outcome of a CWPP as required by law. Assessment of risk and landscape management objectives should also be considered as priority factors in project selection.
- E. Pursue Cost Efficiencies** – Pursue policies and actions that will support a utilization infrastructure in order to reduce treatment costs (e.g., large-scale stewardship contracting) and optimize benefits to communities. Consider a cost-efficiency criterion in fuel project selection processes.

## **GOAL THREE: Restore Fire-Adapted Ecosystems**

**Summary of FHAC Survey Responses:** There is overall agreement that implementation of Goal Three has been poor. In part, the reasons for this include: a) the compelling need for agencies and stakeholders to focus their full attention on Goals One and Two; and, b) confusion over the intent of Goal Three and of the terminology used therein. Goal Three was included in the 10-Year Strategy to represent the consensus among the parties that restoration is vital to improving forest health. However, the unclear intent and language in Goal Three of the 10-Year Strategy reflects the fact that in 2001-2002, there was not consensus about how to proceed with forest ecosystem restoration. The policy context in 2004, as the FHAC reviews the accomplishments to date, is considerably changed. Additional detail is needed now to create new and clearly defined action items for Goal Three. The FHAC looks to Western Governors for leadership to develop a restoration strategy that builds on the progress already achieved on Goals One and Two.

### Evaluation of the 10-Year Strategy Goal Three Action Items

- ***(G3-A) Post-fire Rehabilitation Training*** – Training has been completed for federal land managers, but needs to be extended to state, private and other forest landowners/managers.
- ***(G3-B) Post-fire Rehab and Restoration Research*** – The action item did not differentiate between rehabilitation of burned areas and the restoration of forest ecosystems in both burned and unburned areas. There has been more progress on burned area rehabilitation than forest ecosystem restoration.
- ***(G3-C) Restoration Project Selection Process*** - Pivotal item for successful restoration efforts, but current efforts not meeting mandate. Progress would be positively influenced by the development of a clear implementation strategy as outlined below.

### Next Steps to Improve Restoration of Fire-Adapted Ecosystems

WGA should convene a national working group of state and federal agency experts, as well as other partners, to develop and complete a new set of action items for Goal Three by Fall 2005. This effort should provide a conceptual framework for restoration and address planning, technical assistance, tools, and priority setting. Specific objectives for the Restoration Working Group could include the following:

- A) Define what is meant by “Restore Fire Adapted Ecosystems.” Using the goal statements and actions in both the 10-Year Strategy and Implementation Plan, define what is intended by “pre-fire restoration of fire-adapted ecosystems” and “post-fire rehabilitation and recovery of fire-adapted ecosystems.” Useful definitions and concepts can be found in reports such as “Guiding Principles for Forest Ecosystem Restoration and Community Protection” (Arizona Forest Health Advisory Council, Campbell *et al.*).
- B) Develop a new articulation of G3-B to clearly differentiate between forest ecosystem restoration and post-fire rehabilitation so that progress can be tracked for each item.
- C) Develop a new articulation for G3-C so that progress is made in developing a conceptual framework for forest ecosystem restoration, from which an implementation strategy for site-specific implementation can be derived and maintained. Both project and landscape scales have to be considered and local agreement on desired future conditions at the project level is an essential policy item. Beyond small-scale prescribed

- fire applications, this strategy needs to explore the reintroduction of ecosystem-scale fire into fire-dependent ecosystems.
- D) Consider how to promote reintroduction of natural fire regimes over the majority of forested areas as a strategy for improving forest health and reducing fire hazard and suppression costs. Investigate the removal and utilization of stems and biomass necessary to promote suitable desired future forest conditions and promote opportunities for local communities to benefit from restoration work, manufacturing and power generation.
- E) Consider how to encourage agency work on Land/Resource Management Plans and their associated Fire Management Plans that explore and promote wildland fire use. This should include consideration of adjacent communities, airsheds, EPA non-attainment areas, regional haze parameters and other recreational/quality of life issues.
- F) Consider how to evaluate all proposed land management actions with respect to whether they advance the goal of restoring fire-adapted ecosystems. Not all actions will, or should be targeted toward restoration, but actions that move away from restoration should only be carried out where there is a compelling need (e.g., thinning near wildland-urban interface in an area that would naturally be susceptible to stand-replacing fire) or legally binding objectives (e.g., protection of culturally-significant sites or habitat for endangered species).
- 
- 

## **GOAL FOUR: Promote Community Assistance**

Summary of FHAC Survey Responses: Goal Four must be given the same emphasis Goals One and Two have received in order for its action items – and the 10-Year Strategy as a whole – to be accomplished. Significant advances have been made in sharing information on new technologies for small-diameter utilization (SDU), but communities often lack the capacity and infrastructure needed to successfully utilize them. Inadequate investment in related training and technical assistance, and a lack of financial incentives and funding for programs to enable SDU implementation have stalled progress.

### Evaluation of 10-Year Strategy Goal Four Action Items

- **(G4-A) Internet Clearinghouse for SDU Assistance** - Site has good information on SDU options and available technical help. Lack of financing for SDU has stalled progress.
- **(G4-B) Improve Procurement, Contracting, Grants and Agreements** - Community/contractor capacity, local benefits, cost factors, merchantability standards, and use of grants and agreements all need more attention. There is an over-reliance on stewardship contracting as an implementation tool, given that there is not consistent contractor / agency ability and willingness to use this tool.
- **(G4-C) Sustainable Livestock Practices & Wildfire** – No progress apparent at this time. Because grazing effects are very site-specific, difficulties arise in determining when/where/how grazing practices increase or diminish wildfire risk.
- **(G4-D) Local Fire Ordinances & Planning** – Unclear on level of progress on this urgent issue. Action must occur primarily at the local level.

- **(G4-E) Wildland Urban Interface (WUI) Definition and Prioritization** – Provisions in the Healthy Forests Restoration Act provide one approach to accomplish this goal through Community Wildfire Protection Plans (CWPPs). Maintaining local flexibility is critical.
- **(G4-F) WUI Community List** - Lists should be maintained, as needed, at the state level.
- **(G4-G) Improve SDU Material Technical Assistance** – Successful models exist, but assistance services are not widely available. Elimination of the Forest Service’s Economic Action Program (EAP) worsens the situation.
- **(G4-H) Firewise Promotion** – The program is popular and successful. Firewise programs should be incorporated into CWPPs.

#### Next Steps to Improve Promotion of Community Assistance

- A. Building Local Implementation Capacity** – Western governors should work to engage/convene a national process that includes federal agencies, Congressional representatives and stakeholders to secure support for forest-based economic development and local capacity to meet the goals of the 10-Year Strategy. Objectives of this effort should include:
  - 1) Developing an alternative to the EAP and other related authorities; and,
  - 2) Addressing critical weaknesses in community capacity that now significantly hamper accomplishment of Goals One, Two and Three.
- B. Stewardship Contracting Collaboration** - To improve the effectiveness of stewardship contracting, the input of agency field and contracting personnel, communities, contractors, and others should be sought by the agencies to ensure training and technical assistance meet existing needs. Training should emphasize the use of the full range of stewardship authorities to carry out comprehensive forest ecosystem restoration projects, not just hazardous fuels reduction.
- C. Increased Use of Grants / Agreements** - The Forest Service and BLM should make more use of grants and agreements to accomplish land management goals while simultaneously delivering community assistance.
- D. Small Diameter Material Utilization** - Continued pursuit of consistent supply is needed to attract entrepreneurs and develop markets. Federal agencies need to improve their capacity to inventory and analyze (species, size, trees/acre, accessibility, etc.) small diameter material, establish realistic costs for its removal, and revise merchantability guidelines as necessary to encourage SDU. Local capacity and potential community benefits should be fully considered when designing fuels reduction and restoration projects.
- E. Promote Local Wildfire Codes** – The National Association of Counties, the National League of Cities and the WGA should work to make model fire plans and ordinances widely available as well as encourage states, counties and municipalities to adopt wildfire codes. These tools should be considered for integration with CWPPs.
- F. Engage Insurance Companies** - The Wildland Fire Leadership Council should work actively with the insurance industry to encourage their greater involvement in implementation of the 10-Year Strategy, particularly in the context of local fuel management standards, general Firewise treatments and CWPP requirements relative to reducing structural ignitability.

### **WGA Forest Health Advisory Committee Members**

Lori Faeth (Lead Governor Representative), State of Arizona, Office of the Governor  
Jim Caswell (Lead Governor Representative), State of Idaho, Office of the Governor

ALASKA Jeff Jahnke, State Forester

ARIZONA Steve Campbell, University of Arizona  
Taylor McKinnon, Grand Canyon Trust  
Kirk Rowdabaugh, State Forester  
Thomas Sisk, Northern Arizona University

CALIFORNIA Dale Geldert, State Forester  
Lynn Jungwirth, Watershed Research and Training Center  
Tad Mason, TSS Consultants  
Tom Neslon, Sierra Pacific Industries  
Dan Skopec, Office of the Governor  
Bruce Turbeville, California Fire Safe Council

COLORADO Ron Wenker, Bureau of Land Management  
Greg Aplet, The Wilderness Society  
Joe Duda, Colorado State Forest Service  
Gayle Gordon, Bureau of Land Management  
Jay Jensen, Western Governors' Association  
Paige Lewis, Colorado State Forest Service  
Paul Orbuch, Western Governors' Association  
John Steffenson, Environmental Systems Research Institute, Inc.

IDAHO Todd Brinkmeyer, Plummer Forest Products  
Jay O'Laughlin, University of Idaho  
Jonathan Oppenheimer, Idaho Conservation League  
Peggy Polichio, U.S. Forest Service/Idaho Department of Lands  
Sarah Robertson, U.S. Forest Service

MONTANA Julia Altemus, Montana Logging Association  
Perry Brown, The University of Montana  
Carol Daly, Flathead Economic Policy Center  
Patrick Heffernan, PAFTI, Inc.  
Craig Kenworthy, Greater Yellowstone Coalition  
Tom Kuntz, International Association of Fire Chiefs  
Todd O'Hair, Office of the Governor  
Gordon Sanders, Pyramid Mountain Lumber

NEVADA Steve Robinson, Office of the Governor

NEW MEXICO Arthur Blazer, State Forester  
Rick DeIaco, Director of Forestry, Village of Ruidoso  
Walter Dunn, U.S. Forest Service  
Todd Schulke, Center for Biological Diversity

OREGON Bob Alverts, USGS-BRD Western Regional Office  
Charles Burley, American Forest Resource Council  
Lance Clark, Office of the Governor  
Maia Enzer, Sustainable Northwest  
Sandy Shaffer, Applegate Partnership

SOUTH DAKOTA Paul Riley, Office of the Governor  
Ray Sowers, State Forester

WGA Forest Health Advisory Committee  
Report on The 10-Year Strategy  
November 2004

UTAH	John Harja, Office of the Governor
WASHINGTON	Kay Gabriel, Weyerhaeuser Company
	Don Hunger, Student Conservation Association
	Niel Lawrence, Natural Resources Defense Council
	Pat McElroy, State Forester
WYOMING	Bill Crapser, State Forester
OTHER	Dwight Atkinson, U.S. Environmental Protection Agency
	Paul V. Beddoe, National Association of Counties
	Thomas Brendler, National Network of Forest Practitioners
	Stan Coloff, U.S. Geological Survey
	Mike Long, Florida State Forester
	Jim Mosher, North American Grouse Partnership
	Jeff Hardesty, The Nature Conservancy

F:\FIRE & FOREST HLTH\Advisory Committee\tempe report.final1130.doc