



Wildfire Crisis Strategy Region 1 Roundtable Summary

Leadership Panel Session: April 20, 2022
USDA Forest Service Employees Roundtable: April 21, 2022
Partners Roundtable: April 22, 2022

INTRODUCTION

The 2020–2021 wildfire seasons highlighted an incredible litany of challenges associated with keeping communities safe and resilient to the impacts of climate change and extreme weather events. This growing wildfire crisis has created the need for a new land management strategy within the USDA Forest Service—one designed to support strategic management and restoration of millions of acres of land in high-risk areas to protect forest health, watershed function, and human infrastructure. The need for increased pace and scale of restoration necessitates approaching challenges holistically and in partnership with Tribal Nations, agency employees, multiple agencies, state and local governments, communities, industries, organizations, and private landowners.

In January 2022, the Forest Service released its [Confronting the Wildfire Crisis Strategy](#) and associated [Implementation Plan](#) (Plan). Under this Plan, the Forest Service will work with partners and interested publics to strategically focus fuels and forest health treatments at the scale of the problem, using the best available science as the guide.

The USDA Forest Service, with the support of the [National Forest Foundation](#), hosted a series of [ten roundtable discussions](#) in the winter and spring of 2022 in support of the agency's effort to gain input on the Wildfire Crisis Implementation Plan. Roundtable conversations with employees and partners are the first of many coordinated engagement opportunities. A separate Tribal Roundtable was convened by the [Intertribal Timber Council](#).



ROUNDTABLE DESIGN AND PURPOSE

The goals of the roundtables were to:

- Share information, goals, and timelines for the 10-Year Strategic Implementation Plan;
- Collect partner and employee input to inform the Plan;
- Provide an opportunity for dialogue among Forest Service leaders and partners to identify key needs and opportunities of the Plan; and
- Gauge ongoing levels of interest and determine ways to leverage that interest and energy.

Each roundtable included three sessions: a two-hour Leadership Panel, during which a group of leaders framed the nature of the wildfire crisis, and two day-long sessions, one with Forest Service employees and one with partners, to offer feedback on the Wildfire Crisis Strategy and Implementation Plan. Please click to view the [agenda](#) and [presentation](#) shared at the Northern Region roundtable.

In addition to the summary of themes provided in this report, the notes captured during roundtable discussions are being shared with (1) appropriate internal agency teams and workgroups and (2) regional Forest Service leadership. Following the conclusion of all ten regional roundtables, the National Forest Foundation will complete a synthesis report that highlights themes from all of the roundtables and recommends process-oriented next steps.

SUMMARY OF LEADERSHIP PANEL

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

- **Leanne Marten**, Regional Forester, Northern Region, USDA Forest Service
- **Monica Lear, PhD**, Director, Rocky Mountain Research Station, USDA Forest Service
- **Tom Claeys**, North Dakota State Forester
- **Jim Durglo**, Intertribal Timber Council Fire Technical Specialist
- **Greg Chilcott**, Ravalli County Commissioner; Chair, Montana Forest Counties Coalition
- **Tom Watson**, Montana NRCS State Conservationist
- **Craig Foss**, Idaho State Forester
- **Chris Cromwell**, Fuels Manager, Bureau of Land Management Idaho
- **Jason Kuiken**, Deputy, Wildfire Risk Reduction Infrastructure Team, USDA Forest Service

Overview of the Wildfire Crisis

Leanne Marten, *Regional Forester, Northern Region*

Each year the severity, frequency, and extent of wildfires is increasing. These roundtables are an opportunity to continue discussions and build partnership to support a massive increase in restoration and fuels treatment throughout Region 1 on all forests and grasslands, no matter whose jurisdiction.

Fire has always been a part of forest and grassland ecosystems, and humans need to learn once again to live with fire as a constructive force rather than the destructive power of catastrophic



wildfires. Lack of management and adequate fuels treatment impacts vegetation, watersheds, and water sources throughout our forests and grasslands. The manyfold increase in the density of ponderosa forests on the Bitterroot National Forest is just one example.

Fortunately, the existing body of solid scientific knowledge can guide treatment and management. Restoration will require all the available tools, including mechanical means and prescribed burning. We need to increase the pace of these treatments, and to do so across boundaries working closely with Tribes, states, private industry, and other partners.

One new tool for coordinated and strategic restoration is the "fireshed" model developed by the Rocky Mountain Research Station. A fireshed is typically around 250,000 acres in size. The goal is not necessarily to treat an entire fireshed but to strategically deploy resources to the lands with the greatest risk and wildfire exposure.

The Wildfire Crisis Strategy and Implementation Plan call for a rapid increase in the pace and scale of treatment, with a goal of treating an additional 20 million acres on National Forest System lands and 30 million acres on Tribal, state, and private lands in ten years. Managers in Region 1 are using several planning tools and databases to treat the "right" places. The following can all be overlays for prioritization: Focused Area Indicators (FAIs), percentage of acres at risk of fire, vegetation, and priority areas identified in state Forest Action Plans.

When considering these and other criteria, landscapes like those in the Kootenai National Forest stand out as places for near-term focus. Now is the time, given that there are available resources for treatment through the Bipartisan Infrastructure Law, Collaborative Landscape Forest Restoration Programs, and the Joint Chiefs' program, as well as through shared stewardship with other federal partners like the Natural Resources Conservation Service (NRCS) and the Bureau of Land Management (BLM).

Addressing this crisis will require cross-boundary, collaborative work. Counties are critical partners but so are all who manage lands, communities, and critical infrastructure. These roundtables are one step in bringing all partners together to build a shared vision of how to achieve common goals.

Rocky Mountain Research Station

Monica Lear, PhD, Director, Rocky Mountain Research Station

The Rocky Mountain Research Station ([RMRS](#)) is committed to working with partners to implement the Wildfire Crisis Strategy and Plan. The core mission of RMRS is to make available the best available science for decision-making and land management. The station has 12 lab locations, including four in the Northern Region, and comprises over 400 staff across seven science programs, and the Aldo Leopold Wilderness Research Station, and the Science Applications and Communication group.



The data, information, and analysis of the Station guides planning and projects before, during, and after fire events. The fireshed model, developed at the Station, has been used to identify the top 200 landscapes at risk. The Potential Operational Delineation (POD) model is being used to consider many values in planning and prioritization, such as ecosystem services, habitat, source-water protection, cultural and heritage resources, and community and critical infrastructure protection.

The Station continues to develop tools to build understanding and social acceptance, such as the Co-Management of Fire Risk Transmission ([CoMFERT](#)) partnership, the Wildfire Research Team ([WiRe](#)), and the Forest Inventory and Analysis ([FIA](#)) program. The [TreeMap](#) tool has been developed to help evaluate wildfire risk to forest carbon. Biochar research is one area of research into uses of forest biomass that serve multiple treatment and economic goals.

As climate change alters the seasons, temperatures, and precipitation patterns, the Station is committed to supporting the integration of climate data into models and decision-making. Likewise, the Station will support the integration of Indigenous Traditional Ecological Knowledge (ITEK) and Indigenous stewardship techniques into planning and implementation by building relationships with Tribal natural resources staff.

Working with Tribal Nations and Communities

Jim Durglo, Intertribal Timber Council Fire Technical Specialist

After decades of lacking sufficient resources for landscape stewardship, some of the new funding streams present a unique opportunity to work with Tribal Nations and communities to restore forests and grasslands.

The Intertribal Timber Council is a nonprofit consortium of over 60 tribes, including Alaska Natives. The Council works with the US Department of Agriculture, the Forest Service, the Bureau of Indian Affairs, private industry, and academia to explore issues and practical strategies for effective stewardship. It is a small organization with an 11-member board that relies on the collective contributions of time and resources of member Tribes.

Relationships are the bedrock of successful projects. Respect, early engagement in planning, and a continuous effort toward effective communication from all sides is necessary. Leadership needs to emphasize and model co-leadership and collaboration with Tribes. Remember that most Tribal engagement is governed by treaties and executive orders, which are nation-to-nation agreements.

Over 56 million acres of land are managed by Tribes in the United States, and almost 19 million of those acres are forested. Tribes manage these lands with the knowledge passed down through countless generations. Tribal Nations have a wealth of place-based knowledge and are committed to being good stewards for future generations. Tribes have unique legal standing and require both formal and informal considerations for consultation.



Regional Perspectives of Wildfire

Tom Claeys, North Dakota State Forester

Greg Chilcott, Ravalli County Commissioner; Chair, Montana Forest Counties Coalition

Tom Watson, Montana NRCS State Conservationist

Craig Foss, Idaho State Forester

Chris Cromwell, Fuels Manager, Bureau of Land Management, Idaho

In North Dakota, like so many places in the western United States, conditions for wildfire are accelerating. Fire suppression, lack of management, and rapid expansion into the wildland urban interface (WUI) contribute to increasingly risky conditions. Scientific knowledge supports the restoration of fire-adapted systems; our collective challenge now is shaping fire-adapted communities and getting used to living with fire. North Dakota continues its own forest planning to prioritize fuels treatment and is ready to work to help share the limited resources with the whole region to address the crisis in the most strategic ways.

Counties are key partners in addressing the wildfire crisis, and the Northern Region of the Forest Service and counties in the region, including the Montana Association of Counties, enjoy a strong relationship. In the past, counties may have looked to the Forest Service as the sole or main party responsible for healthy forests. Perspectives have changed, and counties are very much ready to step forward to share responsibility, resources, and risk to treat hazardous fuels and manage for healthy forests.

This 10-year Strategy and Plan focuses on firesheds and a landscape-scale approach. Collaborative project development will be key, focusing on those lands with the greatest need first. New categorical exclusion authorizations can be used to expedite treatment and restoration projects. It is also important to lean on recent legislation that streamlines the approval of Resource Advisory Councils for the [Secure Rural Schools Act](#) and its associated funding.

In addition to strong partnerships with counties, Montana state government is investing more in collaboration across agencies and with private landowners. Cross-boundary coordination is needed for strategic use of resources within the ever-expanding WUI. The Montana Forest Action Plan is another tool for coordinated planning and governance.

The Department of the Interior (DOI) has a directive to increase staffing in fuels programs by 210%. It will be difficult to achieve this target in current labor markets, but BLM staff in Idaho are focused on capacity building. New funding streams have been established within the DOI for thinning and harvesting, prescribed fire, breaks and control locations, and Shared Stewardship and Good Neighbor agreements. Through the state [Forest Action Plan](#), Idaho is practicing “no boundaries forestry” and is working directly with private industry and landowners to help increase the pace and scale of forest restoration.

Throughout the region it will be important to clear treatment projects through regulatory processes, to implement those already permitted, and to use the new categorical exclusions to



maximize treatment. It is also of critical importance to coordinate treatment planning with firefighting crews to protect infrastructure and firefighters when wildfires do occur.

Wildfire Crisis Strategy and Implementation Plan

Jason Kuiken, Deputy, Wildfire Risk Reduction Infrastructure Team

Jason Kuiken provided an overview of the Wildfire Risk Reduction Infrastructure Team (WRRIT) and its work. In January of 2022, the WRRIT published an updated [10-Year Strategy](#) and [Implementation Plan](#). Broadly, the goals for the Strategy and the Plan are as follows:

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

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

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

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

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

SUMMARY OF ROUNDTABLES

Themes from Breakout Sessions

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

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



- Markets and industry

Equity and inclusion questions were integrated into each topic. Major themes from each breakout session are summarized by topic below.

Science Supporting Wildfire Risk Reduction

Roundtable participants discussed several questions about the availability and use of science to guide fuels treatment and forest restoration. Participants were encouraged to offer examples of the successful integration of Indigenous Traditional Ecological Knowledge (ITEK) into planning, decision-making, and projects. All participants were invited to describe the challenges and opportunities they continue to face in sharing science across scales and jurisdictional boundaries for strategic forest and fuels management.

Framing the crisis and effective communication

- Good science is available to guide management with fire for resilience. The challenge is getting the best information to implementers on the ground and not reinventing the wheel when it comes to applying science and reviewing projects.
- There is a need to invest in broader understanding among publics for the use of fire as a treatment tool. Smoke and extreme fire events have shocked communities, but beware of fear as a motivator, as it does not generally lead to meaningful and sustained changes in behavior.
- It is important to reframe this wildfire challenge as being the same challenge as managing for clean water, healthy communities and economies, and public health.
- Fuels treatment can be reframed as hazardous waste removal, especially for biomass and materials that don't have current commercial value in traditional wood product markets. Lessons can be learned from hazardous waste industry and practices.
- The story of urgency and need for prescribed fire is not being told well. Smokey Bear is one of the country's most iconic and influential public education campaigns, but now we are trying to overcome some of the unintended consequences of that campaign.
- We now need effective messages and skilled messengers that embrace complexity and the long-term nature of the crisis. Uncertainty is a part of the scientific method, and leadership needs to be able to speak effectively to which science sources are used and why.
- Project planning, environmental review, and implementation are not the times for answering landscape-scale science questions. This work needs investment in advance through place-based collaboratives.

Climate change and adaptive management

- Early coordination around goals and science is the basis for collaborative decision-making. This is particularly important considering climate change. We need to look forward together to "skate to where the puck will be."
- Better integrate climate change data into models and decision-making tools. This integration is critical given rapidly changing conditions.



- Managing to reduce fire risk isn't just about fuels treatment. This Region has deep resources in conservation, ecology, and land management. Partner organizations may not have "fire" in their title but are key allies who can help access funding and networks.
- Monitoring—before, during, and after fires—is lacking. Additional monitoring data is needed to make the case for both coordinated action and additional funding.

Staying abreast of emerging science

- It is difficult to keep up with the best available science. Synthesis products from the Rocky Mountain Research Station and partners support efficient and ongoing learning.
- The [Northern Rockies Fire Science Network](#) is a consortium of researchers and managers sharing information and identifying research priorities.
- The Forest Service should invest in accessible databases that make transparent and useable models, datasets, and assumptions.
- Most line officers and managers rely on relationships with fire ecologists in the Region if they know and have access to them.

Working with Indigenous Traditional Ecological Knowledge

- Working with Tribes requires time and investment in relationships. Rather than "integrating" traditional knowledge and wisdom, lead together and learn together.
- Some examples of work with Tribes include the following:
 - The Kootenai National Forest is fortunate to have strong working relationships with the Kootenai Tribe of Idaho (KTOI) and the Confederated Salish and Kootenai Tribe (CSKT). The Forest meets regularly with both Tribes both formally and informally, with engagement in projects from concept, design, implementation, and monitoring.
 - The Nez Perce-Clearwater National Forest (Idaho) has signed a Good Neighbor Agreement with the Nez Perce Tribe which will pave the way for additional collaborative work in Region 1.
 - The Custer-Gallatin National Forest included effective consultation during their Forest Plan development.
 - The Flathead National Forest has coordinated with adjacent Tribal communities on ponderosa forest management.
 - The Joint Chiefs partnership supported collaborative work on the Kootenai National Forest, where Tribes and partners worked with the Forest Service to tell the story of firesheds, fuel loads, and treatments with an all-lands approach.
- One Tribal liaison in the Region is not enough to support effective consultation.
- Line officers could use guidance on how to work with Tribes on protecting cultural and heritage resources without sacrificing privacy and knowledge of sites.

Information sharing and gaps

- The Forest Service should consider simplifying entry of data into the Forest Service Activity Tracking System (FACTS) so that states and partners can help update and manage it. It does require GIS competency and resources.



- It is important to share success stories to build trust and support.
- More information is needed on the different impacts of smoke from prescribed fire versus extreme wildfire events.

Outcome-Based Prioritization and Metrics of Progress

During the kickoff session, the Leadership Panel described an ongoing challenge: the lands with the greatest need are not treated for fuels reduction. Rather, lands that are accessible and available for treatment receive project investment. Participants were invited to discuss more effective and efficient ways to work across boundaries to prioritize and treat the areas that will result in the greatest reduction in risk of catastrophic wildfires. Participants were also encouraged to offer examples and models for monitoring both to identify lessons and to maintain treatment goals.

Work early with partners for holistic and long-term approaches

- Shared visions and goals are the foundation of successful partnership. Coordinate early.
- Community Wildfire Protection Plans ([CWPPs](#)) can be effective tools for planning and coordination, and should be used more extensively.
- Invest in tools that help decision-makers visualize the benefits and results of treatment.
- Find effective ways to communicate successes and wins.
- Give more attention to cross-boundary, holistic approaches to treat landscapes rather than “random acts of conservation.” This requires large-scale and long-term focus.
- Increase partnerships with neighbors and all partners to ensure a shared vision.
- Avoid reinventing the wheel; build on the foundations of place-based collaboratives that have already invested in shared learning and planning.

Be creative overcoming boundaries

- Work with state departments of environmental quality to adjust air quality regulations and monitoring to allow for more prescribed burn windows.
- Many barriers are internal; the Forest Service needs to fearlessly and thoroughly examine its policies, procedures, and culture and be willing to change.

Clarify goals and definitions of underserved communities

- It is not clear who “underserved communities” are and how best to identify and engage them. National definitions often don’t fit well with rural contexts. Clear definitions as well as guidance for engaging underserved communities is needed to inform prioritization.
- An inclusive list of values (like public health, air quality, impacts of treatments, impacts of wildfire, impacts of agricultural burning) is critical when determining prioritization and sequencing.
- The Region is well practiced in working with larger land agencies and operators, but historically has had challenges working with the diverse range of smaller parcels.
- All prioritization needs to be viewed through a lens of equity and with the goal of serving all communities. This requires regional perspectives and approaches.



Invest in information processing and sharing with partners

- A range of planning tools are available; however, models need to be ground-truthed and databases need constant updates for current conditions.
- Develop metrics for resilience that track a wide range of land management and community values (beyond board feet and acres treated).
- LiDAR and other remote sensing tools are effective, but we need partnerships to share the costs of acquiring, managing, analyzing, and updating information.
- Wildfire resilience and climate metrics need to not only be measured but also incorporated into forest health and management targets.
- Share data more effectively across Forest Service regions.

Cross-Boundary Partnerships

With a rich history of collaborative stewardship, roundtable participants in the Northern Region offered rich feedback on the efficacy of different mechanisms and processes used to integrate fuels treatment and forest restoration on Tribal, National Forest System, state, and private lands.

Use existing visions and tools to support successful cross-boundary approaches, such as:

- Forest Action Plans
- Agency efforts in Montana and Idaho to form leadership groups on air quality management policy and systems.
- Working with the Nez Perce Tribe and the Lolo National Forest on prescribed burning.

Build upon place-based collaboration

- Build on existing relationships and networks like the [Montana Forest Collaboration Network](#), [Idaho Forest Restoration Partnership](#), and the [Montana Watershed Coalition Council](#).
- Seed place-based collaboratives where they don't yet exist.
- Think outside the box, such as the development of regional hazardous mitigation plans that incorporate smoke and wildfire threats into local and regional plans and emergency response.
- Key barriers to effective cross-boundary work include the following:
 - Partner match requirements impede transfer and use of funds across boundaries.
 - Getting Forest Service agreements in place is frequently cumbersome and time consuming.
 - Nontraditional wood products and forest materials don't "pay their way off" the landscape.
 - The Forest Service and partners are competing for the same limited workforce.
 - An aging (and shrinking) workforce means loss of institutional knowledge and relationships.

Next steps for improved cross-boundary work

- Develop an incident command team type of structure for wildfire strategy and coordination.



- Utilize near-term funding sources such as the Montana Forest Action Plan and Bipartisan Infrastructure Law.
- Address deadlocks in environmental review, permitting, and project approval.
- Get better at speaking to complexity and uncertainty—and how science and management information can be well grounded and supported despite such complexity and uncertainty.
- Reduce and remove internal and systemic barriers to utilizing existing tools like Joint Chiefs, the Tribal Forest Protection Act, and Good Neighbor Authority.

Workforce Capacity

The Leadership Panel identified a critical set of challenges regarding adequate resources to collect and process fuels and forest products. Participants were invited to identify the key workforce skills needed to accelerate treatment and different models for meeting these workforce needs within the Forest Service and beyond with expanded capacity among partners.

Key constraints to expanding and maintaining a workforce

- Housing costs and low inventory are major challenges to recruiting employees, particularly in the rural West.
- Extended fire seasons and seasonal workforce timelines do not match up.
- There is a rapid loss of institutional knowledge through retirement.
- Restoration workforces need some assurance of long-term employment and benefits.
- Hiring processes are cumbersome and time consuming.
- Qualifications, requirements, and classifications can be out of date or unnecessarily rigid, making it difficult to hire the right candidates.

Key knowledge and workforce skills needed

- Fuels crews, burn bosses, and better training across disciplines
- Modeling, air quality, meteorology
- Forest product innovation and development
- Fire ecologists, restoration ecologists
- Social scientists and science communicators
- Processing infrastructure equipment operators

Ideas for expanded recruitment

- Leverage job corps programs.
- Can inmate workforces move beyond fire to fuels reduction?
- Contract NEPA work to outsource and diversify resources for environmental review.
- Work with colleges and universities to create a long-term training, recruitment, and job creation initiatives, such as the new University of Idaho Wildland Fuel and Fire Technology Associates Degree.
- Engage Tribal colleges and agencies.
- Recruit from local high schools and technical programs.
- Offer more per diem for relocating, especially in housing-scarce and high-cost communities.



- Build RV infrastructure and other seasonal or temporary housing options for Forest Service employees.
- Don't forget all the work done in last 1.5 years on the Workforce Investment Strategy (WIS) in the region. The WIS is an effort to look at the investments the region has made to date, compare them to current and anticipated future work and the skills and knowledge needed to accomplish the work, and then explore opportunities to strengthen or change investments on workforce development. As part of WIS, Region 1 conducted a gap analysis to determine abundance and gaps in skills needed to complete the Regional Program of Work. Please use this valuable analysis!

Markets and Industry

Another critical challenge identified is the lack of sufficient infrastructure to treat the by-products of restoration (e.g., small-diameter and commercial material, biomass) as well as the diminished markets that support the development of this infrastructure. Participants were invited to describe the state of the forest products markets and infrastructure across the region and identify strategies to increase the processing of fuels removed from forested lands.

Robustness of industry in the region

- Having a long-term, predictable, consistent supply of timber and commercial product is critical to future industry investment.
- This region still has a greater range of mills and infrastructure than most, despite decades of diminishing resources.
- Some versions of subsidy and loan programs are likely required to spur innovation and investment.
- Forest Action Plans are important places to promote industry and markets but take time to develop.
- One important metric of success is the extent to which industry partners are able to achieve innovation and invest in new infrastructure.
- Tax credits for biomass and carbon markets are rapidly expanding markets.
- Pallet production is an area ripe for expansion: The United States should not be importing pallets but rather producing them here within our region and communities.
- Like the public sector, the private sector is facing big challenges in terms of available workforce, with the high-cost and low-inventory housing market contributing to the challenge.
- Revolving loan funds are a good tool to encourage private investment.
- The Tribal Forest Protection Act and the 638 Authority under the Tribal self-determination law are underutilized for helping Tribes innovate and expand markets.
- Reinitiate discussions about cogeneration and engaging public utilities in alternative fuels development.



- Non-governmental partners can help aggregate different funding sources, especially for smaller, non-traditional product markets.



APPENDIX A

Wildfire Crisis Strategy Region 1 Roundtable Participating Forest Service Employees

Approximately 108 employee representatives were invited by the region to participate in this roundtable. A total of 74 employees attended this virtual event, held over Zoom. The participants represented a broad range of Forest Service units and staff/program areas from across the region.

Forest Service Unit (RO, Station, Forest)	Staff Area or Program
Beaverhead-Deerlodge National Forest	Supervisor's Office
Beaverhead-Deerlodge National Forest	Wildlife
Beaverhead-Deerlodge National Forest	Fuels
Beaverhead-Deerlodge National Forest	Fire, Fuels & Fleet
Beaverhead-Deerlodge National Forest	Public Affairs Officer
Bitterroot National Forest	District Ranger
Bitterroot National Forest	District Ranger
Custer Gallatin National Forest	Fire/Fuels
Custer Gallatin National Forest	Beartooth Ranger District
Custer Gallatin National Forest	Forest Supervisor
Custer Gallatin National Forest	Line Officer
Custer Gallatin National Forest	Services
Custer Gallatin National Forest	Bozeman Ranger District
Dakota Prairie Grasslands	Grassland Supervisor
Dakota Prairie Grasslands	Fire Management
Dakota Prairie Grasslands	Public Affairs/Tribal Relations
Dakota Prairie Grasslands	Medora Ranger District
Flathead National Forest	District Fire/Fuels
Flathead National Forest	District Ranger
Flathead National Forest	Forest Supervisor
Flathead National Forest	Public Affairs
Flathead National Forest	District Ranger
Helena-Lewis and Clark National Forest	Helena Ranger District
Helena-Lewis and Clark National Forest	Forest Supervisor
Helena-Lewis and Clark National Forest	Operations staff



Helena-Lewis and Clark National Forest	District Ranger
Idaho Panhandle National Forests	District Ranger
Idaho Panhandle National Forests	Forest Supervisor
Idaho Panhandle National Forests	Deputy Forest Supervisor
Idaho Panhandle National Forests	Fire/Fuels
Idaho Panhandle National Forests	Ecosystem
Idaho Panhandle National Forests	Vegetation Management
Idaho Panhandle National Forests	Shared Stewardship
Kootenai National Forest	Forest Supervisor
Kootenai National Forest	District Ranger
Lolo National Forest	Forest Supervisor
Lolo National Forest	District Ranger
Lolo National Forest	District Ranger
Nez Perce-Clearwater National Forests	Fire Ecologist
Nez Perce-Clearwater National Forests	Fire
Nez Perce-Clearwater National Forests	District Ranger
Nez Perce-Clearwater National Forests	Vegetation/Timber
Northern Regional Office	Forest Management
Northern Regional Office	Renewable Resources
Northern Regional Office	Ecosystem Assessment and Planning
Northern Regional Office	State & Private Forestry: Tribal Relations
Northern Regional Office	Fire
Northern Regional Office	Renewable Resources Management
Northern Regional Office	Engineering
Northern Regional Office	Regional Forester Team
Northern Regional Office	State and Private Forestry, Forest Health Protection
Northern Regional Office	Ecosystem Assessment and Planning
Northern Regional Office	Regional Forester's Office
Northern Regional Office	Partnerships
Northern Regional Office	Regional Foresters Office
Northern Regional Office	RRM/watershed
Northern Regional Office	Data Governance
Northern Regional Office	Engineering



Northern Regional Office	State & Private Forestry
Northern Regional Office	Public Affairs
Northern Regional Office	Forest Management
Northern Regional Office	Fire
Northern Regional Office	Geospatial
Northern Regional Office	State & Private Forestry
Northern Regional Office	Recreation Lands Minerals Heritage Wilderness
Northern Regional Office	NWTF National Liaison
Northern Regional Office	Grants & Agreements
Northern Regional Office	RRM
Northern Regional Office	Facilities Engineer
Rocky Mountain Research Station	ASD Operations Strategic Planning
Rocky Mountain Research Station	Communication
Rocky Mountain Research Station	Fire, Fuels and Smoke Science (Missoula Fire Lab)
Rocky Mountain Research Station	Water & Watersheds Science Program



APPENDIX B

Wildfire Crisis Strategy Region 1 Roundtable Participating Partner Organizations

Region 1 invited approximately 145 partner representatives to participate in this roundtable. A total of 45 partners attended the virtual events. The participants represented a range of stakeholders and sectors in this region.

American Forest Resource Council	Bureau of Land Management
Department of Environmental Quality	F.H. Stoltze Land & Lumber Co.
Idaho Department of Environmental Quality	Idaho Department of Lands
Idaho Forest Restoration Partnership	Lincoln County
Lincoln County Emergency Management Agency	Montana Department of Environmental Quality
Montana Department of Natural Resources and Conservation	Montana Fish, Wildlife and Parks
Montana Forest Collaboration Network	Montana Logging Association
Montana State Fire Chiefs / Columbus Rural Fire District	Montana Wood Products Association
Montana Department of Agriculture	National Association of Forest Service Retirees
National Deer Association	National Wild Turkey Federation
National Wildlife Federation	North Dakota Forest Service
North Dakota Forest Service	Natural Resources Conservation Service
Pyramid Mountain Lumber, Inc.	Rocky Mountain Elk Foundation
Rural Voices for Conservation Coalition	South Dakota Resource Conservation and Forestry
State of Montana	Stimson Lumber Company
The MITRE Corporation	The Nature Conservancy
University of Idaho	US Fish and Wildlife Service
Wild Montana	

