The work group discussed the following themes and is carrying these forward to the Fire Program Review Committee for consideration. Although robust deliberations occurred during the development of many ideas, no specific recommendations were formulated by the work group. The following is a summary of themes discussed.

**Theme 1: The Sustainable Fire Organization**

- The work group discussed the department’s mission to provide for a complete and coordinated wildfire protection system and recognized challenges to meet this mission along with other department operations in State Forests, Private Forests and Administration. It was noted that the Secretary of State is conducting a performance audit on this “fire organization sustainability” topic, anticipated to be completed by July 2016. The results of this audit are expected to inform the agency and the Board of Forestry on possible paths forward.

- Excellent discussions occurred around ensuring a culture of continuous quality improvement to sustain the fire organization: leveraging additional capacity outside the agency, interagency cooperation, engagement of non-traditional landowners, maintaining incident management teams, and funding for the training of non-traditional partners, landowners, forest operators, other agencies and all department personnel.

**Theme 2: Severity**

- The group expressed interest in receiving more information demonstrating the effectiveness of existing severity resources and considered increases to the severity program. It is important to note that severity resources, while difficult to quantify with data as a return on investment, have stopped numerous fires from becoming large. This translates directly into millions of dollars in savings and also significantly enhances long-term sustainability.

- The group discussed the merits of expanding the existing severity program in $500,000 increments, below, as presented by the protection division.

| $500,000: Firefighter contract resources including bulldozers, other heavy equipment, firefighting crews, fire engines and/or overhead move-ups (such as personnel or Incident Management Teams). Can be used to pre-position critical resources and/or be activated in times of peak fire danger and activity. |
| $500,000: An additional Helitack program, tied to the agency key performance measure of a 98% initial attack success rate. This would include both aircraft and personnel for efficient initial attack when fires are small. Located to support northeastern Oregon, but available as a statewide resource as needed. |
| $500,000: Single-Engine Air Tankers (SEATs), also tied to the agency key performance measure of a 98% initial attack success rate, and includes both aircraft and personnel for efficient initial attack when fires are small. Located to support western Oregon, but available as a statewide resource as needed. |
Theme 3: Improvements to the Complete and Coordinated Wildfire Protection System

- The work group discussed several “Future Focus Area” themes identified as critical to sustain the department’s mission to provide for a complete and coordinated fire protection system. Initial attack investments at the local district level, investments in statewide aviation, incident finance support, training, prevention and investments in technology rose to the top as future critical considerations. These themes are detailed in a series of issue papers produced by the work group. There was no consensus for recommending investments in any of these areas at this time.

- **Initial Attack:**
  - Equip and extend training to the “Ready Reserve” of agency and partner, cooperator and landowner firefighting resources
  - Seek expanded capacity in advanced/intermediate fire management capability—both internally and externally.
  - Increase the length of employment for seasonal firefighters to provide additional training and experience in order to develop “well-rounded” firefighters at the intermediate level.

- **Fire Prevention:**
  - Initiate a fire prevention policy refocus to analyze human caused fires, public use restrictions and closures and continue the industrial fire prevention program review.
  - Collaborate with partners on a fire prevention outreach program to increase public awareness through fire prevention media campaigns.

- **Training:**
  - The work group discussed the importance of field training to increase initial attack capability for agency staff as well as a focused expansion of training delivery to cooperators, landowners and other agencies.
  - Funding for other agency divisions, cooperators and partners and landowners by the establishment of a “training fund” to cover fire-related training and equipment costs.

- **Fire Business:**
  - Provide essential fire finance field coordination and statewide support for severity financial tracking, FEMA recovery coordination, fire billings and other agency reimbursement recovery.

- **Aviation:**
  - Provide additional aviation support for workload increases resulting from increased aviation resource investments through the Wildfire Protection Act. These include field coordination, contract procurement and administration, aviation training, resource tracking and emergency incident response.

- **Common Operating Picture:**
  - Continue testing both the Intterra Situation Analyst and FLAMES programs, with a goal to establish one common operating picture. Testing will continue over the 2016 fire season to help determine the most appropriate system.