Engagement Toolkit for Regions and Forests

USDA Forest Service National Wildfire Crisis Strategy and Implementation Plan

Developed by the National Forest Foundation

Contents

National Forest Foundation

Toolkit Overview and Key Resources

In response to the wildfire crisis in the United States, the USDA Forest Service is developing a comprehensive 10-Year Strategic Implementation Plan (Implementation Plan) with employees and partners to support the management and restoration of millions of acres of land toward improved forest health and watershed function and the protection of human infrastructure.

This toolkit will help Forest Service units and other interested parties (e.g., Tribal Nations, State Foresters, local governments) engage with their public and employees to collectively identify key needs and opportunities related to the Implementation Plan. The toolkit contains agenda templates and other resources to design, plan, and host successful meetings. The Washington Office will use meeting notes from these engagements to further refine the Implementation Plan; the meeting notes should be submitted to Rachel Neuenfeldt (rachel.neuenfeldt@usda.gov), Engagement Specialist with the Wildfire Risk Reduction Infrastructure Team.

Meetings hosted by local units can complement the National and Regional Roundtables and help the Forest Service engage more voices, experiences, and perspectives in this process. Even more importantly, locally managed and smaller-scaled conversations can build and strengthen the relationships necessary for success in confronting the wildfire crisis. The more people we can consistently engage in this effort, the better.

Steps to Hosting an Engagement

1. Determine purpose and timing of your engagement and establish a small management team, with clear roles and responsibilities.
2. Use the agenda template to clarify your meeting goals and topical focus, determine time requirements, and identify who to invite. Also refer to the resources for engaging underserved communities.
3. Use the letter and email templates to send meeting and calendar invitations.
4. Before the meeting, assign staff to key support roles: facilitator, presenter(s), note-taker(s), technical support, and any other needed roles.
5. For larger meetings, consider holding a dry run to make sure everyone understands their roles and the flow of the meeting.
6. Use the meeting notes template for note-taking. After the meeting, **please submit notes to Rachel Neuenfeldt (rachel.neuenfeldt@usda.gov)**.
7. Send participants a follow-up email recapping meeting outcomes, thanking them for their time and participation, and sharing next steps.

Suggested Participants

- Employees
- Tribal Nations, local and state governments, and other federal agencies
- Depending on the topical focus of your engagement: partners and stakeholders representing fire protection, local industry and workforce, conservation/environmental interests, science partners from universities and research stations, implementation partners, underserved community members and partners, or others.

Web Resources on the 10-Year Strategy and Plan

- 10-year strategy: Confronting the Wildfire Crisis: A New Strategy for Protecting Communities and Improving Resilience in America's Forests
- Implementation plan
- Confronting the Wildfire Crisis (USDA Forest Service website)
- Wildfire Crisis Strategy Roundtables (National Forest Foundation website)
    - Includes links to National and Regional Roundtable videos, slides, and agendas

Public Engagement Resources

- Public Participation Guide from the Environmental Protection Agency

Meeting Design Checklist

Task	Toolkit Resource	Person Responsible	Due Date	Status
1. Identify a meeting planning committee and hold a planning meeting. Plan to hold 2-3 planning meetings before your event.	Roles and Responsibilities overview		4 weeks before meeting	
2. Clarify meeting goals and refine schedule. Identify presenters.	Agenda template; Roles and Responsibilities overview		4 weeks before meeting	
3. Determine date, time, and location or virtual			4 weeks before meeting	
4. Send a calendar hold for all presenters			4 weeks before meeting	
5. Develop an invitation list	Equity Toolkit; Public Participation Toolkit		3 weeks before meeting	
6. Prepare and send meeting invitations and calendar invitations. It is best if invitations come from leadership. Consider including agenda and discussion questions as attachments. Note: you can turn off the ability to forward invitations in Outlook, if needed.	Email template		3 weeks before meeting	
7. Identify meeting roles: facilitator, note-taker, technical support, etc. If the meeting is in person, make a list of any meeting supplies you will need.	Roles and Responsibilities overview Facilitation Tips and Strategies Note-Taking Tips and Strategies		2 weeks before meeting	
8. Schedule and hold a dry run. Review meeting roles and the flow of the meeting at each step.			1 week before meeting	

9. Provide note-taking materials to note-takers.	Meeting notes templates Note-Taking Tips and Strategies		3 days before meeting	
10. Host meeting. Whether virtual or in person, it is a good idea to arrive 60 minutes early to make sure the room is set up and everything is ready. If virtual, use this time to confirm meeting settings and make sure presenters know how to share their screen. If in person, use this time to arrange seating and set up supplies such as flipcharts, handouts, and technology (laptop, projector, screen, extension cords, etc.).			The day of the meeting	
11. Review and finalize meeting notes. Submit using the links.	Meeting notes templates	Note-taker with facilitator	Within 3 days after meeting	
12. Send a thank you / follow-up email.	Email template		Within 3 days after meeting	

Roles and Responsibilities Overview

Leadership

Leadership could include, for example, District Ranger, Forest Supervisor, or similar. During meeting planning, leadership should help clarify meeting goals and ensure the agenda, invitees, and speakers support those goals. It is recommended that leadership send the meeting invitations. Key leadership roles during the meeting include providing opening remarks to set the context, participating in the discussion, and weighing in on key themes and next steps before the meeting is adjourned. Following the meeting, leadership or the facilitator should send a thank you email and/or meeting summary with next steps.

Tribal Liaisons/Coordinators

If there will be Tribal participation in the meeting, it is critical to engage your Tribal Liaison early and in all stages of the process. For example, the Tribal Liaison should weigh in on how to invite Tribal Nations and communities and how to structure the agenda for Tribal participation.

Partnership Coordinators

Partnership Coordinators should be included in meeting planning to help identify key partners to invite. Partnership Coordinators can also provide input on the agenda and participate in the meeting.

Facilitator

This may be a professional facilitator or other person with meeting facilitation skills. Prior to the meeting, the facilitator should lead or participate in agenda development and meeting preparation and logistics. The facilitator will typically lead the following tasks during the meeting: opening the meeting, reviewing the agenda and goals, managing the meeting flow and transitions, introducing speakers, keeping time, providing instructions to participants, managing participation and queues, tracking and summarizing the discussion, and adjourning the meeting. Following the meeting, leadership or the facilitator should send a thank you email and/or meeting summary with next steps.

Note-Taker

It is best if note-takers are not participants in the discussion so that they can focus their attention on accurate and complete note-taking. After the meeting, the note-taker should clean up the notes and work with the facilitator to ensure the meeting notes provide an accurate summary of the discussion.

Technical Support

For virtual meetings, identify a point person to manage the virtual platform, including tasks such as assigning breakout groups, admitting people to the meeting, screen sharing, and helping participants troubleshoot technical difficulties. For a large or complex meeting, consider assigning multiple technical support staff and conducting a dry run prior to meeting day to clarify responsibilities. If the meeting is in person, identify a point person who knows how to set up and run the audio-visual system (projectors, screens, microphones, etc.) and any virtual or tele-conferencing equipment.

Agenda Template

[INSERT MEETING TITLE]

USDA Forest Service National Wildfire Crisis Strategy and Implementation Plan

[MEETING DAY AND TIME]

[MEETING LOGISTICS: LOCATION OR VIRTUAL MEETING LINK]

Meeting Goals

Wildfires in the United States have been growing in size, duration, and destruction over the past 20 years, reaching crisis proportions in the West. This national emergency calls for decisive actions to protect people and communities and improve forest health and resilience. In response, the USDA Forest Service is developing a comprehensive 10-Year Strategic Implementation Plan with employees and partners to support the management and restoration of millions of acres of land toward improved forest health and watershed function and the protection of human infrastructure.

The goals of this meeting are to [SELECT FROM OR ADD TO THE FOLLOWING]

- Share information, goals, and timelines for the plan.
- Engage employees and partners of the [FOREST SERVICE UNIT] in dialogue to identify key needs and opportunities of the plan.
- Collect input from diverse perspectives to inform the following key areas of the plan: Science Supporting Wildfire Risk Reduction; Cross-Boundary Partnerships; Workforce Capacity; Markets and Industry; Outcome-Based Prioritization and Metrics of Progress. [YOUR MEETING MAY FOCUS ON ONE OR MORE OF THESE TOPICS. ADJUST LIST ACCORDINGLY]

Agenda

Time	Topic	Presenter
15 minutes	Welcome, Introductions, Review Meeting Goals and Agenda What we will do with the input we hear today	Meeting Facilitator and/or Leadership
15 minutes	Context-Setting: Presentation or other remarks	Leadership
30-45 minutes per topic	Discussion of 2-3 topics (depending on time and constituency invited). Discussion questions provided. Topics may include: 1. Science Supporting Wildfire Risk Reduction 2. Cross-Boundary Partnerships 3. Workforce Capacity 4. Markets and Industry 5. Outcome-based Prioritization and Metrics of Progress	Facilitated discussion
BREAKS	*Insert 15 minute or longer breaks as needed between topical discussions. Include at least 15 minutes of break time for every 2 hours of meeting time.*	
15-30 minutes	Recap key themes and next steps Wrap up and adjourn	Leadership

Meeting Materials and Resources

- 10-year strategy: Confronting the Wildfire Crisis: A New Strategy for Protecting Communities and Improving Resilience in America's Forests
- Implementation plan
- Confronting the Wildfire Crisis (USDA Forest Service website)
- Wildfire Crisis Strategy Roundtables (National Forest Foundation website). Includes links to kickoff videos and other materials for National and Regional Roundtables.

Meeting Agreements

1. Be curious – all perspectives and points of view have value.
2. Listen closely – use conversation courtesy and avoid interrupting.
3. Honor time – please be concise with your remarks and make space for others' voices.
4. Electronics courtesy – please use mute when not speaking. Turn cell phones to silent.
5. Be comfortable – take personal breaks as needed.
6. Humor is welcome – but should never be at someone else's expense.

Discussion Questions

Science Supporting Wildfire Risk Reduction

Topics may cover best available science, application of Traditional Ecological Knowledge, use and sharing of data, and challenges and successes of technology.

ALL ROUNDTABLES

1. Is science being used effectively to inform fuels and fire risk reduction? Why or why not? What do you see as current gaps and information needs in the science on fuels and fire risk reduction (for instance, local fire history maps to inform treatments, smoke emissions and prescribed fire, best practices related to streams and fuels work, wildlife mitigations, etc.)?
2. Have you seen successful examples of projects that have incorporated Indigenous and/or Traditional Ecological Knowledge? What made them successful? How might we build on those successes?
3. From your experience, what have you observed about information sharing across communities, agencies, disciplines, and scales (local, regional, national)? What does success look like?

EMPLOYEE ROUNDTABLE (if there is time):

4. How do staff stay abreast of the best available science? What would make it easier for you to engage in and stay abreast of new science? What types of science products do you rely on for this work (e.g., journal articles, General Technical Reports (GTRs), briefs, webinars, other)?

Cross-Boundary Partnerships

Will explore the work of coalitions, levels of support, partnerships.

1. What are examples of successful cross-boundary partnership tools and approaches that we should build on? Where are the gaps?
2. In your experience, what are the barriers (financial, technical, capacity) to engaging underserved communities in cross-boundary planning or management implementation? What resources are needed to increase engagement and inclusion of these communities?
3. In many states, the Forest Service is working closely with Tribal, state, and local governments and partners to move forward on Shared Stewardship. How can the 10-year plan build on the foundation of Shared Stewardship or other regional/national efforts to advance forest resilience at larger scales?
4. What process or policy barriers to cross-boundary partnerships have you encountered that could impede progress in addressing forest resiliency and wildfire risk?
5. If you were in charge, what would be the first action you would take regarding cross-boundary partnerships to most effectively address forest resiliency and fire risk?

Workforce Capacity

Will explore what it means to build and sustain an inclusive workforce, ways to work together, and coordination (internal and external):

EMPLOYEE ROUNDTABLE:

1. What key workforce skills and knowledge are needed for fuels reduction work within the Forest Service? (If there is time/interest, can discuss what is needed from partners).
2. How might we ensure our workforce is well positioned to engage and support underserved and socially vulnerable communities (including tribal communities) as we implement the 10-Year Wildfire Crisis Strategy?
3. What are the major constraints around Forest Service workforce capacity (numbers, training, skills, support, interest)?
    a. How is your Forest/Region/Unit working to overcome these constraints?
    b. Are there existing training and workforce development programs we should leverage?
4. What tools can the agency use to help address these capacity constraints? (Examples may include use of the Enterprise model to bring in additional capacity as needed or using a surge capacity workforce model to expand the Forest Service workforce in response to the wildland fire crisis.)
5. What are the benefits and drawbacks to mobilizing the wildland fire suppression workforce to help address issues of capacity around fuels reduction work? Should we mobilize this workforce?

PARTNER ROUNDTABLE:

1. What are key workforce skills and knowledge that are needed for fuels reduction work within your industry/agency/organization? (If there is time/interest, can discuss what is needed from the agency.)
2. How might we ensure our workforce is well positioned to engage and support underserved and socially vulnerable communities (including Tribal communities) as we implement the 10-Year Wildfire Crisis Strategy?
3. Where does your industry/agency/organization fit in this discussion of capacity? What major constraints are you facing around workforce capacity (numbers, training, skills, support, interest)?
    a. How is your industry/agency/organization working to overcome those constraints?
    b. Are there existing training and workforce development programs you are leveraging?
4. How can the Forest Service help to address these capacity constraints? Where does the agency need to focus in order to be helpful in this fuels reduction work?

Markets and Industry

Will explore current market capacity and room for innovation.

1. How robust are forest markets and processing infrastructure in your area? (Think traditional, small-diameter, non-traditional forest products, and wood innovation like biochar and nanotech.)
2. What are the challenges to healthy traditional and innovative forest products markets in your area? How can we overcome these challenges?
3. What opportunities are there to expand market potential and access to these markets in Tribal and underserved communities? What would be critical to making these efforts successful?
4. How might the Forest Service and partner agencies/industries/organizations work together to grow markets and market potential? Who needs to be a part of this conversation that may not traditionally have been involved?

Outcome-Based Prioritization and Metrics of Progress

Will explore how we achieve landscape scale outcomes, tools, timing, and coordination.

1. What approaches are you using to prioritize treatments on your landscape? How are Tribes, local/state governments, and partners involved? What is working well, and what additional support do you need?
2. In your prioritization processes, how have the needs of underserved and socially vulnerable communities (including Tribal communities), and the impacts on these communities, been considered? How might we continue to consider and address these needs and impacts as we move forward?
3. What planning tools are you currently using or interested in using, and why (e.g., scenario planning, PODs analyses, community network mapping, or other approaches)?
    a. Are you using advanced technology (e.g., remote sensing and LIDAR) to assess conditions? Are there technologies you would you like to use but lack access to?
4. In prioritization efforts, we are currently looking at how to incorporate risk to communities, water supplies, and water infrastructure. Will also identify critical ecological values, ecosystem services, economic values, cultural and historic significance, and areas of social importance.
    a. What's missing? Other values or needs?
5. Are there examples of large-landscape metrics and monitoring systems that you think are successful? What makes them successful?

Watersheds and Headwaters Protection

1. What are the opportunities with the new 10-year strategy to improve the public's water supply and resilience to wildfire risk? What are successes we can build on, and what are the key gaps that need to be addressed?
2. How can partners, including the Forest Service, work with water utilities, cities, and other downstream water users to improve resiliency? How can partners identify agency authorities and connect work across sectors; i.e., take a "systems approach" to this work (e.g., eliminate silos between wildlife, climate, water, fire, forestry, recreation, etc.)?
3. What are the key process or policy barriers that you have encountered that could impede efforts to protect headwaters from wildfire risk? What are your ideas/recommendations to overcome those barriers?

Email Templates

Invitation Email

Note: Tailor the following language to your audience (for example, employee, partner, or both). It is a good practice to use the same the language and attachments in the email and calendar invitation.

Dear Partner/Employee:

Wildfires in the United States have been growing in size, duration, and destruction over the past 20 years, reaching crisis proportions in the West. This national emergency calls for decisive actions to protect people and communities and improve forest health and resilience. In response, the USDA Forest Service is developing a comprehensive 10-Year Strategic Implementation Plan with employees and partners to support the management and restoration of millions of acres of land toward improved forest health and watershed function and the protection of human infrastructure.

While we have already held a regional roundtable (see the National Forest Foundation's Wildfire Crisis Strategy Roundtables webpage for more information), we would like to hold an additional discussion about this important topic.

You are invited to a meeting hosted by [INSERT HOST ORGANIZATION] to share your experiences and perspectives regarding forest resiliency and wildfire risk reduction. The outcomes of this meeting will be shared with the Forest Service's Wildfire Risk Reduction Infrastructure Team to inform the Implementation Plan.

Meeting Information
[MEETING DAY AND TIME]
[MEETING LOGISTICS: LOCATION, REGISTRATION LINK, OR VIRTUAL MEETING LINK]

The goals of this meeting are to

- Share information, goals, and timelines for the plan;
- Engage employees and partners of the [FOREST SERVICE UNIT] in dialogue to identify key needs and opportunities of the plan; and
- Collect input from diverse perspectives to inform the following key areas of the plan: Science Supporting Wildfire Risk Reduction; Cross-Boundary Partnerships; Workforce Capacity; Markets and Industry; Outcome-based Prioritization and metrics of progress. [YOUR MEETING MAY FOCUS ON ONE OR MORE OF THESE TOPICS. ADJUST LIST ACCORDINGLY]

We value your expertise and perspective, and we sincerely hope you will be able to attend this event. If you have any questions, please contact [NAME, EMAIL ADDRESS].

Sincerely,
[NAME, SIGNATURE]

Follow-up Email

Dear Partner/Employee:

Thank you for attending our meeting and sharing your perspectives on the Forest Service's [10-Year Strategic Implementation Plan].

We will send the input we collected during the meeting to the Forest Service Wildfire Risk Reduction Infrastructure Team to inform the Implementation Plan.

[OPTIONAL: INCLUDE A MEETING SUMMARY, WHETHER HIGH-LEVEL OR MORE DETAILED. THIS IS A BEST PRACTICE AND HELPS PARTICIPANTS SEE THAT THEIR INPUT WAS HEARD AND RECORDED ACCURATELY.]

[INSERT ANY ACTION ITEMS FOR YOUR UNIT/PARTNERS IDENTIFIED DURING THE MEETING]

Sincerely,
[NAME, SIGNATURE]

Presentations

Visit the National Forest Foundation's Roundtable website to download presentation slides from the National and Regional Roundtables.

Invitation Criteria and Lists

Criteria for invitations

Consider the following when compiling invitation lists:

Invited employees should adequately represent the full breadth of this work: line officers, specialists, grants & agreements, contracting, partnerships, scientists, tribal relations, human resources management, etc. Invited participants should be those who have experience in not only fuels and fire risk reduction efforts but large-scale efforts and growing capacity/scale.

Partner invites should mirror the scope/scale of employees but it is wise to ensure that the following are included, as appropriate to the specific context: Tribal Nations, local and state governments, other federal agencies, and partners and stakeholders representing fire protection, local industry and workforce, conservation/environmental interests, science partners from universities and research stations, implementation partners, underserved community members and partners, or others.

Facilitation Tips and Strategies

Key Points

- The facilitator's role is to:
    - Manage time.
    - Work for broad participation.
    - Assist and support the conversation. Use a light touch.
    - Help everyone do their best thinking.
    - Focus participants on recommendations.
    - Track and summarize key themes and points.
    - If using breakout groups, report out to the plenary session.
- The facilitator should remain neutral. Avoid acting as a subject matter expert or providing commentary on participants' ideas.
- If using the discussion questions provided in this toolkit, try to get through all the them, but don't force it. If an early question inspires an engaging conversation, it is fine to spend more time there. It can deflate the group to move on too quickly.

Introductions and Getting Started

For small groups, you may start by asking everyone to briefly introduce themselves. Starting with a round robin is a great way to get people engaged from the start. Introduce yourself succinctly (name, organizational affiliation) and in doing so model how you would like others to introduce themselves.

For larger groups, live introductions may take too much time from the discussion. You can ask people to say their name and affiliation before they make a comment, and/or you can have people introduce themselves in the Chat.

If using the discussion questions provided in this toolkit, or other discussion questions, It is helpful for participants to see the questions on the screen, or on a handout if the meeting is in person. You can copy and paste the questions into the chat, or share on a slide, whatever you prefer.

Making Space for Everyone to Participate

People have different styles and comfort levels for engaging in group discussions. Some tips for encouraging broad participation are:

- Ask people to turn on their cameras in a virtual setting.
- Encourage those who haven't spoken.
    - "Anyone who hasn't shared yet: do you want to offer any thoughts?"
    - "What do others think?"
    - "What have others experienced?"
    - You can also call on people directly, by name. "Linda, we haven't heard from you, I'm curious what you are thinking."
- Encourage participants to complete their thoughts.
    - "Can you say more about that?"
    - "Can you give an example?"
- Use paraphrasing to make sure you (and others) understand.
    - "It sounds like you are saying….. Did I get that right?"

- Be comfortable with silence. Pause for a few seconds before you speak again.
    - You can also give people a minute or two to jot down their thoughts after you ask a question, before you start speaking or call on others.
- Avoid interruptions (by you and by other participants).
- Encourage people to use the chat, especially if you can track it and weave it into the conversation. The note-taker can also copy and paste comments from the chat into the meeting notes. But don't let it become a distraction.
- Keep track of the various lines of thought and make them visible by occasionally summarizing the key themes and points you have heard. This reminds people what has been covered and helps them feel heard.

Virtual or In Person Flipcharting

Some facilitators may wish to take high-level notes on a flipcharts (if in person) or an electronic document shared on-screen. This can be a great tool for transparency and to help visual learners track the conversation. In a virtual setting, it can make it harder for participants to see each other, however.

Meeting Agreements

The Meeting Agreements provided in the toolkit are a resource that can help you keep things on track. For example, if someone is dominating the discussion, you can gently remind them that one of our meeting agreements is to honor time and make space for everyone to speak.

Note-Taking Tips and Strategies

Key Points and Logistics

- After each meeting, please clean up your notes for spelling, clarity, and basic formatting.
- Please submit meeting notes to Rachel Neuenfeldt (rachel.neuenfeldt@usda.gov) within seven days of the meeting.
- The Forest Service Wildfire Risk Reduction & Infrastructure Team will use the notes to inform the Implementation Plan.
- It is a good practice to also send a your meeting participants a summary of the meeting. This can be high-level or more detailed.

What to Capture

While you do not need to transcribe the meeting verbatim, it is better to take more detailed notes than you think will be needed for the meeting report. Try to capture the contribution of each speaker in enough detail to convey their perspective and particularly to convey their central point. At minimum you want to make sure that you are capturing the key issues and points. A good way to capture notes is using a bulleted list and starting a new bullet for each speaker/comment.

The key to good note-taking is listening. Pay attention not only to the key points called out by the facilitator, but also to what people are saying and what the core of their concern or comment is. Also track the main focus or thread of conversation.

As a note-taker, it can be difficult to differentiate a speaker's central point from other prefatory and contextual words. This also operates at the level of the group – people may go around and make many side comments, references, and tangents. If you are not sure what the central point or concern is, or if you lose track of the thread, just type what you hear; it often makes more sense later!

Attribution

In general, you will not need to specify who made a specific comment. However there may be cases where it is appropriate, such as when someone offers a specific resource or if follow-up is needed.

Logistics and Staying Focused

Before the meeting starts, open a new document for note-taking. Eliminate distractions by closing any windows that you do not need open during the meeting. It is very easy to get distracted by an incoming email or news alert, and before you know it you have completely missed the substance of several comments. Humans cannot take in more than one stream of information at a time. Also be cautious in attempting to clean up or synthesize comments in real time, as it is easy to lose track of the conversation while doing this. Instead, set aside time after the meeting to clean up your notes.

Cleaning Up and Summarizing Your Notes

It is a best practice to clean up your notes for spelling and clarity immediately after the meeting or within 24 hours, when your memory of the conversation is still fresh. Before you begin cleaning, it is a good idea to save a copy of your raw notes to refer back to if needed.

During the meeting, many note takers save time by using abbreviations, acronyms, and initials for people's names. Your cleaned-up version should convert these types of shortcuts into full words. It is fine to use common acronyms if you write out the full words the first time it appears in your document.

Notes Templates

The following pages are template for taking notes on each of the discussion topics. **For Science and Workforce Capacity, there are different discussion questions and therefore different templates for partners and employees.** For Cross-Boundary Partnerships, Markets & Industry, and Outcome-Based Prioritization, you may use the same template whether your discussion is with partners or employees.

Science Supporting Wildfire Risk Reduction: Discussion with Partners

[ADD MEETING NAME AND DATE]

Topics may cover best available science, application of Traditional Ecological Knowledge, use and sharing of data, challenges and successes of technology.

1. **Is science being used effectively to inform fuels and fire risk reduction? Why or why not? What do you see as current gaps and information needs in the science on fuels and fire risk reduction? (for instance, local fire history maps to inform treatments, smoke emissions and prescribed fire, best practices related to streams and fuels work, wildlife mitigations, etc.)?**

2. **Have you seen successful examples of projects that have incorporated Indigenous and/or Traditional Ecological Knowledge? What made them successful? How might we build on those successes?**

3. **From your experience, what have you observed about information sharing across communities, agencies, disciplines, and scales (local, regional, national)? What does success look like?**

Science Supporting Wildfire Risk Reduction: Discussion with Employees

[ADD MEETING NAME AND DATE]

Topics may cover best available science, application of Traditional Ecological Knowledge, use and sharing of data, challenges and successes of technology.

1. **Is science being used effectively to inform fuels and fire risk reduction? Why or why not? What do you see as current gaps and information needs in the science on fuels and fire risk reduction? (for instance, local fire history maps to inform treatments, smoke emissions and prescribed fire, best practices related to streams and fuels work, wildlife mitigations, etc.)?**

2. **Have you seen successful examples of projects that have incorporated Indigenous and/or Traditional Ecological Knowledge? What made them successful? How might we build on those successes?**

3. **From your experience, what have you observed about information sharing across communities, agencies, disciplines, and scales (local, regional, national)? What does success look like?**

4. **How do staff stay abreast of the best available science? What would make it easier for you to engage in and stay abreast of new science? What types of science products do you rely on for this work (e.g. journal articles, GTRs, briefs, webinars, other)?**

Cross Boundary Partnerships

[ADD MEETING NAME AND DATE]

Will explore the work of coalitions, levels of support, partnerships.

1. **What are examples of successful cross-boundary partnership tools and approaches that we should build on? Where are the gaps?**

2. **In your experience, what are the barriers (financial, technical, capacity) to engaging underserved communities in cross-boundary planning or management implementation? What resources are needed to increase engagement and inclusion of these communities?**

3. **In many states, the Forest Service is working closely with tribal, local, and state governments and partners to move forward on Shared Stewardship. How can the 10-year plan build on the foundation of Shared Stewardship or other regional/national efforts to advance forest resilience at larger scales?**

4. **What process or policy barriers to cross-boundary partnerships have you encountered that could impede progress in addressing forest resiliency and wildfire risk?**

5. **If you were in charge, what would be the first action you would take regarding cross-boundary partnerships to most effectively address forest resiliency and fire risk?**

Workforce Capacity: Discussion with Partners

[ADD MEETING NAME AND DATE]

Will explore what it means to build and sustain an inclusive workforce, ways to work together, coordination (internal and external):

1. **What are key workforce skills and knowledge that are needed for fuels reduction work within your industry/agency/organization? (If there is time/interest can discuss what is needed from the agency).**

2. **How might we ensure our workforce is well-positioned to engage and support underserved and socially vulnerable communities (including tribal communities) as we implement the 10-Year Wildfire Crisis Strategy?**

3. **Where does your industry/agency/organization fit in this discussion of capacity? What major constraints are you facing around workforce capacity (numbers, training, skills, support, interest)? How is your industry/agency/organization working to overcome those constraints? Are there existing training and workforce development programs you are leveraging?**

4. **How can the Forest Service help to address these capacity constraints? Where does the agency need to focus in order to be helpful in this fuels reduction work?**

Workforce Capacity: Discussion with Employees

[ADD MEETING NAME AND DATE]

Will explore what it means to build and sustain an inclusive workforce, ways to work together, coordination (internal and external):

1. **What key workforce skills and knowledge are needed for fuels reduction work within the Forest Service? (If there is time/interest can discuss what is needed from partners).**

2. **How might we ensure our workforce is well-positioned to engage and support underserved and socially vulnerable communities (including tribal communities) as we implement the 10-Year Wildfire Crisis Strategy?**

3. **What are the major constraints around Forest Service workforce capacity (numbers, training, skills, support, interest)? How is your Forest/Region/Unit working to overcome these constraints? Are there existing training and workforce development programs we should leverage?**

4. **What tools can the agency use to help address these capacity constraints? (Examples may include use of the Enterprise model to bring in additional capacity as needed or using a surge capacity workforce model to expand the Forest Service workforce in response to the wildland fire crisis).**

5. **What are the benefits and drawbacks to mobilizing the wildland fire suppression workforce to help address issues of capacity around fuels reduction work? Should we mobilize this workforce?**

Markets & Industry

[ADD MEETING NAME AND DATE]

Will explore current market capacity and room for innovation.

1. **How robust are forest markets and processing infrastructure in your area? (Think traditional, small-diameter, non-traditional forest products, and wood innovation like biochar and nanotech.)**

2. **What are the challenges to healthy traditional and innovative forest products markets in your area? How can we overcome these challenges?**

3. **What opportunities are there to expand market potential and access to these markets in tribal and underserved communities? What would be critical to making these efforts successful?**

4. **How might the Forest Service and partner agencies/industries/organizations work together to grow markets and market potential? Who needs to be a part of this conversation that may not traditionally have been involved?**

Outcome-Based Prioritization and Metrics of Progress

[ADD MEETING NAME AND DATE]

Will explore how we achieve landscape scale outcomes, tools, timing, coordination

1. **What approaches are you using to prioritize treatments on your landscape? How are tribes, local/state governments, and partners involved? What is working well, and what additional support do you need?**

2. **In your prioritization processes, how have the needs of underserved and socially vulnerable communities (including tribal communities), and the impacts on these communities, been considered? How might we continue to consider and address these needs and impacts as we move forward?**

3. **What planning tools are you currently using or interested in using, and why? (e.g., scenario planning, PODs analyses, community network mapping, or other approaches) Are you using advanced technology (e.g., remote sensing and LIDAR) to assess conditions? Are there technologies you would you like to use but lack access to?**

4. **In prioritization efforts, we are currently looking at how to incorporate risk to communities, water supplies and water infrastructure. Will also identify critical ecological values, ecosystem services, economic values, cultural and historic significance, and areas of social importance. What's missing? Other values or needs?**

5. **Are there examples of large-landscape metrics and monitoring systems that you think are successful? What makes them successful?**