

Final Report: Nevada Cohesive Wildland Fire Management Strategy Summit Sept. 29 – Oct. 1, 2015

From September 29th through October 1st 2015, nearly 90 people gathered in Reno, Nevada to chart the future course of the National Cohesive Wildland Fire Management Strategy (Cohesive Strategy) in Nevada. Specifically, the purpose of the Nevada Cohesive Strategy Summit was to convene an inclusive stakeholder group to build familiarity with the Cohesive Strategy, create a stakeholder network, and identify tangible strategic actions for implementing the Cohesive Strategy in Nevada, both in the short-term and long-term.

Participants represented the diversity of the wildland fire community in Nevada; including representatives local, state, and federal agencies; academic institutions; non-governmental organizations; and several coordinating bodies. A complete list of attendees and their affiliations appears in Appendix A. of this report.

DESIRED OUTCOMES

Develop, and prioritize, short-term, strategic actions for implementing the Cohesive Strategy in Nevada; including responsible parties and time frames.

Develop, and prioritize, long-term, strategic actions for implementing the Cohesive Strategy in Nevada; including responsible parties and time frames.

Establish, as necessary, a collaborative body to oversee, monitor, and guide implementation of the Cohesive Strategy in Nevada.

SUMMIT EVENTS

On the first day, after the facilitator called the group to order, Bob Roper Nevada State Forester kicked-off the Summit with opening remarks, and introduced a videotaped message from Governor Brian Sandoval. Following the Governor's remarks, Bill Dunkelberger, Forest Supervisor of the Humboldt-Toiyabe National Forest and Paul Petersen, BLM Nevada, State Fire Management Officer offered remarks of their own emphasizing the timeliness, relevance, and importance of the work planned for the assembled group.

Following opening remarks, the facilitator, Michael DeGrosky of Guidance Group, Inc., covered preliminary items, outlined the process for the Summit, introduced cadre members and discussed logistics. After a short break, State Forester Bob Roper and Paul Petersen, BLM State FMO presented three success stories to illuminate, for the participants, what the Cohesive Strategy might look like on the ground. The success stories included landscape scale fuel breaks on the BLM's Winnemucca District, the Tahoe Fire and Fuels Team (TFFT), and the Living with Fire organization at the University of Nevada- Reno. Throughout the Summit, participants had access to additional success stories in the form of poster presentations, on loan from The Nature Conservancy, on display throughout the Summit venue.

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To help the participants understand not only the origins, but the development history and the current development status of the Cohesive Strategy, the organizers invited Mike Zupko, Executive Manager for the Wildland Fire Leadership Council (WFLC), to present an overview of the strategy. To finish laying the foundation of the assembled group's work, Tom Quigley, of METI, Inc., who had served as Science Co-Lead for the Cohesive Strategy, presented information of both the science underlying the strategy and science tools available.

Prior to wrapping up for the day, the facilitator led the group through a process of self-selecting one of three work groups corresponding to the three tenets, or goals, of the Cohesive Strategy (Fire Adapted Communities, Resilient Landscapes, and Safe and Effective Wildfire Response.) Before departing for the day, the facilitator organized participants by work group, assigned them a facilitator to assist them in their work, and identified a dedicated breakout facility in which they would work. A fourth group, made up of members of the Summit Organizing Committee, took on a specific, overarching issue – the establishment of a collaborative oversight body to serve as the custodian of the planned 2015 Nevada Cohesive Strategy Summit Action Plan. That evening, participants attended a social gathering intended to allow them get to know one another, develop rapport, relax, and prepare for the next day's intensive work sessions.

On the second day, the participants worked in the four established groups to develop recommended action items. After several hours of intensive work, each group reported their preliminary recommendations to the plenary group, answered questions, and received feedback. Prior to lunch, the assembled participants indicated their priorities among each group's recommended action items as an additional form of feedback. Following a lunch break, the groups returned to their workspaces to refine their recommended action items, re-draft their work and prepare a 20-Minute presentation for a plenary session the next day including both the assembled Summit participants and a panel of special invited guests.

On Day 3, after Bob Roper introduced the special invited guests, each group presented recommended action items for implementing the Cohesive Strategy in Nevada. Following the presentations, a panel of invited guests including Nora Rasure, Regional Forester for the U.S. Forest Service, Amy Lueders, State Director for the Bureau of Land Management, and Pam Robinson, Policy Director to the Governor, shared their impressions and offered summary remarks before taking and answering questions.

Before adjourning, the facilitator provided instructions to the work groups and their facilitators for submitting their written recommendations and presentations and informed the participants that they would be contacted by email and provided an opportunity to provide feedback on the Summit's effectiveness in a day or two. Members of the Summit Organizing Committee made brief closing remarks and adjourned the Summit in time for lunch. Members of the Summit Organizing Committee and the conference cadre conducted an After Action Review (AAR) that afternoon. The results of the organizers' AAR and the participant survey are summarized elsewhere in this report.

RECOMMENDATIONS FOR SHORT-TERM STRATEGIC ACTIONS

Cohesive Strategy Tenet: Fire Adapted Communities

Recommended Action Item

Expand awareness and understanding of Fire Adapted Communities through outreach by the Living with Fire program, and engagement through the Nevada Network of Fire Adapted Communities (The Network).

How Will We Do It?

Secure long-term *stable* funding to support the staff/infrastructure and program activities for the Living with Fire Program and the Nevada Network of Adapted Fire Communities. Develop three budgets.

1. A budget for the expansion of Living With Fire through stable payroll funding for staff and the development of a more far reaching and extensive marketing plan and greater breadth in their educational program.
2. A budget for the refinement and growth of the infrastructure of the Nevada Network of Fire Adapted Communities, again, stable funding for staff is an imperative so the energy and output of the program is focused on obtaining funds to support community's endeavors.
3. A budget for a pilot program where we would select several targeted communities with whom the Network leaders could work to develop and execute plans to make them Fire Adapted Communities.

Next develop a proposal surrounding the budgets that would clarify the scope of work for each of the three budget elements described above, for Living with Fire, the Nevada Network of Fire Adapted Communities and the proposed pilot program.

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Who Should Work On This?

Convene a meeting with our current funding partners, Nevada Division of Forestry, U.S. Forest Service, Bureau of Land Management, and the University of Nevada - Reno to gain commitment for ongoing support of the three described elements. Subsequently, engage political partners, Sandoval, Reid, Heller, Amodei, Tytus, Heck and Hardy. Ask them for assistance in securing non-grant funding sources and legislative support for the assessment of fees in some manner as has been done in Santa Fe, New Mexico or by the Truckee Meadows Water Authority (TMWA) who charge \$1 per water bill to fund the Truckee River Fund, held by the Community Foundation of Western Nevada, who makes available annual grant opportunities to support projects that improve or protect the Truckee River watershed.

Proposed Start Date:

At the 2nd Annual Meeting of the Nevada Network of Fire Adapted Communities 11/9/16.

Proposed Completion Date: December 31, 2016

How Will We Measure Success?

We will have secured stable funding with which we will be able to execute the expanded marketing and education curriculum of Living with Fire, the establishment of a more robust and increased membership in, Nevada Network Adapted Fire Communities organization and the successful completion of our Fire Adapted Communities Pilot Program.

Cohesive Strategy Tenet: Resilient Landscapes

Recommended Action Item

Coordinating and sharing project information with partners: shared monitoring and reporting requirements within the Sage Grouse Records of Decision (RODs.) Shared monitoring vegetation treatments within the affected ecosystem. Where objectives overlap across management boundaries, coordinate and standardize project implementation and monitoring methods. Create or use existing data storage facility and ensure data is appropriately used and is accessible to interested parties.

How will we do it?

- Determine the questions we are trying to answer. What does success look like?
- Review existing policies, regulations and authorities within each agency. Determine how they work together and which ones need to be updated or adapted.
- Identify parameters and methods statewide allowing for variations in sampling design per project.
- Provide training to partners for shared monitoring methods.

Who should work on this?

Create statewide monitoring subcommittee under existing structures or new state-wide body.

Proposed Start Date: October 15, 2015

Proposed Completion Date: March 15, 2016

How will we measure success?

- A coordinated monitoring strategy across management boundaries.
- Using cross-agency data by Fall 2016.
- Incorporate data into adaptive management process.

Recommended Action Item

Develop an online database to store and display fire history, vegetation and fuels projects spatially across the State of Nevada to foster greater integration and collaborative planning on a landscape scale.

How will we do it?

Support Nevada Division of Forestry's current effort to produce the web portal. Support includes providing agency data, uploading data on a regular basis. The system/portal should be easy to use. Agencies or entities will need to ensure quality control of spatial data and metadata prior to submission. Coordinate/develop a state-wide data standard, including metadata. Long-term goal is to serve all land management agencies, emergency response agencies, partners, cooperators, interested public, and elected officials to provide a quick snapshot of resilient lands activities. There may be a future opportunity to have spatially linked "story boards" and additional information available. There will be a need to establish multi-agency funding support over the long-term.

Who should work on it?

Nevada Division of Forestry (NDF) will be the lead agency working with cooperating agencies and partners in spatial data acquisition. Key personnel working in support will be GIS specialists and fuels/fire managers.

Proposed Start Date:

October 2015. NDF will let RFP for web portal contract. Further fine tuning will be worked out by cooperator GIS specialists to identify and work through unanticipated hurdles to improve functionality.

Proposed Completion Date:

Up and running by 2016 fire season.

How Will We Measure Success?

Spatial data is made available and the website is actively utilized.

Cohesive Strategy Tenet: Safe and Effective Wildfire Response

Recommended Action Item

Develop/Hire an interagency dispatch liaison/coordinator

- Building relationships with local, state and federal partners
- Facilitate interagency pre and post season meetings
- Liaison to the National Interagency Dispatch Implementation Project (IDIP)
- Review, Update and Enhance interagency dispatch Run cards
- Lead technological advances: Computer Aided Dispatch (CAD), Advanced Vehicle Location (AVL)

How Will We Do It?

Request Nevada Fire Board to develop position and secure funding

Who Should Work On It?

Nevada Fire Board

Proposed Start Date: Discussion at next Nevada Fire Board Meeting

Proposed Completion Date: Six to 12 Months

How Will We Measure Success?

Successful creation of position and meeting stated objectives

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Recommended Action Item

- Develop a statewide/universal telephone Wildfire reporting number e.g. #FIRE
- Compliment current individual dispatch center reporting numbers
- Substitute for current individual reporting numbers on Fire Danger Rating Signs and other prevention media to provide a single statewide reporting number that routes to the correct dispatch center

How will we do it?

- Task to mitigation and prevention team to work with the “Living with Fire” program to develop a viable option

Who should work on it?

Mitigation and Prevention group of the Nevada Fire Board

Proposed Start Date: Next Meeting of the Mitigation and Prevention Group

Proposed Completion Date: 12 months

How Will We Measure Success?

Increase in reporting wildfires to the appropriate dispatch center with a decrease in response times

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Recommended Action Item

Have one Statewide Cooperative Fire Protection Agreement with associated Annual Operating Plans in place that will cover all Federal and Local Government Agencies within Nevada

How Will We Do It?

Continue to work on the template that is already in place

Who Should Work On This?

BLM, USFS, and Local Government Agencies

Proposed Start Date: In Progress

Proposed Completion Date: April 1, 2016

How Will We Measure Success?

A working agreement is signed and in place

Recommended Action Item

Amend current Annual Operating Plans to include aircraft and hand crews into mutual aid assistance

How Will We Do It?

Amend the current Draft Cooperative Fire Protection Agreement

Who Should Work On This?

BLM, USFS, and Local Government Agencies

Proposed Start Date: October 1, 2015

Proposed Completion Date: April 1, 2016

How Will We Measure Success?

Aircraft and hand crews will be included in mutual aid resources

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Recommended Action Item

Create legislation that will provide long-term stability for the Wildfire Protection Program

How Will We Do It?

Introduce legislation into the 2017 session that will make permanent the current Governor's Wildland Fire Protection Program (WFPP)

Who Should Work On This?

The Nevada State Forester with support from Federal and Local partners

Proposed Start Date: January 1, 2016

Proposed Completion Date: June 2017

How Will We Measure Success?

A signed bill providing permanence to the Wildland Fire Protection Program

Recommended Action Item

Develop Nevada Revised Statute (NRS) for the use of water for emergency purposes. Examine what other states (such as Utah) have done.

How Will We Do It?

Find a State legislator with whom Nevada Fire Board can discuss proposal and will sponsor legislation.

Who Should Work On This?

Nevada Fire Board

Proposed Start Date: January, 2016

Proposed Completion Date: October, 2016

How Will We Measure Success?

Passage of legislation during 2017 Legislative session.

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Recommended Action Item

Nevada Fire Board establish an Operations Work Group to evaluate the development of an interagency standard of cover, statewide drawdown levels, and pre-attack plans to include fire use potential and to coordinate regional chief officer meetings

How Will We Do It?

Nevada Fire Board charter Operations Group and establish objectives

Who Should Work On This?

Nevada Fire Board, operations personnel, GIS personnel, dispatch staff

Proposed Start Date: March 1, 2016

Proposed Completion Date: March 1, 2018

How Will We Measure Success?

Outcomes of developed standard, drawdown levels, and pre-attack plans

Proposal: Nevada Cohesive Strategy Oversight Body

Recommended Action Item

Charter:

Act as the custodian of the 2015 NV Cohesive Strategy Summit Action Plan to ensure goal achievement and identify emerging topics.

This oversight body is charged with taking the NV Cohesive Strategy Summit report and its Action Steps, ensuring that goal achievement is accomplished and monitoring emerging topics. This body should meet annually to monitor progress, develop issue resolution, and address emerging issues and report out. They shall also determine the reoccurrence of the NV Cohesive Strategy Summit process.

Membership (one representative from each group):

- **Forest Service - Humboldt Toiyabe (HT) ****
- **Forest Service - Lake Tahoe Basin Management Unit (LTBMU)****
- **Bureau of Land Management (BLM)****
- **National Park Service (NPS)****
- **Bureau of Indian Affairs (BIA)****
- **Fish and Wildlife (F&W)****
- **Nevada Division of Forestry (NDF)****
- **Nevada Local Government Fire Representative – Nevada Fire Chiefs Association (NFCA)** (North & South rep)**
- ****Nevada Fire Board Organization Charter Members**

- Living With Fire (LWF)
- Fire Safe Council (TBD)
- Insurance Industry (TBD)
- State Fire Marshal (SFM)
- Tribal Entity (TBD)
- Nevada Association of Counties (NACO)
- Nevada League of Cities (NLC)
- Nevada Division of Wildlife (NDOW)
- Sagebrush Ecosystem Council (SEC)
- NDF Forest Stewardship Advisory Committee
- Natural Resource Conservation Service (NRCS)
- NV Conservation Districts (NCD)
- Desert Research Institute (DRI)

RECOMMENDATIONS FOR LONG-TERM STRATEGIC ACTIONS

Cohesive Strategy Tenet: Fire Adapted Communities

Recommended Action Item

Establish The Network together with the Living with Fire program as Nevada's foundation of the fire adapted communities component of the Cohesive Strategy, and put in place the elements needed for successful community organization.

How Will We Do It?

1. Support engagement and communication within and among agencies, agencies and the public, and among the public
2. Develop pilot communities to demonstrate success by selecting the right communities. Build support structure for sustainability and utilize what's in place. Criteria for selection would include community size, vegetation type, socio-economic class, etc.
3. Create a shared value partnership by sharing, reporting, and tracking successes, challenges, accomplishments. Recruit and retain permanent positions and community leaders. Provide technical assistance with project and grant management, match tracking, and prescriptions.

Who Should Work On This?

Identify an organization with sufficient staff and funding to administer pilot community program. A stat-wide non-governmental organization, such as the Nevada Land Trust, could play this role. Support from several entities will be critical to success, including: residents and landowners, community leaders, visitors, local, state, and federal government representatives, land managers, water purveyors, fire departments, business community, regulatory agencies, research and extension organizations, educational institutions, and conservation districts.

Start Date: November 9, 2015

End Date: Ongoing

How Will We Measure Success:

Number of communities that complete fire adapted projects

Cohesive Strategy Tenet: Resilient Landscapes

Recommended Action Item

Form a state-wide representative body to implement the Cohesive Strategy. Consider whether the existing Executive Oversight Committee is an appropriate model to expand or utilize.

The state-wide body should be broadly inclusive of governments and stakeholders and should organize/establish working groups and build partnerships. The state-wide body should have ability to assign staff, make decisions and recommendations to agency heads and the governor.

The priority items on landscape resiliency for the new state-wide body to address are as follows:

Make land treatment applications easier by enhancing cooperation and collaboration between all agencies and stakeholders as well as facilitating joint prioritization of projects to gain efficiencies in land management treatment implementation. (See Recommendation #2 below)

NEPA – continue to press for reform and restoration of categorical exclusion (CX) authority

Smoke – Nevada is a success story so far and hope is to continue that success. However, state wide body needs to continue to monitor tightening of federal regulations and desire in state to increase prescribed and wildland fire use both of which may change present circumstances.

Promote outreach and in reach communications/education regarding restoration, good vs. bad fire and smoke through Living with Fire Program or other initiatives that can work across all three tenets of the Cohesive Strategy.

Consider the need for science and filling of knowledge gaps such as multi-agency success metrics regarding restoration objectives and evaluations and post fire restoration efforts both emergency and non-emergency.

Review and consider Utah partnership model regarding restoration implementation actions. Consider how to similarly catalyze Nevada Partners for Conservation.

Facilitate multi-agency coordination and planning regarding seed stock and seedlings to help improve restoration and the development and use of local sources.

How will we do it?

State Forester, BLM State Director and Forest Service representative, and others to establish state-wide body and have it consider outcomes from the Summit and priorities set forth above.

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Who should work on this?

State-wide body and task teams it will create

Proposed Start Date: ASAP

Proposed Completion Date: Ongoing

How will we measure success?

State wide body is formed, has authority and ability to report out, can form subgroups and can take actions based on sub group recommendations.

See science needs above regarding success measures on the ground.

Recommended Action Item

Inter-stakeholder Collaborative Partnership

How will we do it?

Establish one entity made up of all stakeholders that will be responsible for collecting and allocating funds for implementing treatments prioritized by the stakeholders.

Use successful partnerships like the Utah Partners for Conservation and Development, Intermountain West Joint Venture-Bi-State Collaborative, or others as models for inclusivity, resource sharing and efficiency, and treatment prioritization and success. This will make land treatment applications easier by facilitating and enhancing cooperation and collaboration between all stakeholders to gain efficiencies in land management treatment implementation.

The desired end state is the ability to seamlessly plan, fund, and complete land treatments across jurisdictional boundaries regardless of the color of money and year it was obligated for the duration of the project lifespan. Joint prioritization by agencies needs to be accomplished with a focus on where we have high values, significant threats to those values, opportunities to do management to address the threats, and good social alignment and support with partners and communities.

Who Should Work On This?

The Nevada Cohesive Strategy Oversight Body will establish or empower a partnership organization (Nevada Partners for Conservation and Development, Nevada Fire Board, other) that will convene stakeholder members, establish partnership structure, and be authorized to collect and distribute funding or other resources from and to any member organization in order to implement treatment actions prioritized by the stakeholder group.

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Proposed Start Date: ASAP

Proposed Completion Date: Ongoing

How Will We Measure Success?

Success will be achieved when the stakeholder group can do the following:

- Prioritize areas of treatment focus
- Establish treatment/program budgets independent of source year funding and source agency
- Facilitate transfer of funding between stakeholders
- Streamline the contracting process to provide for more implementation options
- Leverage stakeholder resources
- Establish joint monitoring protocols and standards of treatment success

Cohesive Strategy Tenet: Safe and Effective Wildfire Response

Recommended Action Item

Develop/standup a radio infrastructure group/committee

- Representatives from Dispatch, Radio Technicians, Operations Personnel
- Cross train on partner agency (s) equipment and procedures
- Develop a comprehensive geospatial study to determine future placement/relocation of repeater sites to increase efficiency and eliminate redundancies
- Develop and market state wide repeater and/or frequencies for interagency use with cooperators
- Examine Radio Over Internet Protocol Technology
- Examine Continuity of Operations to ensure seamless and uninterrupted dispatch operations in the event of infrastructure failure.

How Will We Do It?

Create a subcommittee under the Nevada Fire Board comprised of Federal, State and Local cooperators

Who Should Work On This?

Nevada Fire Board and newly created subcommittee

Proposed Start Date: Next Meeting of the Nevada Fire Board

Proposed Completion Date:

Six months to stand up group, with assigned tasks continual and ongoing

How Will We Measure Success?

Decreased repeater redundancy and increase interagency communication capabilities. Decrease in system dead spots

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Recommended Action Item

Restructure the Nevada Fire Board to include representation by all government entities responsible for wildland fire suppression in order to initiate and oversee a collaborative approach under the principles of the Cohesive Strategy.

How Will We Do It?

- Develop an easily accessible website that presents information with transparency (can be easily accessed by all.)
- Develop working groups and committees, and provide oversight with continuous interaction and guidance.
- Define priorities for Nevada's wildland fire management activities and wildland fire management issues.

Who Should Work On This?

Current Nevada Fire Board directors

Proposed Start Date: 10-1-2015

Proposed Completion Date: Ongoing (monthly meetings)

How Will We Measure Success?

When identified issues are assigned, action on them is completed, and final project status is posted to a website. Updated charter and mission statement.

EVALUATION OF SUMMIT EFFECTIVENESS

The organizers of the Nevada Cohesive Strategy Summit evaluated the effectiveness of the Summit using two measures. On the afternoon of the final day of the Summit, members of the Organizing Committee, the event planner, and the facilitation cadre participated in an After-Action-Review (AAR) facilitated by the Lead Facilitator for the Summit. In addition, the organizers distributed an online survey to all participants. In the end, 34 participants (40%) responded. The Organizing Committee received complete notes from the AAR and all responses from the survey; with a summary of major points appearing here.

The organizers expressed overall satisfaction with the Summit, indicating that the event had largely achieved both the purpose and the desired outcomes for the Summit identified at the beginning of this report. The organizers and staff identified a number positive outcomes from the effort, though eight particular areas stood out.

1. With a few notable exceptions, the Nevada Cohesive Strategy Summit achieved the purpose and desired outcomes identified by the organizers. This corresponds to feedback from participants who responded to the survey, 91% of which rated their satisfaction with the Summit as either "satisfied" or "very satisfied." 97% of survey respondents indicated that the Summit had either "absolutely" or "mostly" met the identified desired outcomes. 79% of respondents felt that their attendance at the Summit had increased their knowledge of the Cohesive Strategy. Given the diverse nature of the group and highly variable levels of previous experience with the Cohesive Strategy, one would expect a lower positive response to this question as some participants had extensive prior experience with the Strategy.
2. The Summit design/format worked well and both the design and the execution of the design allowed the engagement of participants and built commitment. Preparation and flexibility in both the processes employed, and the conduct of those processes, proved effective.
3. The Summit, not only made progress toward creating the desired stakeholder network, but also created opportunities for relationship building and networking that actually went beyond the designed purpose and desired outcomes for the Summit.
4. The Summit created a work agenda for the 2015 winter season; so the timing of the Summit was good. This finding by the organizers corresponds to a significant concern expressed by respondents to the survey; several of whom expressed their desire for the Summit to produce sustained attention, effort, action, and progress.

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5. Members of the Organizing Committee and cadre observed that leadership engagement, both throughout the Summit and during the final panel, meant a lot to the participants. This finding by the organizers also corresponds to observations by respondents to the survey, but also to a significant concerns expressed by survey respondents as well. While Summit participants commended the demonstrated management commitment from the agency administrators, line officers, and key staffers in attendance; they also decried the absence of other stakeholders.
6. Establishing the Organizing Committee to work as a fourth work group to address specific, overarching issues transcending the three Cohesive Strategy tenets and providing a facility in which that group could work, proved effective and enabled real-time, responsive decision-making. As with other perceived strengths, this one relates to a substantial concern expressed by survey respondents; several of whom have significant expectations for the oversight body proposed by the Organizing Committee as the mechanism for assuring ongoing attention, effort, action, and progress.
7. The Organizing Committee and cadre agreed that the venue and facilities proved very effective. Survey respondents largely agreed. While some participants responding to the survey offered critique, it seems that most people agreed that (a) the venue offered convenient access to lunch options enabling the Summit to stay on schedule, (b) the Nugget banquet staff provided excellent service, (c) that the food and beverages were very good and that the first night reception was excellent.
8. When asked whether there should be a follow-up meeting to the Summit, 65% of participants responding to the survey answered "yes" with another 26% indicating "unsure." That question generated a number of comments. Comments representing the spectrum of perspectives included:
 - This should be an ongoing topic, and a change in behavior of all the associated organizations.
 - I feel next year a follow up would be a great idea. Chance to see where we have moved and what hurdles were presented.
 - If you decide to expand the concept outside of the fire arena, which I hope you do! Otherwise, the entire effort may just result in "singing to the choir."
 - Like most things, out of sight, out of mind. We got some momentum... Would be good to have some specific reconnects yearly and statewide reconnects every few years.
 - Perhaps not a meeting, but keeping everyone informed on the progress of the oversight committee would be helpful.

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Similar to the strengths of the effort, the organizers and staff identified a number areas needing improvement should they plan a similar effort in the future. However, six particular areas for improvement stood out.

1. The Organizing Committee and cadre agreed that the Summit lacked participation of several important stakeholder groups in (a) Nevada's tribes and the Bureau of Indian Affairs, (b) local government fire chiefs, (c) cities, towns and counties, and (d) the Nevada Division of Wildlife (NDOW). This corresponds to feedback from survey respondents, who also mentioned the Natural Resource Conservation Service (NRCS), the National Park Service (NPS), the U.S. Fish and Wildlife Service (FWS), the Federal Emergency management Agency (FEMA), and private industry stakeholders. Interestingly, some employees of the State of Nevada expected to see more of their peers there, while some Bureau of Land Management personnel desired participation by non-fire personnel from their agency. When asked whether the right people were in attendance at the Summit, 52% of survey participants answered "yes" and 49% answered "no."
2. Despite efforts to the contrary, the Summit still felt somewhat western Nevada centric, and as if the effort required additional geographic diversity. This is also an area for improvement identified by some respondents to the survey.
3. While the Summit queued-up work for the winter season, representing effective timing, members of the Organizing Committee also noted difficulties created by holding a conference right at the end of the Federal fiscal year.
4. While the conference facilities came in for generally positive remarks, members of the Organizing Committee and cadre agreed that the plenary room could have been arranged a bit better and that using the plenary room as one of the breakout spaces proved less than ideal. 88% of participants responding to the survey rated the hotel facilities "very good" or "good", with an additional 9% being neutral.
5. The Summit experienced an 12% no-show rate. While the organizers knew that some participants missed the Summit due to illness, job changes, and other unavoidable circumstances, the Organizing Committee was still disappointed in the no-show rate and discussed ways in which they might achieve a higher level of commitment such as charging a small fee, spending more time on the invitation list, and making more personal invitations. This finding relates to a significant concern expressed by both survey participants and the Organizing Committee, in that some so-shows represented organizations that went unrepresented or underrepresented at the Summit.
6. The contracted facilitators strongly recommended that, in the future, organizers of similar conferences begin their planning at least six months in advance and solicit for contracted resources about six months in advance as well.

RECOMMENDATIONS

- 1) Treat the recommended action items produced during the Nevada Cohesive Strategy Summit as the foundation of strategic goals (specific, measurable accomplishments you intend to accomplish over time) for which assigned personnel will establish objectives (a plan or methodology for achieving the goal), to which agencies can assign resources, and against which progress can be measured.
- 2) Establish the proposed oversight group and start producing tangible action quickly; even if the oversight group is not complete or perfected. Nearly every product of the Summit depends, to some degree or another, on the oversight group. Take advantage of the engagement, energy, and commitment developed at the Summit; as all will recede should with time and evaporate quickly if the Summit participants perceive delay. Encourage the oversight group to communicate with the participants in the form of a status checks even before this written report is distributed, in order to maintain a sense of both momentum and transparency.
- 3) Act quickly and decisively to engage stakeholders who were either absent or underrepresented. As previously noted, absent or under-represented stakeholders identified by either the Organizing Committee and cadre or participants included:
 - (a) Nevada's tribes, Bureau of Indian Affairs, and Nevada Indian Commission
 - (b) Local government fire chiefs
 - (c) Cities, towns and counties
 - (d) The Nevada Division of Wildlife (NDOW)
 - (e) The Natural Resource Conservation Service (NRCS)
 - (f) The National Park Service (NPS)
 - (g) The U.S. Fish and Wildlife Service (FWS)
 - (h) The Federal Emergency management Agency (FEMA)
 - (i) Private industry stakeholders
 - (j) Bureau of Land Management (BLM) non-fire personnel
 - (k) Additional Nevada Division of Forestry (NDF) personnel

Additional meetings, perhaps in the form of "mini-summits" are worthy of consideration as a mechanism to "catch-up" and engage stakeholders who were absent or underrepresented. For example, a significant number of people answering the survey noted the absence of NDOW, and perhaps a special invitation meeting with that agency is in order.

- 4) Treat all of the recommended action items as evolving works-in-progress; and favor both quick action and immediate, tangible evidence of success over perfecting the recommended actions. The participants came out of the Summit with positive energy and momentum but, as previously mentioned, that energy and momentum will recede with time; particularly since a number of participants responding to the post-summit survey expressed, to varying degrees, skepticism that the Summit will bring about real results. Favor "70% solutions" that people can see and get engaged in quickly over perfected solutions initiated after a drop-off in enthusiasm and an increase in cynicism.

APPENDIX A: PARTICIPANTS

Last Name	First Name	Affiliation
Adkins	Ron	Storey County Fire Protection District
Anderson	Mary	Bureau of Land Management- Ely Dispatch Center
Anderson	Sheila	Sagebrush Ecosystem Technical Team
Barker	Keith	Bureau of Land Management
Bennett	Raymond	US Forest Service
Bird	Russ	US Forest Service - HTNF Supervisor's Office
Brown	Gary	US Forest Service – Intermountain Regional Office
Brown	Michael	North Lake Tahoe FPD
Brown	Tim	Desert Research Institute
Christianson	Nan	US Forest Service – Deputy Regional Forester
Christopherson	John	Nevada Division of Forestry
Davidson	Irene	USFS – HTNF, Carson Ranger District
DeGrosky	Mike	Guidance Group, Inc.
Diamond	Jennifer	US Forest Service
Dunkelberger	Bill	US Forest Service – HTNF, Forest Supervisor
Easton	David	US Forest Service - HTNF Bridgeport Ranger District
Elliott	Ryan	Bureau of Land Management
Ellsworth	Nancy	Bureau of Land Management
Emerson	Greg	US Forest Service, - HTNF
Engel	Cayenne	Nevada Division of Forestry
Evenson	Rudy	Bureau of Land Management
Fettic	Mike	Bureau of Land Management - Desert Basin Fire Mgt.
Fogerson	David	East Fork Fire Protection District
Ford	Michael	Bureau of Land Management
Friend	Mike	Nevada Division of Forestry
Gregory	Spencer	Bureau of Land Management/BIA
Gregory	Sandy	Bureau of Land Management
Gripp	Tyson	Bureau of Land Management
Hack	Teri	Nevada Division of Forestry
Haydu	Larry	Clark County Fire Department
Henderson	Wes	Nevada League of Cities and Municipalities
Howlett	David	Nevada Division of Forestry
Hupp	Erica	US Forest Service
Husse	Erica	Bureau of Land Management- Ely District
Kc	Kacey	Nevada State Lands
Kidd	Julie	Nevada Division of Forestry

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Last Name	First Name	Affiliation
Kurkowski	Erick	Bureau of Land Management
Leao	Duncan	U.S. Forest Service - HTNF
Leighton	Tim	Truckee Meadows Fire Protection District
Leighton	Steve	Reno Fire Department
Lueders	Amy	Bureau of Land Management, Nevada State Director
Marquez	Vanessa	Bureau of Land Management
Marsolais	Jeff	U.S. Forest Service – Lake Tahoe Management Unit
McDonald	Shane	Bureau of Land Management - Nevada CCDO
McEldery	Sean	Bureau of Land Management
Messmer	Derek	Bureau of Land Management
Miller	Elwood	Living With Fire
MontBlanc	Genie	UNR - GB Fire Science
Mothershead	Clint	Bureau Of Land Management - Elko District
Mulvihill	Pete	Nevada State Fire Marshal
Murphy	Matt	Bureau of Land Management Nevada - Elko District, Fuels
Newell	Grace	U.S. Forest Service – HTNF Supervisor's Office
Orbuch	Paul	Orbuch Consulting, LLC
Palma	Jonathan	Bureau of Land Management
Panagopoulos	William	U.S. Forest Service – HTNF Central Zone
Petersen	Paul	Bureau of Land Management, Nevada State FMO
Petersen	Tye	Bureau of Land Management Ely District
Phelps	Troy	US Forest Service, HTNF
Polihan	Caitlyn	CWSF/WFLC
Powning	Isaac	North Lake Tahoe FPD
Prather	Dave	Nevada Division of Forestry
Quigley	Tom	METI, Inc.
Ramella	Jenny	Nevada Division of Forestry
Rancourt	Tia	North Lake Tahoe FPD
Rasure	Nora	US Forest Service, Regional Forester, Intermountain Region
Reban	Alicia	Nevada Land Trust
Reid	Jim	Sparks Fire Department
Robinson	Pam	Office of the Governor
Robinson	Mikel	Guidance Group, Inc./Mikel Robinson LLC
Roide	Tim	Bureau of Land Management Carson City District
Roper	Bob	Nevada Division of Forestry, State Forester
Rubald	Tim	Nevada Conservation Districts Program
Sawyer	Brad	US Forest Service - HTNF
Schafer	Forest	North Lake Tahoe FPD

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Last Name	First Name	Affiliation
Sistare	Sonya	UNR Cooperative Extension - Living With Fire
Smith	Ed	UNR Cooperative Extension – Living with Fire
Stephens	Clay	Bureau of Land Management
Stevenson	Mindy	Sierra Front Dispatch
Terry	Dennis	Bureau of Land Management, Carson City District
Theisen	Chris	US Forest Service HTNF, Sparks
Thomas	Ralph	Bureau of Land Management
Uhlig	Brock	Bureau of Land Management
Visher	Tracy	Nevada Land Trust
Walker	Donovan	Bureau of Land Management - WDO
Wilde	Michael	US Forest Service
Zupko	Mike	Wildland Fire Leadership Council