

Collaborative Forest Restoration Program

2007 Annual Workshop

January 30 – February 1, 2007



**USDA Forest Service, Southwestern Region
U.S. Institute for Environmental Conflict Resolution
Meridian Institute**

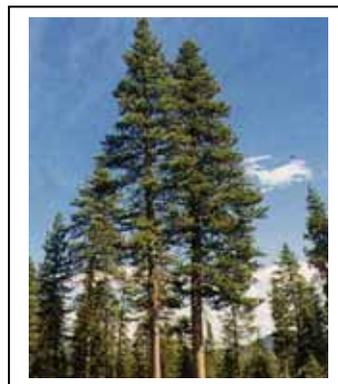
February 2, 2007

Collaborative Forest Restoration Program 2007 Annual Workshop

Introduction

The Community Forest Restoration Act of 2000 (Title VI, Public Law 106-393) authorized the establishment of the Collaborative Forest Restoration Program (CFRP). Now in its seventh year of implementation, the CFRP seeks to promote healthy watersheds and reduce the threat of catastrophic wildfires, insect infestation, and disease in forests throughout New Mexico. Administered by the USDA Forest Service (Southwestern Regional Office), the Program provides cost-share grants to collaborative groups working on forest restoration projects on public lands.

The CFRP's authorizing language requires the convening of an annual workshop of grant recipients, "for the purpose of discussing the cooperative forest restoration program and projects implemented under this title." The annual workshops have become a signature event for the CFRP, offering a unique opportunity for sharing and exchange among project participants, for synthesis of program lessons, and for resolving issues both programmatic and administrative.



This year's annual meeting was held from January 30 to February 1, 2007 in Santa Fe, with 146 participants representing the broad range of program constituencies: the Forest Service and other federal agencies, state and local governments, NGOs, Tribes, universities, businesses, and other interested citizens. The schedule included a day of introductory presentations designed primarily for new grantees or prospective applicants, and more advanced problem solving sessions for established grantees; a full day of program discussions and project presentations; and an additional day focused on issues related to marketing and utilization of forest products. The report below offers a record of the three days of discussions, including discussion and analysis concerning marketing and utilization issues.

Tuesday, January 30, 2007

Welcome Remarks - Harv Forsgren, USDA Forest Service, Regional Forester

It's my pleasure to welcome you to the 6th annual CFRP workshop. This workshop represents a great opportunity – to build new partnerships, strengthen the relationships that have been built, and of course, the opportunity to develop new forest restoration programs. The diversity of participants and collaborators here is inspiring – federal and state agencies, Tribes, private businesses, local governments, academics, and just interested individuals, all here willing to share your experiences and learn from one another.

The program learning starts with the proposal development process, and continues as you develop, implement, and monitor these projects. I believe that CFRP provides a template for the future of natural resource management, because this type of collaboration is a key to building the social capacity to act. As we move into the future, collaboration is essential to our ability to get things done. Without that social capacity, it's just too easy to see nothing happen.

When I came to the Southwest Regional Office four and a half years ago, I defined two ways of measuring success for the region: 1) the results of our programs and actions on the conditions of the land (and in particular how they relate to our overall goal of forest stewardship here in the Southwest), and 2) the quality of the relationships that we are able to nurture and sustain. Based on these measures, I feel great about the progress we've made together in CFRP in achieving our central priority – the restoration of fire-adapted forest ecosystems across the landscape. The CFRP has made important contributions to this mission – both directly, through your projects on the land, and indirectly, through the relationships that have been built. I credit the relationships that have developed through the CFRP effort for our being able to achieve common ground in the recent effort to define restoration principles for our forests and watersheds.

I congratulate you on your collective contributions to this program. These are contributions of lasting significance.

Questions:

Q1: Can you explain a bit more about the forest restoration principles?

A1: About two years ago, people were looking at the supply of biomass material for power plants here. A broad spectrum of stakeholders was convened to identify treatments that would provide the kind of material needed to fuel these facilities. The group spent about a year working on principles and guidelines. There was of course considerable controversy, both locally and nationally, about these principles. The main source of consternation, at least at the national level, was over how inclusive the process had been. Under the leadership of the state's Department of Forestry, an effort was made to reach out to 190 parties who shared an interest in these principles, and based on the input we've received, we're just on the verge of rolling out a new iteration of the restoration principles. I believe we've been able, through this outreach, to effectively address the concerns raised by our national office.

Q2: The NM Forest Industry Association is in the process of establishing itself as a formal organization. Do you see a relationship between our group and what you've been doing?

A2: Absolutely – the principles are intended to be dynamic. One of the primary drivers behind this effort was the need to provide some assurance for industry on the supply side. As I've said, there are three things that need to happen if we're to achieve a return to natural fire-adapted ecosystems: 1) we've got to reduce the fire risk to communities, so that fire can play a more natural role in the environment, 2) we need to get fire back on the landscape, and allow natural ignitions to burn, and 3) we've got to engage the private sector in the utilization side of the equation.

Q3: What can you tell us about the progress that is being made in creating the markets for small diameter material coming out of CFRP or WUI projects?

A3: I'm thrilled to see that the third day of this agenda will focus on utilization, because this is a critical issue. CFRP has already accomplished significant success with workers' compensation issues, and we've been effective in reducing those costs. We're working with state legislators and regulatory commissions to get a higher portion of our energy resources focused on renewables, and in particular forest biomass material. We're just starting to see the start-up of innovative new businesses. CFRP has helped inspire the development of at least 13 – 15 new businesses working on marketing and utilization efforts, and we're very proud of this achievement.

CFRP Overview, Program Highlights, Updates & Accomplishments

Walter Dunn, USDA Forest Service, CFRP Program Manager

CFRP started in 2000, and some of the initial successes and challenges of the program were in building awareness and confidence in the process, and in building trust and establishing partnerships. The CFRP Technical Advisory Panel brought together a wide range of stakeholders who had traditionally been in conflict, so the development of trust and respect within this group was an important early investment in the program.

Providing organizational support to grantees has been another important consideration in program development, and we've done a variety of things to help build capacity in delivering this program support:

- Program coordinators are a key to this – they are the link to communities for each of the national forests.
- Grant development and proposal writing skills have been another key element of capacity building.
- Multi-party monitoring has helped develop confidence and accountability, and we've continued to refine and develop this process.
- On the ground technical assistance in logging engineering is another area we're just beginning to develop, and will be an increasing emphasis for the future.



We continue to evaluate, adapt, and improve the program through regular, bi-annual multi-party monitoring reviews, and through field program reviews. This year we did our first program review (on the Carson National Forest) to figure out what we've learned thus far and what we can do to continue improving the program.

Some of the indicators of success we've seen to date include:

- Demonstrated, consistent improvement in the quality of proposals submitted to the Technical Advisory Panel.
- The development of new partnerships and coalitions (e.g., the Taos Pueblo/Carson NF data sharing agreement).
- Sustainable business enterprises, for a variety of innovative utilization endeavors, as well as for work crews who are doing restoration work.
- New economic and development opportunities (e.g., the Santa Clara Housing wood biomass heating project).
- Forest and watershed restoration.
- Increased/improved community outreach (e.g., NM Recycling Program).



Some basic data on project proposals and funding:

- A total of 223 proposals have been submitted to date, which is an average of 37 proposals each year.
- An average of 15 awards each year (\$4.4 million/year); in total, 89 projects have been funded in 17 counties across New Mexico.
- \$32.8 million has been invested to date (\$26.2 million in Federal funding, and \$6.5 million in matching funding and in-kind services).
- 22 grants have been awarded to 18 tribes or tribal organizations. This is remarkable, considering that CFRP doesn't make a particular effort to promote tribal involvement.
- The breakdown of grants by type of organization
 - NGOs: 27%
 - Businesses: 26%
 - Tribes: 24%
 - State agencies: 9%
 - Universities/schools: 7%
 - Local government: 7%

Data on acres treated, by ecosystem type:

- Mixed conifer/ponderosa pine: 42%
- Bosque: 30%
- Pinon/juniper: 28%

Some of the key social and economic outputs include:

- Innovative biomass utilization – increasing opportunities, markets, and products (e.g., Silver Dollar Shaving's erosion control and water filtration products).
- Youth group, school, and community involvement have exceeded program expectations; this includes, for example, the involvement of high schools in our multi-party monitoring work.
- Development of management plans among diverse and balanced groups of stakeholders, at a variety of management scales.
- Environmental analyses.
- Feasibility studies for biomass utilization.
- Job creation and training, including the hiring of sawyers, haulers, mill hands, managers, monitoring teams, equipment operators, woodworkers, engineers, project coordinators, and crew bosses.



To date, there have been 276 organizations involved in CFRP:

- NGOs (67)

- Businesses (66)
- Local government (41)
- Universities/schools (40)
- State government (28)
- Tribes (21)
- Federal government (13)

What are the key reasons for CFRP's success? I credit two key factors: 1) the development of proposals by a diverse and balanced group of stakeholders, and 2) the consensus-based approach of involving key stakeholders on the Technical Advisory Panel

Current challenges for the ongoing development of CFRP include:

- Overcoming institutional and cultural barriers to collaboration – for the Forest Service, as well as for other stakeholders – to go beyond past histories to forge new alliances and working partnerships.
- Outreach to new and prospective applicants and partners.
- Defining and encouraging sustainability and sustainable communities.
- Communities' capacity to develop, implement, and monitor projects.
- Measuring impacts at the landscape scale.
- Capturing the true value of CFRP grants, in terms of the scope and scale of social and economic impacts.

CFRP Project Highlight: Monument Canyon Restoration Project ***Dr. Don Falk, University of Arizona, Laboratory of Tree-Ring Research***

“Restoration of fire-adapted ecosystems” is a phrase that resonates strongly with me, and my presentation will focus on some of the things we've done and the questions we've asked that relate to this goal.

We work in the Jemez mountains in the north-central part of New Mexico. This is classic Ponderosa pine forest, designated and protected as a Research Natural Area since 1932. Our tree ring work has found living trees dating back into the 1400s, and remnant wood dating back to the 1300s, so we have a long record of fire history in the area. When we began our work, we found one of the worst, most overgrown and degraded doghair sites. Densities at the site approached 10,000 trees/hectare in some places, and there was high mortality in the overstory trees. We realized that we had to act quickly to restore these old-growth forests.

The first part of our effort was to reconstruct the fire regime, because if we're going to restore fire-adapted ecosystems, we have to first understand how they functioned. We developed a detailed list of fire dates, and gained a good understanding of fire dynamics dating back to the 1500s. Reconstructing the fire history proved to us the abundance of fire at this site, and confirmed that the central priority was to thin the site so that the surface fire regime could be re-established.



The focal points of our research include:

- Forest structure
- Understory plant community (most of diversity)
- Mortality/survival of old and large trees
- Changes in forest canopy resulting from restoration thinning
- Tree regeneration
- Restoring the surface fire regime

We set up a dense grid of sample plots so that we could study forest structure and dynamics in great detail. We've had a lot of important partners over the years – one of special value to the project was a Youth Conservation Corps crew from Jemez Pueblo which worked with us during two field seasons.

Our restoration objectives and questions include:

- How can site-specific baseline information be used to define desired future conditions and design restoration objectives?
- How can treatments be designed that are suitable for ecologically sensitive and significant areas?
- What are the effects of mechanical treatment on old and large trees?
- Can we design and implement restoration treatments based on restoring keystone ecological processes such as surface fire?

Our over-riding goal was to use our ecological understanding of the site to define what the site should look like and how it should function. Our main priority was to conserve old and large trees, to try to enhance the vigor and health of these old trees, and restore the surface fire regime as a “keystone ecological process”.

But again, the central question we posed ourselves was “Can we restore fire as a critical ecosystem process?” As an alternative to traditional approaches based on specifying forest structure (*e.g.* density and size distribution of trees), we developed a process-centered model for ponderosa pine forest restoration, in which ecological processes are placed at the center of restoration design. We used modeling tools to look at different thinning regimes with different diameter caps, and as we tried these different scenarios, we asked ourselves how we were doing in restoring ecosystem function. We found that the majority of the benefits came from thinning the small diameter trees.

We used this model, and our estimates, to develop the thinning prescriptions used by the Santa Fe National Forest to specify thinning objectives. We feel pretty good about the structure that resulted – we eliminated the smaller 20th century trees, and we were left with a very heterogeneous forest structure. We feel we've improved the conditions for survival of the old and large trees, while at the same time creating conditions that will permit reintroduction of fire. Along the way we've accomplished some things that were not explicit initial objectives, such as improving habitat complexity.

Q1: Did you take the small diameter trees out with the slash?

A1: Because this is a Resource Natural Area, we were faced with constraints in removing the material, so we used the chipper and left the chips on the land. This had the additional benefit of reducing the number of vehicle entries onto the site, which reduced soil disturbance and compaction.

Q2: How many inches of chips are left as residual after the masticating treatments?

A2: Anywhere from 1 to 6 inches, mostly less than 4 inches. We chose a fairly large chip size to maintain aeration; the smaller material will decompose most quickly.

Q3: Did you feel your approach to thinning produced the heterogeneous structure?

A3: Yes – but I’d say if I had to do it over again, I’d have an exception for small patches of small trees. But yes, we have some nice large openings, and we also have some areas that are naturally more dense.

Q4: Did you model that?

A4: No, we didn’t try to model spatial structure explicitly – instead, we allowed the existing forest structure to drive the prescription.

Q5: Was the masticated fuel bed part of your fuel model?

A5: There’s no current fuel model that replicates those conditions, although these are under development. In the meantime, we used a combination of different fuel models, and we got different answers, but the lesson was that you’ll need some time to allow decomposition to occur.

Update on the status of New Mexico Forest Workers Compensation Insurance

Mike DeBonis, Southwest Region Director, the Forest Guild

Workers’ compensation insurance rates in New Mexico are the highest in the west: \$79 for every \$100 in payroll. These high rates have led to high costs for forest treatments, estimated at \$1025 per acre. If you lower the workers comp rate down to about \$30 per \$100 of payroll, your treatment costs go down to around \$847/acre.

The high rates also affect workers – many are operating without any insurance, and NM contractors find it hard to compete for forest contracts within the state. For this reason, many public land management agencies look outside the state to award their forest management contracts.

The workers’ compensation rates are high for a couple of reasons:

- There isn’t an adequate pool of forest workers.
- There wasn’t a safety program to train and certify forest workers.

Three strategies were identified for overcoming these problems:



- The development of a forest worker safety certification program.
- The passing of a state special code to lower rates for safety certified workers.
- Unification of the industry through the creation of the NM Forest Industry Association.

The Certification Safety program is funded by the Forest Service, the Forest Products Lab, and the NM Legislature. Oversight is provided by an Advisory Group, which consists of representatives from state agencies, insurance carriers, contractors, and NGOs. All workers go through a four day certification course, and they are also required to participate in annual recertification courses. Since March 2006, we've conducted 13 training courses and certified 240 forest workers. Workers come from 13 counties in the key forested areas across the state.

In June 2006, the public regulation commission created the State Special Classification (2721) for Certified Loggers. The new workers' comp rate for this classification is \$30 for \$100 of payroll.

The NM Forestry Industry Association is emerging as an organization that will serve as a long-term home for the safety certification program, and it will provide communication, collaboration, and networking opportunities for forest workers in New Mexico.

Questions

Q1: What are the costs and duration of the training?

A1: With the funding support we've received, the training is free; the cost of course is the time it takes to participate in the training – four days.

Q2: Is the recertification training conducted on an annual basis?

A2: Yes, the insurance industry is concerned about maintaining the quality of the training, and the annual one-day recertification is a key part of this.

Q3: Can we get notified of upcoming certification trainings?

A3: Yes, we're now working to set the calendar for these next events, and we'll be communicating this to you.

Q4: As the labor pool grows, could the rates possibly drop yet again?

A4: We haven't yet tracked this information – it's going to take at least three years for the insurance industry to monitor

Q5: What progress have you made in enforcing workers' access to workers' compensation?

A5: We really haven't done a lot in this area. However, one good indication of progress has been the Forest Service's creation of a new clause that requires workers to carry workers' compensation.

New Mexico Forest and Watershed Restoration Institute Update ***Dr. Ken Smith, Director, New Mexico Forest and Watershed Restoration Institute***

I've been fortunate enough to work in several forest ecosystems around the world – in Brazil, in northern Florida, in the southern Appalachian forests of Tennessee, and in the eastern forests of Quebec. As a young forester, I worked as an intern on the Roosevelt and Arapaho NFs in Colorado. I also worked in West Africa as a Peace Corps volunteer. I mention these experiences because they represent a diverse set of ecosystems, cultures, language groups, and forest management objectives. All of these areas are under intense pressure from the influx of outsiders – and it has led to the parcellization of landscapes and a more challenging management setting. In all of these areas, there are concerns for the future of the children – their education and potential for future employment.

About the Institute: There are three Forest Restoration Institutes – in New Mexico, Colorado, and Arizona. Our Institute at Highlands University was established in 2004, so we're still relatively new. Our mandate is to develop, transfer, and apply forest restoration work to restore fire-adapted ecosystems. We plan to establish a clearinghouse of information about restoration work, develop a publicly accessible roster of resource persons to assess and treat conditions in their areas, and we plan to organize a list of equipment that CFRP participants and others could access to do forest restoration work.

We're committed to providing any help we can in building capacity in the forest workforce. We plan to be a key partner in the workers' safety education program, and we're also trying to develop some short courses for practitioners. We're also interested in working with programs to help develop markets for forest products.

CFRP 101: 2007 Request for Proposals and Q&A ***Walter Dunn, CFRP Program Manager***

The goal of this session is to explain to prospective applicants, and people relatively unfamiliar with CFRP, the Request for Proposal process. I'm told this is unusual for federal agencies, to have someone explain the RFP and process to potential applicants, but we feel this is imperative in developing the capacity for people to write quality proposals that address the intent of the program.

The first thing to note – at the top of the RFP document – is that the contact persons indicated there are the Forest Coordinators on each of the national forests. I want to emphasize that these are your ambassadors and advocates in developing your proposals.

For 2007 proposals, the Panel and coordinators determined that we will no longer consider submissions longer than 10 pages. A reason for this is that in the near future, CFRP (as is the case with all federal agencies) will have to transition to an electronic submission process, and the computerized system will only allow a certain amount of space. Please note also that there are standard font sizes and margins.

For this year, applications will not be received after Monday, March 5th, at 5:00 PM Mountain Standard Time.

The heart of CFRP is collaboration – in the planning, implementation, and monitoring of the project. “A diverse and balanced group” is key to this – the Panel will look at the partners indicated in your proposals, and they will evaluate how far the proposal addresses this criterion. CFRP was designed to reduce the level of conflict on public lands, in order to build a zone of agreement on what should be done about public forest lands.

Proposed projects must be implemented on federal, state, or tribal lands. Please note that “treatment projects on private land will not be considered.” Processing facilities located on private land are acceptable, however – but only if the material to be processed is taken from federal, state, or tribal lands.

Eligibility is determined using the following criteria, which are based on CFRP objectives:

- Reduce the threat of large, high intensity wildfires and the negative effects of excessive competition between trees by restoring ecosystem function, structure, and species composition, including the reduction of non-native species populations
- Reestablish fire regimes
- Replant trees in deforested areas
- Improve the use of, or add value to, small diameter trees
- Encourage sustainable communities and sustainable forests through collaborative partnerships
- Develop, demonstrate, and evaluate ecologically sound forest restoration techniques.



All projects that use CFRP funds must comply with federal laws, such as the National Environmental Policy Act (NEPA), and with other relevant policies and jurisdictions of federal agencies. The Forest Service, because of its unique history, has its own set of interpretations and guidelines about these laws; they may be very different on BLM or tribal lands, for example. The Panel will certainly ask, particularly if the project is located on Forest Service land, whether the project is in fact “NEPA ready.”

You will need to have a sponsorship letter from the official who is responsible for the public lands on which your project is proposed. Building a relationship, and consulting with these officials in advance, is critical if you’re to receive this sponsorship and support. Grant applicants are strongly encouraged to contact land managers early on, to involve them in the development of the proposals. The sponsorship letter must show strong support for the project, and also indicate that the NEPA documentation for the project has already been completed.

There must be a 20% match on the total project costs. The total grant amount cannot exceed \$450,000 over four years (no more than \$150,000 annually), and the total federal contribution cannot exceed \$360,000. If the applicant wishes to contribute more than 20%, details should be provided in the project narrative and not in the budget – this guidance is established in federal statute. Costs may include personnel, travel, attendance at the CFRP annual meeting, equipment, supplies, consultants, and other direct costs. Indirect costs may not exceed 10% of the total project budget.

A single organization may receive more than one program grant in the same time period, as long as the projects are completely independent of one another. The Panel will look to see if anything is being paid for twice, so you need to make a case that there is no duplication. Organizations that have received grants in the past must explain the relationship of the previous grant to the new proposal, with the understanding, again, that this is a new and independent project request. If applicants are resubmitting proposals previously reviewed by the Panel, they must address the weaknesses and recommendations identified by the Panel in their prior review.

The Panel will likely approve 10 – 20 awards during this year’s round of review, and the total grants will be about \$4 million.

In terms of reports, grantees are required to submit semi-annual performance reports, quarterly financial reports, and a multi-party assessment report.

We’ve provided examples of approved proposals on our website, so you can see the clarity that the Panel is looking for.

Four categories are used to evaluate the proposals:

1. Excellent match.
2. Excellent match, but with some reservations.
3. Good match, but the Panel has some concerns that must be addressed before the project is funded.
4. Doesn’t clearly address the objectives, successful implementation is doubtful, or the project is not appropriate for the objectives of the Act.

Usually only proposals in Categories 1) and 2) are ultimately funded, and the Panel will make their recommendations based on the amount of available funding. There is often an additional step between the Panel’s recommendations and the actual awarding of the grant, during which time applicants can revise their proposals based on comments or questions from Panel members. The Regional Forester makes the final decision on project support, and the collaborating National Forest manages the grant.

CFRP 201: Project Implementation

CFRP Forest Coordinators:

- Ignacio Peralta, Carson National Forest
- Kim Hunter, Gila National Forest
- Rueben Montes, Santa Fe National Forest
- Connie Zipperer, Lincoln National Forest / Cibola National Forest (Acting)

The CFRP Forest Coordinators organized this CFRP 201 session to discuss some of the common challenges faced by current grantees. Issues discussed included: modifying grant agreements, requesting reimbursements and advance payments, dealing with project delays, and designing work plans and budgets.

Grant Agreements

A grant agreement is a legally binding agreement between the agency and the grant recipient. It establishes basic understandings about:

- What work is to be done?
- How and by whom is the work to be done?
- When is the work to be done?
- What is the estimated cost of the work?
- Under what special terms and conditions is the work to be done?



The Agreement serves as checklist against which the recipient will be monitored, and it establishes the rights and responsibilities of each party.

Certain post-award changes in work plans and budgets require formal prior written approval from the National Forest. The following changes to work plans require prior approval:

- Any change in the scope or objectives of the project (e.g., number of acres treated).
- Changes in key personnel or the corporate name specified in the grant award (e.g., when the Forest Trust changed their name to the Forest Guild).
- Cumulative transfer of funds among budget categories which exceed 10% of total approved budget for federal funding over \$100,000.
- Changes to existing terms/conditions of grant award, such as:
 - Extensions of grant expiration date
 - Change of approved signatory officials (e.g., change in corporate officers)
 - Procedural changes
 - Changes in funding
- Decisions to contract out or obtain services of a third party to perform activities central to the purpose of the grant that were not included in the original proposal.
- Changes to the original budget, for instance adding capital equipment purchases (unit cost of \$5,000 or more – purchases under \$5,000 are considered supplies) identified as a direct cost in the project, proposal costs, publication/printing costs, or shifting costs between direct charges and indirect charges.

The procedure for requesting prior approval to change a work plan or budget consists of the following steps:

- Requests should be submitted in writing to the CFRP Coordinator of the participating National Forest.
- Budget revisions should be outlined in the same budget format as the original application, and accompanied by a narrative justification for the proposed revision(s).
- Requests should be signed by an authorized official of the grant organization and the principal project contact.

- Changes are mutually agreed to by both parties and modifications signed by the current authorized signatory official of the grant recipient and by the Forest Supervisor.
- The National Forest should notify the recipient within 30 days of receiving the request.

Failure by the recipient to obtain prior approval when required may result in disallowance of these costs.

Reimbursements and Advance Payments

The Forest Coordinators described the process of processing reimbursement requests and advance payments from the moment an SF270 form is submitted until payment. The information provided is based on advice from the Albuquerque Service Center (ASC), which processes all reimbursement and advance payment requests. CFRP experience indicates that it takes about two weeks to process payments.

The reimbursement process includes the following steps:

1. All requests (whether received by email, fax or mail) are entered into an electronic database, indexed (agreement number is manually keyed in database), sorted into electronic folders by type (invoice, obligation, modification), and scanned into a database.
2. ASC Technicians type invoice information in the IWEB (the system used to keep track of all grants) and attach the scanned invoice from database.
3. The Technician then emails the Payment Approver (PA; i.e., the Forest Coordinator) with notice of the pending invoice.
4. The Forest Coordinator goes into the database, checks everything, and authorizes payment.
5. A financial approver at ASC reviews IWEB daily to verify that the PA has entered the payment into the system, review vendor code, and financially approve payment.
6. The transactions go into a general ledger that is electronically sent to the National Finance Center in New Orleans, LA.
7. Payments are sent to the US Treasury for disbursement.
8. And, finally, payments are sent to recipient's financial institution.

Advance Payments

The following rules apply to advance payments:

- Projects can receive only one advance payment.
- An advance payment must be spent within 30 days (to avoid projects earning interest income on federal dollars).
- Advances do not draw down on the obligation balance, because they are considered loans. Because they are loans, the following rules apply:
 - Advances must be liquidated before another payment can be processed.
 - Liquidation of an advance has to be demonstrated by way of: 1) written documentation that shows the funds have been spent and submitted to ASC, **or** 2)

information in the next reimbursement request showing that the advance money was spent. If a grantee goes with option 2 it is still helpful to include a brief narrative.

Some tips from ASC Customer Service about the things grantees can do to prevent delays in getting paid.

- Contact ASC Help Desk (877-372-7248) if you have any questions or want to follow up on a payment.
- Use the complete, accurate grant number (15 digits), since everything is tracked through the grant number. It is also essential that performance dates are indicated on the invoices. Incorrect/incomplete invoices will be returned with a cover letter indicating the problem.
- Register in CCR (Central Contractor Registration); this must be renewed annually.
- Register in DUNS (Data Universal Numbering System). DUNS assigns a unique nine character identification number provided by Dun & Bradstreet.
- Registration and TIN (Taxpayer Identification Number) verification with the IRS takes 24-72 hours.
- Do not submit an advance and a reimbursement on the same form; the two transactions should be separate.
- Process any change in banking information in CCR, and then contact the Forest G&A Specialist or Forest Coordinator, who contacts ASC to update the vendor information.
- Verify with your bank and include the correct routing number for electronic funds transfer (EFT) into your account. (i.e., EFT routing numbers are different from wire transfers).
- Address correspondence to: Payments Grants & Agreements – FAX: 877-687-4894.

People or organizations that are both a contractor and a grantee, should register twice in the CCR and DUNS. For instance, a county may have multiple departments; each department should register separately (separate DUNS number and CCR). This helps ASC ensure that the right funds go to the right account.

Designing a Work Plan to Fit a Budget

There are several challenges that realistic work plans and budgets can help address:

- Ensure that the project is delivered within the defined constraints (time, cost, what's needed to get the work done, risk management).
- Optimize allocated resources to achieve pre-defined objectives and integrate the resources needed to meet those objectives.
- Carefully select a set of tasks to achieve objectives and use resources.

The first step in developing a work plan and budget is to determine a set of clearly defined project objectives. Aspiring grantees should then develop a work plan that:

- Identifies tasks needed to demonstrate you can accomplish objectives.
- Includes task descriptions and identifies who is carrying out each task.
- Sequence and schedule each task along a 6-9 month timeframe.

Once the work plan has been developed, with specific task descriptions, assignments, and timelines, a budget should be developed. The budget should follow the guidelines outlined in the CFRP Request for Proposals. Please note that “direct costs” are tied specifically to the project and billed directly to the project line item in the accounting system, while “indirect costs” are costs tied to two or more projects or incurred for the general operations of the business.

Workers’ compensation insurance, for example, would be considered an indirect cost. In many cases, workers’ comp is part of the cost of doing business (e.g., if there is a delay, the crew will continue to work and workers’ comp still has to be paid). Some participants felt that including workers’ comp as an indirect cost makes it very difficult to stay within the CFRP maximum rate of 10% indirect costs. They suggested that workers’ comp might be considered as fringe benefits.

The Forest Coordinators mentioned that the key issue is consistency. For example, if an organization chooses to apply workers’ comp to fringe benefits (direct cost), it should do so across its project accounting system. Grantees should develop the indirect rate for their organization and use the indirect rate to prepare the budget for a grant project. Indirect costs up to 10% can be included in the project costs, while anything over 10% can be used as match. Organizations must indicate how they derive their indirect percentage, and justify how they arrived at this percentage.

Why are projects delayed?

There are several common causes for delays in project implementation. Projects can be extended through a grant modification with the National Forest. Projects can get a one year extension, but are limited to maximum project duration of five years. Examples of causes of project delays include the following.

Delays due to Forest closures: The Forest Service may close a forest under extreme drought conditions and severe fire danger. Forest closures for extended time periods can significantly set back a project’s proposed timeline.

Grantees and district staff should use the down time during a closure to review the project and brainstorm any potential issues or concerns from the original proposal that may arise (e.g., new studies may have come out, conditions on the ground may have changed).

Delays due to environmental appeals: The following example describes what happened to a project that seemed a great fit for the CFRP program, but ran into an unexpected problem when the Environmental Assessment decision was appealed and reversed.

- February 2004: the Environmental Assessment for Gallinas Municipal Watershed WUI project was published by the Pecos/Las Vegas Ranger District (municipal watershed for city of Las Vegas).
- April 2004: the Tierra y Montes Soil & Water Conservation District (SWCD) received a CFRP grant to treat 270 acres within the WUI project area.
- June 2004: the District Ranger’s decision was appealed from the original EA.
- September 2004: the decision was reversed by the US Forest Service Southwestern Regional Office. As a result, the Tierra Y Montes SWCD CFRP grant was delayed for the next 2 years.

- September 2006: an appeals review found the Gallinas WUI project was in NEPA compliance and the Ranger District was allowed to proceed with the project.
- January 2007: after 2 years of inactivity, the Tierra Y Montes SWCD CFRP grant project is moving forward with bids for thinning contractors.

The project was extended by two years, so the grantees were able to use the full 5 year grant period. Ideally, when people put a project together, they should plan for a 3-year project period.

Delays due to the NEPA process: The following example describes a project that was delayed due to an appeal against a Categorical Exclusion.

- In 2004, The Conservation Fund (TCF) was awarded a CFRP grant to complete NEPA for restoration treatments for 600 acres on Rowe Mesa within the Pecos/Las Vegas Ranger District. CFRP II project.
- Upon NEPA completion, TCF would begin thinning treatments and broadcast burning.
- In June 2006, the District Ranger issued a Categorical Exclusion (CE) for the project. The CE was appealed by Wild Watershed.
- In September 2006, the Forest Supervisor reversed the District Ranger's CE due to lack of fuels analysis.
- A new public comment period will also be conducted.

Several participants had experiences with unforeseen circumstances that delayed project implementation. The Forest Coordinators suggested that grantees meet regularly with their collaborators to make sure everyone understands the cause of the delay and agrees to the adjustments in timelines that will be made to accommodate the delays.

Lessons Learned

Some of the key lessons learned in the implementation of CFRP projects to date include:

- Work plans should be specific, but additional planning documents may be needed to create detailed plans necessary for accountability and transparency.
- Credible and defensible costs in the budget are critical to prevent problems during the implementation phase. Resources should be sufficient to deliver all work required to complete a project within defined scope, time, and cost constraints.
- Proposal text and budget should be consistent (e.g., can you treat the proposed acreage with the requested amount of money?).
- Don't underestimate the relationship between direct and indirect costs.
- It is important to be disciplined in organizing and managing resources.

Introduction To The Afternoon Sessions On Multi-Party Monitoring

Ann Moote and Jesse Abrams, Ecological Restoration Institute, NAU

The Collaborative Forest Restoration Act, which established the CFRP, requires that grantees monitor the impact of their projects, and the program's approach to monitoring also reflects the emphasis given to collaboration in the Act. Since collaborative approaches to forest restoration

are relatively new, it is very important to learn how these approaches are working and to share what has been learned in order to improve collaborative forest restoration throughout the program, and beyond.

CFRP grantees monitor for positive or negative impact and effectiveness of their project, including improvements in local management skills and on the ground results. Monitoring allows grantees to evaluate project implementation, systematically assess project impacts, and make informed decisions about how to adapt their approaches.

The Ecological Restoration Institute (ERI) has developed a series of six handbooks on multi-party monitoring. The latest handbook describes a 5-step process on multi-party monitoring and is based on ERI's past years of experience working with CFRP grantees on monitoring.

ERI will provide the following instructional sessions during this year's CFRP annual meeting:

- Getting Started with Multi-party Monitoring
- Collecting and Analyzing Data
- Interpreting and Sharing Results

For more information or for advice and training on developing and implementing a monitoring plan, CFRP grantees should contact the following individuals:

- Ann Moote, Ecological Restoration Institute, 928-523-7254, ann.moote@nau.edu
- Jesse Abrams, Ecological Restoration Institute, 928-523-7295, jesse.abrams@nau.edu
- Eytan Krasilovsky, Forest Guild, 505-983-8992 ext. 16, eytan@forestguild.org

The afternoon sessions consisted of two sets of concurrent sessions, followed by one plenary session on multi-party monitoring.

Concurrent Sessions I

Multi-Party Monitoring: Getting Started
Ann Moote, Ecological Restoration Institute, NAU
Eytan Krasilovsky, Forest Guild

Why monitor?

- CFRP legislation requires it
- Learn what works and what doesn't
- Evaluate project implementation
- Assess project impact
- Inform adaptive management – improve collaborative forest restoration



We promote a five step process for implementing multi-party monitoring:

1. Hold a multi-party monitoring team to develop the plan
2. Write the monitoring plan

3. Gather data
4. Analyze data
5. Share results

The multi-party monitoring plan that appears in CFRP proposals is often just a basic starting point. The initial meeting therefore should focus on fine tuning the plan so that everyone understands it and commits to the monitoring process. The multi-party monitoring books can be very helpful in guiding this process. In the initial meetings, the group should clarify the project's goals, discuss indicators and monitoring methods, and identify necessary resources (people, equipment, budget).

The key elements of the monitoring plan will include:

- Goals
- Indicators
- Methods
- Sampling design
- Sampling schedule
- Who does what

Best Laid Plans: Adaptive Management and Beyond ***Rebecca Cross and Julia Vasquez - La Lama Neighborhood Association***

Rebecca Cross and Julia Vasquez told participants that they have “learned as much from what went wrong as from what went right.” Based on their experience, they advised that no matter how well-planned a project is, there can still be surprises in project implementation. They shared what happened with the La Lama Neighborhood Association CFRP project and how they responded to unexpected challenges.

The project location is Lama, NM on the Carson National Forest. There were several factors that prompted community members to apply for a CFRP grant, including thick, overcrowded conditions on the forest, impacts from 1996 Hondo Fire and subsequent flooding, and a desire on the part of community members to be involved in forest management.

Their CFRP proposal was written as a solution to a problem. Therefore, it was complex and multi-layered. The Neighborhood Association wanted to implement demonstration projects to learn about the forest and develop the restoration prescription based on what they learned from the demonstrations.

The Proposal

Proposal components included:

- Community involvement in the planning, implementation and stewardship of the project
- Five demonstration projects to demonstrate three pre-identified items
- Ecological balance in the forest
 - Sensitive thinning guidelines such as diameter caps and leaving islands of untouched areas

- Other restoration in the burned area and elsewhere
- Ongoing education
- Employment opportunities
- Forestry and office equipment for the neighborhood
- Wood utilization strategies
- Youth involvement

Challenges Encountered

The La Lama Neighborhood Association was informed that their proposal would likely be funded, but that the CFRP Technical Advisory Panel had some questions. Among them was a question about whether the community had the capacity to carry out the project. The group responded to these questions, and was notified they would be awarded a grant. Then, they experienced several delays and challenges, including:

- The Los Alamos Fire
- Delays in NEPA and CFRP while Forest Service resources were redirected to address the fire
- A letter signed by a segment of community members stating that they did not want the Forest Service to take action on the forest in the context of the WUI analysis that was underway. Perhaps unintentionally, this also delayed implementation of the CFRP project.
- The forester identified in their original proposal had to find other work during these delays, and eventually was not available for the project.
- The group learned that equipment purchased with federal funds cannot be used on private lands during the term of the grant. They tried to get a foundation grant to pay for the necessary equipment so they could use it on both federal and private land, but were unsuccessful in these attempts.
- Grant administration required more time than anticipated.
- The group struggled with how to resolve differing expert opinions on their project.
- Impacts from bark beetle.
- The community opinion regarding the focus of the project (restoration vs. thinning) changed as the weather conditions changed.
- Translating the prescription from paper to the forest took more time than anticipated.

The Results

Despite all these challenges, after a 2 year delay, the demonstration projects were finally implemented. Prescriptions were developed and implemented by the community based on the results of the demonstration projects. Project accomplishments include:

- Successful treatment with several community members who are able to explain it
- 90 acres prescribed, 70 thinned
- Thinning being done by adjacent neighbors on their land

Lessons Learned

The key lessons learned from this experience include:

- It's impossible to anticipate every possible delay, so projects should be prepared to be flexible and adapt to conditions as they arise.
- All volunteer-led projects need to allow for different work approaches.
- Not having a central location for the grantee made project coordination challenging.
- Monitoring assistance from the Ecological Restoration Institute was very helpful.
- It may be better to wait until "all lights are green" before beginning a project.
- Addressing these challenges collaboratively has helped increase community capacity.
- Basic administrative infrastructure (e.g. contracts, payroll, taxes, etc.) is critical to support the project.
- Project administration and collaboration require two different skill sets and should be budgeted for separately.
- Clear, written communication and agreements are very important (contracts, community newsletter, photos).
- It would have been helpful to have received the Forest Service input in a more integrated and comprehensive way.
- Collaboration really requires a framework as well as sensitivity to all perspectives.
- It's important to respond to realities on the ground. Translating the prescriptions can be challenging – in other words, "the map is not the territory."
- Nature has the ability to seamlessly adapt to changing conditions. Humans can only attempt to do so.

In closing, the La Lama Neighborhood Association experience highlights the following questions for the Forest Service:

- How can CFRP projects be maintained after the end of the grant period?
- How can old and large trees be preserved following the grant period? Is signage a viable option?
- How will the project be monitored in the future? Will the Forest Service fund aggregate monitoring?

Concurrent Sessions II

Multi-Party Monitoring - The Monitoring Process

Jesse Abrams, Ecological Restoration Institute, NAU

Eytan Krasilovsky, Forest Guild

Socioeconomic Monitoring

Socio-economic monitoring methods can be grouped into the following five categories:

1. Direct tracking – documenting project activities

2. Secondary data collection
3. Questionnaires
4. Interviews
5. Focus Groups

For the last three methods, consider who is being interviewed and to what extent they are representative of the community's interests.

Socio-economic indicators commonly used by CFRP grantees include:

- Number and type of jobs created
- Skills gained
- Value of wood products generated
- Outreach and educational activities
- Community perceptions of the project. The Center for Whole Communities in Vermont has developed measures of community health in ten categories, including guidelines for capturing community stories and ethics. These could be useful for measuring this indicator.

It would also be helpful to identify factors that make it economically viable to remove wood products from the forest.

North Shady Brook Project - *Rachel Mondragon, Urban Interface Solutions*

Urban Interface Solutions is conducting the monitoring for the North Shady Brook Project. This project is in the first year of its four years of support. Indicators have been selected, including: jobs created education, and youth involvement. Partners include The Boys and Girls Club in Taos, and the Boy Scouts of America. Boy Scouts can earn merit badges through the project.

The project is looking at the benefits to the community. The number one benefits to the community are reducing the risk of wildland fire and improving forest health

Through their experience, the group learned that incentives increase the response rate for surveys.

Ecological Methods

Why monitor what is happening on the ground?

- Help determine if desired results are being achieved
- Inform future project design

Ecological indicators commonly used by CFRP grantees:

- Live and dead tree density (trees/acre)
- Live and dead tree size
- Overstory canopy overhead
- Understory cover
- Surface fuels – dead and down woody debris on the ground

Each of these indicators should be measured before and after treatment.

Q1: Why is basal area not being used as a measure?

A1: Because it doesn't provide information about the size of trees being thinned. Basal area is one good measure to be used in the field during implementation; these indicators are intended for broader project monitoring. Basal area can be derived from the tree density indicator.

Comment: In my experience, BEMP is a good approach for bosque monitoring.

Jemez Mountain Schools - *Peggy McCracken and Coronado High School Students Summer Course*

Students monitor the CFRP project for four years, working with forestry professionals. Thinning will provide wood chips for the biomass facility at the school, provide jobs, and provide a renewable, less costly alternative to propane. Monitoring will be conducted pre- and post-treatment

Students described how they measure transects and the techniques they are using to monitor:

- Density and size of live and dead trees
- Understory cover
- Canopy cover

The school district agreed to give science credit to participating students because the course is environmental science, which is an approved course.



ERI has a curriculum guide that links to the NM state standards.

Building Partnerships

English Bird, Krista Bonfantine, and Sarah Pierpont - New Mexico Recycling Coalition

New Mexico Recycling Coalition (NMRC – www.recyclenewmexico.org) has a CFRP grant for outreach and education to enhance the utilization of compost and mulch from forest residuals. As part of the grant, NMRC is working with partners on developing four composting and mulching demonstration sites around Santa Fe. The results from the demonstration sites are used to create education and outreach materials and integrated into training workshops to learn from the demonstration projects. In addition, New Mexico Department of Transportation has been approached to use this material in road project in the northern part of the State.

How did NMRC develop a successful education and outreach program to enhance the utilization of compost and mulch?

- NMRC's mission – to create value for waste as a resource – fits very well with this project to create value and markets for mulch and compost from forest residuals. NMRC has extensive outreach and training experience as well as connections with state agencies

- and a broad and diverse membership base. NMRC has experience with composting and mulching issues and a desire to develop and expand the market for compost and mulch.
- Partnerships were key to getting the project started. It was a chance meeting between someone from the NM Department of Transportation (DoT) and a CFRP coordinator that led to the idea that DoT could use recycled forest products in their projects. DoT already used composted mulch for roadside reseeded and stabilization projects, and there seemed to be a ready market for mulch and compost from forest residuals.

Building Partnerships

- NMRC started by putting together a diverse team of nine organizations to support this project, including state agencies (DoT and NMED Solid Waste Bureau), tribes, youth, local government, and a soil and water conservation district.
- NMRC did not previously work with the forestry community, so it spent a lot of time reaching out to CFRP grantees, tribes, land managers, fire professionals, thinning contractors, students, and youth to get the project started.
- NMRC found that communication and networking are critical to developing partnerships.
 - NMRC talked with as many people as possible, and found that one contact led to another.
 - NMRC found that establishing clear goals helps get new partners on board. Clear goals are critical to helping people understand what you are trying to do and how they might fit in.
 - To assist with outreach, NMRC created an identity – “don’t trash that slash” – to market the project and convey their key message.
- NMRC created additional opportunities to develop partnerships, for instance by establishing an Advisory Team to assist with multi-party monitoring, and by involving ‘consultants’ that assist with project management and implementation.
- NMRC’s outreach efforts were critical to identifying people to partner with. Outreach efforts included: workshops, conference presentations, educational displays at events, and developing and distributing educational materials.

Maintaining Partner Relations

The following elements are key to maintaining good relations with partner organizations. This experience is based on NMRC’s efforts to build partner relations with the diverse range of CFRP partners.

- Provide frequent contact, be proactive, visit partners, and call people.
- Keep all partners informed of project activities. If you keep everyone informed, people can see how NMRC fits in with their activities.
- Be responsive to expressed needs and concerns. For instance, refer people to experts who can answer questions, or tailor your services to the needs of your partners.
- Acknowledge individual and agency participation wherever possible.
- Show your gratitude. For instance, NMRC receives lots of in-kind time, which it recognizes.

- Seek and evaluate feedback. For instance, use SurveyMonkey (www.surveymonkey.com) to send a quick survey.
- Use workshops to get the word out and maintain relationships. All NMRC's workshops are free, and they are an important method for spreading the word. NMRC has a procedure in place for organization a workshop, which makes it is easy to pull off subsequent events.

Maintaining Flexibility to Meet Market/Partner/Client Needs

- The NMRC project evolved from providing advice on equipment to providing education and training on the use of mulch and compost (e.g., for erosion control).
- This evolution took place in response to what people wanted. Many people wanted to learn about how you create a marketable mulch or compost product.
- NMRC also realized that in order to increase demand, they had to increase the knowledge of how you use the wood product (e.g., to control erosion and improve re-vegetation). For instance, NMRC is providing information about mulch and compost from forest residuals to home gardeners, Soil & Water Conservation Districts, railway companies (to prevent erosion from embankments) and others.
- NMRC is responding to technical questions from partners and others, and in some cases doing research to obtain new data. For instance, a major gap in knowledge is translating information about a stand into an estimate of the volume of mulch the stand will produce. NMRC is working to create guidelines to help people make better estimates. This information will help projects plan for what to do with the mulch they will produce. NMRC can also help with information about the effects of fuel beds of various depths on leaf tree mortality.
- NMRC has focused on products from biomass that require relatively little capital investment (i.e., mulch and compost). Other products might include plywood and golf tees, which can be made from biomass, but would require greater capital investment.

Ecological Monitoring

Since the NMRC project was proposed as an outreach and education project, they initially monitored how many people they had trained, whether the training changed opinions, etc. However, as NMRC started making recommendations about using mulch and compost, they also wanted to answer questions about use of mulch and compost. The demonstration sites are set up to learn lessons about a range of issues, for instance how much mulch to use in different conditions (e.g., erosion control on a rail embankment vs. in the Bosque).

NMRC discussed several examples of their collaboration with other CFRP grantees to monitor the effects of mulch in different environments and different applications.

- In the Santa Fe River Riparian restoration project, NMRC is working with 6th graders to measure the impacts of mulch on the soil. They measure soil compaction, temperature, and moisture. NMRC hopes to find out what effect different mulch jobs have on different soil types. NMRC also intends to use this project to develop guidelines for how to integrate youth into a monitoring project.

Questions

Q1: What does mulch do to the soil? Does it deplete nitrogen by adding carbon?

A1: Most research on this topic comes from agriculture. There is some effect, but it is short-lived, and by not tilling the effect is much reduced. Most soil in NM is very reduced in nitrogen already, so you are not taking something away that is abundant. Once microbes start working on carbon, they will need some nitrogen, but over time more nitrogen enters the system as a result of adding mulch.

Q2: Does mulch help with loss of moisture due to evaporation?

A2: Los Alamos scientists have pointed out that if you thin dense canopy, you go from a light limited to a moisture limited ecosystem; this is a major ecosystem change. Mulch can be used to temper moisture loss and temperature fluctuations. In NM, we lose more water to evaporation than we receive in precipitation. In a dense forest, the forest floor is cool and protected. When you open up the canopy by thinning, soil temperature goes way up and evaporation increases.

Q3: Last year a fire started in the median of a highway. What happened?

A3: The fire was caused by a cigarette. It turned out that the conditions were perfect for starting a fire, and DoT had put too much mulch down in this median. DoT had to retrain their technicians to make sure they would apply proper amounts of mulch to limit fire risk.

Q4: What does DoT pay for mulch?

A4: DoT does not tell anyone. Lots of hurdles get into their system, because the mulch has to meet certain requirements.

Following these two sets of concurrent sessions, the group reconvened in plenary.

Multi-Party Monitoring – Interpreting and Sharing Results ***Anne Moote – Ecological Restoration Institute, NAU***

This is the most important part of monitoring – trying to understand what you’ve learned, and what it means for your project, for the community, for the forest, and for future projects. What did we want to achieve in the beginning, and have we gotten there? What changed? Why did it change? Was the change good or bad?

For example, if the goals are to reduce the risk of crown fires, and preserve old and large trees, the indicators might include:

- Canopy cover (percent cover)
- Live and dead tree density (# trees/acre)
- Sapling density (# saplings/acre)
- Live and dead tree size (mean dbh)

As an example of social and economic data – e.g., building skills in wood products utilization. The measures could include:

- Change in number of trained builders and contractors
- Change in number of certified builders
- Change in number of licensed contractors

A monitoring report should include, at the very least, the following elements:

- Background information – Describe the project, its goals, what you were hoping to do, as well as the partners, goals, measures, and indicators used.
- Monitoring methods – What types of methods did you use? Describe your sampling design, data collection methods, etc.
- Results- Present the data collected, preferably in tabular or graphic form.
- Interpretation – From data analysis (e.g., % change) – what does it mean? What are the implications for the forest, for the community? What lessons were learned?
- Appendices (optional) – These could include the reporting forms or questionnaires used in the data collection, or more detailed descriptions of the measures used, so that people reading the report will have a clear idea of how the data was gathered.

Multi-party monitoring reports are required by CFRP legislation, and they should be submitted as a separate report to the CFRP program. To reach a wider audience, results can also be presented to communities and to civic groups by putting them in local newsletters or newspapers, or in presentations to local groups. Some groups have also developed colorful brochures or posters, with summaries of the important lessons learned.

Wednesday, January 31, 2007

General Introduction to the Day

Walter Dunn

Today's focus will be on presentations and sharing of project experience.

However, we'll start the day with some general information on administrative issues from our grants and agreements coordinator, Susan McDonnell.

We then follow with discussion and sharing in breakout groups organized by region. The Forest Coordinators for each of the national forests will lead these sessions, and this is a great opportunity to get a sense of what's happening on each of the forests, and to meet and network with other grantees and potential applicants in your area of interest.

The rest of the day is devoted to project presentations from selected CFRP projects. These presentations are often the highlight of the workshop, and the challenge for you all will be to make careful choices about which presentations you decide to attend, since all of them are extremely interesting. There will be four concurrent presentations for each of three sessions – twelve presentations in all.

Grant Administration for Grantees

Susan McDonnell, Grants and Agreements, USDA Forest Service

The authority for the Forest Service to enter into grants comes from Congress, and it is in our enabling legislation. We then get our appropriation each year from OMB, and this gives us a sense of how much money we will have to distribute as grants. There are a range of federal laws that guide how we disburse funding to projects. The CFRP program is authorized to issue cost-share grants, which means that the Forest Service has oversight authority. OMB has developed circulars outlining the rules about how money can be spent in the grants, and defining terms like “indirect costs,” “equipment” and other key concepts; these are in the Code of Federal Regulations.

There are administrative requirements and cost principles for each of the grants, and these vary by type of grantee (e.g., universities, states, and local governments have different cost principles). The one special consideration for cost principles is that commercial firms have to follow the Federal Acquisition Regulations, which determine how you can spend money: e.g., labor, equipment, taxes, and insurance. If costs are not allowed in the cost principles, then they could potentially be included in the matching funds, and these issues are defined as well in the OMB circulars.

A fairly new law was passed that is creating some changes in the way the federal agencies are working – the Federal Financial Assistant Improvement Act. This Act is asking the government to have a central portal, use the same rules and application formats. The Forest Service is supportive of the Act, and is working to implement these changes. For more information on these issues, please see www.grants.gov. There are step-by-step guidelines for filling out applications that can be very helpful.

Every grantee has to have a DUNS number in order to be paid. You can do this through the Dun and Bradstreet website. In addition, you have to register with the Central Contract Registration (CCR) – all recipients of federal funds have to be in these databases. The CCR registration must be renewed each year. It’s best to have these registrations completed before you submit your proposals. You must be an authorized organization in order to submit a proposal.

The best chance of avoiding any problems with your grant is to understand all these rules and procedures. We’d like for everyone to at least scan the OMB circulars and know generally what they’re saying.

Some specific issues that we’ve been dealing with in CFRP:

- Milestone dates are extremely important. From the FS perspective, we need these milestones and measurable outcomes. We realize these are estimates, but if things change and these outcomes can’t be met, we would like to know this. For grantees, it’s important to have these milestones to track your progress.
- Budget line item changes: If these exceed 10% of the budget (e.g., from salary to travel), then we need to do an amendment. But any anticipated change should be discussed with your program coordinator, and if they feel it’s significant, then they may decide to do a modification.
- Equipment needs to be protected against vandalism and theft. Title is vested in the recipient, but if equipment is sold during the term of the grant and its value is above

\$5,000, you must inform the Forest Service, and the receipts must be refunded to the Forest Service.

- Taxes: We don't have the expectation that grantees are going to make profits on the grants, so you should not have to pay taxes on the grants. We have had situations where 1099s have been filed, but we're trying to address this, since you should not have to report the use of grant funds to the IRS. The Forest Service cannot give tax advice, but we can work internally to help you deal with federal and state tax issues. Since taxes are unallowable expenses for grant funds, the grantee has the ultimate responsibility for resolving these issues.
- Payments: When we first switched over to the ASC, we noticed some delays; more recently, we've worked through these problems; the Coordinators now track and approve all payments on-line. So please work through your Forest Coordinators if you have any questions or issues you need us to help you resolve.

Discussion Sessions with CFRP Forest Coordinators

- Connie Zipperer, Lincoln and Cibola National Forests
- Reuben Montes, Santa Fe National Forest
- Kim Hunter, Gila National Forest
- Ignacio Peralta, Carson National Forest

Most of the groups used the opportunity grantees to introduce themselves to each other and therefore are not documented here. In the Gila National Forest, specific issues and questions that may be useful to other grantees were discussed and are documented below.

Kim Hunter, Gila National Forest

Grantees discussed market development and tax issues, as well as potential partnerships for future projects and strategies for increasing awareness about CFRP projects and their accomplishments in local communities.

Market Development

Gila Woodnet is drafting an analysis of the business' product mix, pricing, and markets. This could be a model for others wanting to conduct similar studies.

Participants discussed options for creating enough supply for a small-scale, community-based pellet plant. Based on previous experience, it was advised that it is too expensive to make pellets as a direct product from thinning. It is more cost-effective to make pellets from waste. Gila Woodnet's experience indicates that a small-scale portable facility will not be cost-effective. A rule of thumb on hauling low-value chipped waste is that it will be cost-effective within a radius of 50 miles or less. This is not feasible in many low density parts of New Mexico. There is a market for clean chips. A possible approach to creating markets for mixed chips is to build dispersed, small-scale heating systems that would serve a small group of houses or an institutional building (local, state, federal buildings, schools, etc.).

Tax Issue (Federal, State and Gross Receipts) – In the Forest Service contracting program, contractors receive a tax exempt statement from the government to provide retailers when

purchasing equipment with federal funds. Something similar should be provided to CFRP grantees so they are not taxed on these purchases using federal funds.

Action Items

- CFRP grant recipients on the Gila would like to meet twice annually to coordinate. Most CFRP grantees are members of the Gila Wood Products Association, and this may provide a venue for the semi-annual gatherings.
- Susan McDonnell will explore options related to exempting CFRP equipment purchases from taxes, since the source of funds is federal.
- Grantees should contact Kim Hunter if they would like help getting news about their projects out to the community and the media, or if they need support addressing challenges encountered during project implementation.
- The Forest Service should continue to offer the Grant-Writing Workshop and Monitoring Workshops/technical support.

Concurrent CFRP Project Presentations I

CFRP 18-04 Sheep Basin Collaborative Forest Restoration Treatment *Keller Logging, Inc.*

Project Summary: A total of 506 acres were treated through the Sheep Basin Restoration Project, 10 miles from Reserve in Catron County. Trees 5-9 inches were removed. Those 9 to 12 inches were selectively harvested. Mechanical treatments were followed by broadcast burns.

Comments and Insights

The Sheep Basin Restoration Project objectives of the CFRP grant were achieved. Small diameter trees and otherwise unusable slash created as a byproduct of forest restoration work was given to the Reserve small-diameter mill and sort yard and the Reserve High School biomass heating plant. Only 40% of the small diameter timber was used for a value added product. The remaining 60% went to waste material (this includes firewood). The value of pine as firewood is less than the value to transport the material.

A total of 4,363 man hours of work were directly generated by this project, and indirect man hours of work were generated by jobs created and maintained at the local mill, at non-local mills at Nutrioso and Eagar. Unfortunately, year-round jobs could not be created due to seasonal forest closure restrictions and the limited size of the project. The treatments occurred for 6 weeks per phase and produced enough products to keep the local mill operating for 6 months. The CFRP project helped fill the gaps for employment for Kellar Logging Company.

Costs to treat the site were \$641 per acre including equipment and labor.

Next Steps

The project is completed but recommendations include: Need enough product offered and enough infrastructure in place to sustain the jobs on a year-round basis. In order for this growth to continue, some

CFRP, 2007 Workshop



type of incentive will be necessary until market values increase, e.g. CFRP, stewardship or other grants.

Future treatments of additional thinning, burning and maintenance burning in order to continue this progress towards ecological health as the forest continues to grow.

CFRP 02-03: Restoring Our Sacred Lands *Ramah Band of Navajos Natural Resources*

Project Summary: The Natural Resources Department of the Ramah Band of Navajos conducted a forest inventory and developed an ecosystem-wide forest restoration and catastrophic fire risk reduction plan for the reservation. The Ramah Navajos' have 147,000 acres of land that is under the Management of the Department of Natural Resources Management, Agriculture and Forestry. Prior to 2003, neither the Department nor the Chapter had any management activities of its forest and woodlands. Other than the objective and focus of the Bureau of Fire Management, there was little active management being applied to the forest and woodlands. Subsequent to the neglect of the forest, the intense number of invading Juniper/Pinon and underbrush overstocked much of the forested lands. Prolonged drought has also taken a toll on the Forest and woodlands of the Chapter, causing havoc to the health and development of tree growth and creating a danger for high intensity wildfires. The project included culturally sensitive, ecologically sound training for thinning and planting crews.

Lessons learned:

- The Department was unable to hire a full-time Forester and attributed this challenge to the remote location of the reservation and inability to match industry standard salary. This significantly slowed down the implementation of the project.
- While conducting the forestry inventory, they should have spent more time in the field with inventory crew instead of focusing on rechecking the inventory forms submitted by the crew. This was a training issue that was not immediately apparent.
- The Community Development aspect of the project was hard to generate. People did not immediately see the value of the project to their lives.
- Transportation costs associated with transporting crews and equipment to and from work sites were significantly higher than originally anticipated.
- Fuel wood extraction was affected by:
 - Cost
 - Time
 - Method
- The business management was moved to the Natural Resource Management, Agriculture and Forestry Department. The Department handled all business management responsibilities for the crew ie: contracts, payroll, expenses, etc. The Department developed a Forestry Management Project Policies & Procedures for the crew. The department contracted with Restoration Technologies Group for crew technical training and development. The Department handles all firewood sales.

Questions:

Q1: Why was there difficulty in getting the community involved?

A1: The project team tried many types of “hooks” to get people involved. They tried everything from offering food to announcing on radio. They even tried a livestock day which did bring more people. It had about 200 participants. The learning here is that interest is dependent on community interests and what people perceive as something that will meet their specific needs.

Q2: Did you work with the local weavers?

A2: *Yes*, we did work with the local weavers. Most of the weavers are older and the wood workers went to them for answering questions about traditional uses.

Q3: What are you doing with the slash?

A3: Most prescriptions have been lop and scatter. We revisited projects from 8 years ago and saw that materials were still present without much deterioration. We noted that it would be a better to burn the slash rather than leaving it on the ground.

Q4: Once CFRP is finished, how will the team become self-sufficient?

A4: The team is building capacity and will go after private and government contracts. In addition, they will hope to do more fire management types of contracts.

Q5: Are these full or part time jobs?

A5: Crews are part-time and work 9 months out of the year.

Next Steps:

Forestry Management Plan should be completed this spring for the Ramah Navajo Chapter’s final approval and submission to the BIA – SW Regional Office. Ramah Navajo Reservation will have a 5 year Forest Management Plan.

Create Employment – Since 2003 to 2006 Ramah Navajo Chapter has employed 52 Ramah Navajo Community members. Provided free training opportunities for all Ramah Navajo Community members to receive certificates and certifications. It will be important to continue to create opportunities for seeking employment with other agencies and businesses.

Project Monitoring

Ben Sanchez, La Jicarita Enterprise Community, Joaquin Gallegos, New Mexico State University (NMSU), and Gilbert Vigil, Mora resident

Project Summary: This project is part of La Jicarita Enterprise Community’s overall strategy to promote economic development in rural, forest-dependent communities. Because of the organizing and planning they had done when they applied for and were designated as an Enterprise Community, the community was poised to apply for a CFRP grant when the program was first established. For example, when the opportunity to apply for a CFRP grant came along, a diverse group of stakeholders was already involved and had identified water quality and forest management goals. The CFRP project began with a feasibility study on market utilization for small diameter wood. They later developed a multi-party monitoring plan and contracted with NMSU to create a science-based monitoring system for the Walker Flats CFRP Project on the

Upper Mora Watershed. As a result of this project, the community has local crews of forest restoration professionals. Results from project monitoring indicate that restoration of forest stands to an historic condition will increase available moisture, improve forest health and no increase in soil loss.

Questions

Q1: Did you make any observations on the impact of snowfall on hydrology, given the reduced canopy?

A1: We did not monitor this. Most of the monitoring was done in summer, so we focused on summer convective storms. Also, we felt the theory that reducing the canopy increases snow accumulation on the ground was pretty well established. We could research this in the future.

Q2: Do you know where the clumping pattern prescriptions came from?

A2: A silviculturalist from Pecos Las Vegas Ranger District assisted with the prescription development. Community dialogue also contributed to prescription development.

Q3: Did you have a method for measuring clumps per acre, in addition to the plots? Did you notice any conflicts between spacing requirements and clumps?

A3: We need to better define methods for this. The Ecological Restoration Institute (ERI) has a simple method for this.

Q4: What was the point of the rainfall simulation irrigation plots?

A4: The purpose was to determine the speed of water infiltration. These were conducted for two summers. We are looking for someone to continue this monitoring.

Q5: How did the depth of litter affect soil moisture?

A5: We installed a soil moisture probe below ground, so we monitored the change in moisture as well as peak soil moisture. There was a delayed response in the deeper litter layered sites. We had less runoff in the deeper litter.

Q6: How did you select photo points? Are you analyzing photos with a computer program? Are you archiving them?

A6: We had a protocol for photographing at established transects. We did not analyze the photos with a computer program. We are providing electronic versions of the photo points and an Excel spreadsheet in the final report to La Jicarita Enterprise Community, which will house these records.

Q7: Did you monitor water yield?

A7: No, but with the installation of flumes we might be able to gather information on that indicator. Bosch and Hewlett research explores the life of different treatments and the impacts of different vegetative types on water infiltration.

Q8: How do you think application of prescribed fire would affect results of the research plots?

A8: Our collaborative partners and the community believe that prescribed fire would be the best way to manage the litter layer, to turn over nutrients and re-establish productivity.

Next Steps

- Share research findings with land managers and private landowners. Resource Conservation and Development (RC&D) organizations might be a way to share information with private landowners. NRCS has modeling programs that can demonstrate the impacts of different practices on the landscape.
- Explore how to make it economically feasible for private landowners to do this type of forest restoration on their property.
- Conduct wildlife studies on the treated areas. Anecdotal evidence suggests that several species of wildlife have returned to the area.
- Continue vegetative monitoring.
- Maintain silt fences.
- Look into installation of permanent flumes in the watershed.
- Sample water quality to analyze nitrates and salts.
- Investigate solutions to forest floor litter issues, including the use of prescribed fire and mechanical means.

Job Costing

Sherry Barrow Enterprises

Sherry Barrow of Sherry Barrow Enterprises and Jason Thompson of the USDA Forest Service's Forest Operations Research Unit provided information and tools to help people determine costs of a job. These tools should be helpful to CFRP grantees at various stages in their projects:

- Grantees implementing projects can use these job costing tools to assess the actual cost of carrying out the work, and
- Aspiring grantees that are writing proposals can use the tools to figure costs they can expect in the course of the project.

Based on their combined real-life and research experience, the presenters provided the following overarching pieces of advice:

- Every business should develop a business plan. A business plan is like a map that tells you where you are, where you want to end up, and how to get there.
- Before developing a treatment prescription, find out what forest values are at risk (e.g., conduct surveys and interviews with local people and visitors).
- Sit down with forest operators in advance of the project, so you know what work will be involved in achieving your objectives for the treatment area. People can save lots of money, time, and reduce frustration by knowing what they are in for before they start.

Considerations Affecting Cost

Ms. Barrow described several considerations for figuring project costs. Some of these considerations include unintended consequences and unexpected circumstances.

- Is there a need for using low impact equipment? Some projects may take place in watersheds where soil disturbance during forest operations could contribute to sedimentation or other surface water quality considerations. Low impact systems are available, but they are expensive.
- What is the cost of transportation? Small diameter wood often is moved several times. The cost of diesel can be a huge hit when the prices go up.
- Do you anticipate a need for innovation? Ms. Barrow gave the example of how her business developed a pallet rack system that was appropriately scaled for the amount of product and made unloading, bundling and loading timber as efficient as possible. It took time and lots of tweaking to get it right. The process of figuring out what works best (innovation) takes time and is expensive. Her advice was to call on experts who can support you.
- Do you plan to use machines? Get help figuring out what machines work best for the job you are doing, and what system do you need to put in place to use the equipment efficiently and effectively.
- What are the operating costs of the machine or equipment you plan to use? Operating costs are critical. Figure out how much you need to receive for a product or service in order to break even.

Tools for Job Costing

Mr. Thompson described several tools that can be used to predict job costs. More information on these tools and other relevant publications is available at the Clemson University Forest Research Department (www.clemson.edu/forestres/publications.htm) and the USDA Forest Service Southern Research Service (SRS - www.srs.fs.fed.us/forestops). The tools described, included:

- Operation Productivity Tool – Provides regressions to help determine the production ability of a piece of equipment or system. This tool predicts production ability based on tree diameter, trees per acre, slope, etc.
- System Analysis Tool – This can be provided by SRS with some guidance. It is a tool to balance the whole system by making sure you don't over-utilize some and under-utilize other equipment. Includes information on transportation (i.e., you enter mileage). To make this tool work, you need good information about the characteristics of the stand and the terrain.
- Machine Rate Calculator – This tool was developed by SRS. Input variables are based on the user's situation; the tool calculates an estimated cost per hour for your equipment.
- Forest Transportation Model – This tool calculates transportation costs, but assumes the material is already on the ground. It does not account for cost of getting the material to the roadside.

Mr. Thompson mentioned that the SRS tools don't include overhead or profit. The tools are only concerned with the cost of the machine itself. He also reminded the group that logging costs include: equipment, operating expenses, labor, overhead, operating costs, and working capital.

Mr. Thompson described different approaches of financial analysis, each with an increasing level of complexity:

- Gross costs (average \$/unit)

- Engineering costs (production & cost = more specific cost breakdown for the machine – cost of owning the machine (you pay regardless) and operating costs)
- Financial analyses for the whole business (based on the business model, includes all costs and revenues).

Conclusion

- It is important to have a good handle on costs. If you know the acquisition and operating costs, you can better predict the cost of the job.
- Learn more about the various tools for economic evaluation.
- Make sure all appropriate costs are included in the numbers you use.
- You can make or lose as much in financial management as in getting the wood out.

Questions

Q1: Where do we find tools focused on job costing for projects that use mostly hand thinning?

A1: SRS has some historical information on hand tools that might still be relevant. There are a few recent studies, but the results have not been incorporated into job costing tools.

Concurrent CFRP Project Presentations II

CFRP 22-03: El Greco Non-Traditional Uses for Forest Products for Traditional Communities

Max Cordova, David Cordova, and Max Cordova, Jr., El Greco

Project Summary: Harvested 39 acres of post Borrego Fire timber in the vicinity of Truchas for many uses. Thinned 55 acres of pinon and juniper forest. Partnered with schools, Truchas Montana Youth Team. Planted 10,000 trees.

Comments and Insights

CFRP helped to bridge the gap between environmental concerns and rural needs. In the Camino Real Ranger District, 32 communities are forest-dependent. Each family needs 8 cords of wood a year for heating and cooking. When the spotted owl ruling came out in 1995, families were in trouble because they were not allowed to cut trees. CFRP process responded to these communities' concerns.

Products from timber harvest and thinning:

- Mulch from slash, bark, sawdust using El Greco worms.
- Portabello mushrooms grown in mulch in box
- Vigas
- Firewood

Wildlife is more abundant and healthier (showed elk racks from before and after). The project employed 24 people.

Next Steps

Need to acquire a self-loading rig, skidder and better transportation trailer.

CFRP 26-03: Small Diameter Timber to Value Added Products and Forest Restoration

***Lynda Taylor, Sustainable Communities/ZERI-NM
Luther Martinez, Forestry Division, Picuris Pueblo***

This project constructed an oven to produce non-toxic charcoal from small diameter trees harvested from Picuris Pueblo tribal lands. Gases generated from charcoal production were channeled into a second oven to preserve small diameter posts for fencing and landscaping. A third component inoculated slash from small diameter trees with native fungi spores to produce a growing medium for native mushrooms for sale in local markets. A market analysis for the products was conducted.

Successes (project had multiple facets):

- Teamed with the Pueblo bison program and cooked food for about 100 people
- Picuris charcoal has had great success and adds flavor to the food
- Testing of mushrooms indicated that the DNA of the mushroom was high quality
- Including youth gives them opportunities to learn more about various types of job opportunities.
- The Pueblo identified 11 test spots that were eroded by ATVs. The areas were treated with mulch.
- Less compaction on the soil – increase of worms and other positive vegetation
- Animal-feed supplement proved to be successful that stretched silage (if range isn't available the supplement could be utilized). Treated Salt cedar was very effective
- Baseline data was not monitored. Monitoring was only on soil issues.

Challenges

- Tribal land only allow 9 inch diameter trees
- Time consuming process
- ATV erosion

Next Steps

- Hope that there will be a tremendous growth of mushrooms that can be marketed for the Pueblo
- Need 3-4 more years of data collection in order to indicate the successes of treatment
- Picuris will be able to sell a product that can be used in mine reclamation.
- Need funding and manpower

CFRP 42-01: Pueblo Of Acoma Forest Enhancement And Pinon-Juniper Thinning And Utilization

Petuuche Gilbert, Pueblo of Acoma

Project Summary: This project conducted forest restoration treatments in ponderosa pine and pinyon-juniper forests on the Cebollita Mesa of the Acoma Indian Reservation. The treatments are intended to reduce the threat of catastrophic wildfire and rehabilitate areas of severe mistletoe infection and improve forest health. The project utilized the small diameter trees harvested during treatments to produce viagas, latillas, posts, poles, and firewood for local residence and provide employment opportunities for Acoma tribal members. Ponderosa pine and Douglas fir seedlings were replanted in deforested areas. In addition, the Tribe has a professional big game hunting program. An added benefit from the project may be improved elk habitat.

Questions

Q1: What happened to the crew?

A1: They are out of a job now. We conducted the project year round during the grant period in order to provide full-time jobs for tribal members.

Q2: What diameter viagas do you have available?

A2: We did not create viagas from the wood from the treated area because the demand is for larger diameter trees for viagas.

Q3: Did you have to do any soil improvement work after the treatments? An objective for many projects is to promote undergrowth.

A3: No. We did not have an objective related to soil.

Next Steps

The Pueblo of Acoma would like to do prescribed burns for post treatment.

CFRP 19-05: Handing Over the Small Diameter Mill Operation to Community Members of Catron County

Lower Frisco Wood Products

Project Summary: The Reserve Sawmill in Catron County has received two grants. The first grant was to help transition the operation of the Reserve Sawmill from Bob Moore to Lower Frisco Wood Products. The second grant was for improving efficiency of the small-diameter utilization operation by repairing various components of the mill. The equipment purchases repair, and training will ensure economically sound production levels and increased product diversity.

Comments and Insights

A big problem is the large pile of shavings. It is very difficult to find a market for these materials. The project's goals are to find a market for the shavings and use all raw materials.

Lessons Learned:

- Keep communications & relationships with all involved healthy
- Remove all waste immediately
- Trust in yourself
- Use all resources available!
- You have resources, just ask
- Ask for help

Questions

Q1: Does Lower Frisco Wood Products have a marketing plan?

A1: Yes, we have modified the existing marketing plan since we took over the mill. Economic Development Offices or Small Business Administrations can help with development of marketing plans. It is important to learn to sell your product.

Q2: What have been some of your main challenges?

A2: Learning to understand how city and county government works. We have found that there is lots of help available, but you have to ask around and figure out where to go. Catron County and CFRP have been tremendously helpful.

Q3: How many employees do you have?

A3: We have 6 employees.

Q4: What products do you sell?

A4: mostly vigas and utility poles. The utility poles are treated at a treatment plant in Albuquerque. The poles have been sold to utilities in NM, AZ, OR, CA.

Q5: Do you have any problem marketing your product?

A5: No, except for the shavings. Have looked into the possibility of selling it as biomass for energy projects, but that is difficult because it includes bark. Perhaps we should look at cutting edge biomass energy systems (e.g., systems used in Colorado and other places) to see if there are systems that could take our product.

Q6: Have you looked into composting the shavings?

Q6: Yes, but transportation makes composting too expensive.

Q7: Picuris has made charcoal from shavings to treat wood. You might contact Linda Palin of New Mexico Sustainable Communities for information.

Q8: Could you use shavings to power the mill?

A8: We are using the drykiln, but our wholesalers want their vigas as green as possible, not dried.

Next Steps

- Strive to make this company stand on it's own

- Obtain a bigger market
- Utilize all raw material and waste
- Maintain all business relationships
- Open new markets
- Ultimate goal...to become one of the fortune 500 companies!

Concurrent CFRP Project Presentations III

CFRP 16-02: Taos Canyon Forest Restoration *Taos Business Alliance*

Project Summary: South Shady Brook Project thinned 177 acres on the south side of Taos Canyon in a high priority area adjacent to 400 homes. Trees less than 12 inches dbh were thinned and the slash piles were burned by the USFS.

Comments and Insights

The project planned to use small diameter timber, but access severely restricted the removal of wood.

Other challenges included:

- Estimating rate of thinning by contractor
- Weather
- Funding cycles delayed payment to contractors
- Steep terrain

Cost per acre was \$1800 because terrain is steep and rocky. 50 jobs created.

Next Steps

For future projects, would help if funding requests could be submitted every two weeks.

CFRP 36-04: Turkey Springs Canyon Fuels Reduction and Forest Restoration Project *South Central Mountain Resource Conservation and Development Council - Clark Taylor*

The project objectives were to reduce the threat of large, high intensity wildfires, negative effects of excessive competition between trees by restoring ecosystem functions, structures, and species competition, including the reduction of non-native species populations. The non-federal match included the treatment of 267 acres of adjoining tribal land. Data for a multi-part assessment of the ecological and socio-economic effects of the project were collected with assistance from the Mescalero Apache School and Youth Conservation Corps. The project proponents took a proposal that was turned down by the Technical Advisory Panel and addressed all of the material weaknesses to get a funded project.

Objectives were accomplished:

- 313 acres of ponderosa pine stands thinned on Mescalero Apache Reservation
- 50 acres of pinon-juniper woodland thinned on City of Ruidoso Downs
- 450 acres of pinon-juniper woodlands thinned on LNF – Smokey Bear District
- 100 acres of ponderosa pine stands thinned on private property with assistance from NM State Forestry

Learnings and Successes

- Utilized SBS shavings – an already established business.
- Worked effectively with tribal entities.
- Good monitoring was conducted by The Forest Guild.
- Educational component with the YCC youth was essential to the success of the project.
- People change and situations change so adapting is needed.
- With the workers comp training completed the costs will be reduced so that local firms can be utilized.
- Utilize existing groups.
- Spring rehabilitated and more water added.
- Forest Guild put together a multi-disciplinary team.

Challenges

- Stumbling block was a forest closure
- Rain closed down the project
- Mescalero adjusted their portion of the grant and it was different from the budget and schedule
- Ruidoso Downs put out contract for thinning 3 times (50 acres)
- Steep site
- Mostly pinon/juniper
- Internal challenges with the various agencies
- Perception that WUI dollars are going to more affluent communities

CFRP 46-01: Forest Restoration & Utilization Strategies: The Mill Forest Project

Gila WoodNet

Project Summary: The project will develop and implement a 1,400-acre forest ecosystem restoration demonstration site on the Silver City District of the Gila National Forest. The project will consist of completing the NEPA process for the site, completing an environmental analysis, development of prescriptions and layout of the project by a diverse group of partners, performance of the restoration activities by Gila WoodNet, removal of the byproducts to the Gila WoodNet processing complex, and monitoring and evaluation of the effects of the restoration activities. The Tierra Alta pellet plant, Santa Clara Woodworks' furniture manufacturing plant, and other local industries will process the byproducts of the forest restoration treatments.

Comments and Insights

Two of Santa Clara Woodworks goals are to make it easy for builders to use logs, and to force value down the size classes. It has had success achieving the first goal by collaborating with local construction contractors, creating interchangeable products that are easy for contractors to use, and bidding the log components of a project for the contractors so they can incorporate this into their overall bid.

The grant contributed to the development of machines and tools customized for small diameter removal and utilization and products made from harvested wood. These include:

- Skid steer attachments
- A band sawmill – used for putting flats on vigas
- The Unilogger
- A solar kiln – holds 1000 ft.²
- The Centerline System – allows complex joinery work on natural logs
- Zerosion – wood chips combined with a cement-like substance

Gila Woodnet has found that financial sustainability is dependent on a mix of both high value and low value products, and that this catalyzes diverse business development.

Questions

Q1: Does the Zerosion have the ability to generate seedlings?

A1: In a current experiment grass is growing through it, so it looks like it allows for vegetation growth.

Q2: Why did you choose the cement mixture?

A2: For durability.

Next Steps

Gila Woodnet would like to develop a “franchise” package that would enable small diameter removal and utilization activities to be established in other communities.

CFRP 12-02 Santa Clara Pueblo/Valles Caldera Reforestation Initiative *Bruce Bauer, Santa Clara Pueblo Forestry*

Project Description: Santa Clara Pueblo Forestry has developed many capabilities and carried out many restoration projects, in particular on the Cerro Grande after the fire in 2000. Restoration on the Cerro Grande included: reforestation, stream restoration, debris flow, and sediment removal.

Bruce Bauer provided information on the implementation of the first CFRP grant received by Santa Clara Pueblo, which was granted for the purpose of a government-to-government collaborative forest restoration project to thin small diameter trees from a six mile 500 acre area of tribal land bordering the Valle Caldera National Preserve (a fire break). The project started

with manual thinning, but shifted to mechanical thinning, which will allow it to be completed in 2007.

Dave Morgan provided an overview of a second CFRP grant received by Santa Clara jointly with the Ohkay Owingeh Pueblo for an Inter-tribal Bosque Restoration project. The pueblos have been collaborating on this project to restore over 120 acres of the bosque along the Rio Grande on tribal land above and below Espanola. The project was designed to remove fire-prone non-native trees in the bosque and replant native vegetation to restore pre-disturbance ecosystem function, species compositions, and forest structure. The project included wetland restoration using excavation of banks and old meanders. The collaborative riparian restoration project promoted problem-solving and helped develop a local consensus on what constitutes successful riparian restoration.

Rachel Wood provided information on a project to study, design and install a wood biomass-heating system based on hand-load technology to heat 35 new homes in Santa Clara Pueblo's HUD Assisted South Housing subdivision. The heating system will utilize 210 cords annually of small-diameter trees and slash being felled by Santa Clara Pueblo's forestry crew in on-going fuels reduction projects.

Questions

Q1: In the wetlands restoration, what do you do with excavated soil?

A1: We spread it out away from the channel.

Q2: How do you bring back native plants in the bosque restoration?

A2: We do some replanting to enhance diversity. Generally, we find that there is still a good seedbank present for native species, and bringing back the water also regenerates the native vegetation. We are also trying create willow flycatcher habitat and are transplanting coyote willow using excavators to dig up the roots, which results in vigorous regrowth.

Q3: What are your cost per acre of treatment, and what percentage is for herbicides?

A3: It depends on the area, but estimated total costs for excavating channels, removing invasive species, etc. is between \$3,000 and \$5,000 per acre. Herbicide treatment is about \$200 - \$500 per acre. Invasive species removal is the most expensive part of the work.

Q4: Why do you excavate old river channels and banks?

A4: We have been excavating to bring roots closer to the water table, but have also found ways to drop water (e.g., returning irrigation water) in old river channels, which regenerates old wetlands.

Q5: Regarding the biomass heating system, are you doing any awareness raising with HUD? The design of the HUD homes and the design of the heating systems could have included biomass heating and more traditional design elements that account for local conditions.

A5: We are currently retrofitting the gas heaters. Each home will be supplied with heat from the central biomass heating system, and the individual units will be able to use their gas heaters as

back-up. It would have been cheaper and more efficient if our project could have been part of the original design team for the homes and the neighborhood.

Q6: How do you make sure the heaters are constantly loaded with wood and kept hot, even at night?

A6: We have decided that manually loading is an appropriate approach in this case. It creates employment for a local person.

Q7: What are the emissions from the heater?

A7: The heater has a secondary chamber that heats up the smoke so there are no residual emissions. Santa Clara Pueblo is doing air monitoring.

Q8: With the push for national policies to curb greenhouse gas emissions, are there potential policy conflicts that could cause a problem for biomass fuel heating projects?

Closing Remarks

Walter Dunn

I'd like to congratulate you all for the wonderful accomplishments you've achieved during the past year. I was struck by the quality of the presentations, and also by the growing sophistication and complexity of the questions and discussions, particularly during the project presentations.

I want to highlight one presentation in particular – the one by Jimmy Keller about the Sheep Basin restoration project. He helped me understand that an important thing that CFRP is doing is plugging gaps. In his case, the CFRP grant made it possible for him to keep his crew employed all year long. By stabilizing the work throughout the year, he was able to retain the same work crew, which reduced his costs, and this enabled him to competitively apply for other contracting work. This also created more stable employment in the communities.

This benefit – to sustainable communities and employment - is of course a harder benefit to explain, in terms of how it contributes to CFRP's core objectives – restoring forests and watersheds. But it's become obvious to me that this is another important element of the program.

Thursday, February 1, 2007

Marketing and Utilization Workshop Knowing & Satisfying Your Customer

Introduction

At the 2006 CFRP annual meeting, many participants asked for a marketing and utilization workshop to learn more about key elements of successful business development. The Marketing and Utilization Workshop was held in conjunction with the 2007 CFRP annual meeting. The morning session included presentations by a sawmill owner, a small business development expert, a forest technical resource expert, and a local banker. The afternoon session consisted of a panel discussion followed by small group discussions in which each panelist met in small groups with participants to further discuss their small business strategies and recommendations regarding collaboration.

Guest Speaker, Dan Barrone *Olguin's Sawmill, Taos, New Mexico*



Olguin's Sawmill is a 3rd generation business in Taos, New Mexico. Olguin's Sawmill has been in business for 50 years. In the beginning, the sawmill was moved from mountain to mountain when people logged by horse. The second generation moved the mill into town, where it is currently still operated. This presentation focuses on how Olguin's Sawmill has gotten to know and satisfy their customers, how they expanded their business from traditional lumber to small diameter timber, and the value of partnerships and cooperative business practices.

In 2003 two grants in the total amount of \$114,000 were awarded to Olguin's Sawmill. One grant was for expanding the business' capacity for processing and utilizing small diameter material. The second grant was to assist in market expansion.

Olguin's Sawmill has historically operated as a family owned business and has processed small diameter material for a number of years. The business recognized early on that it had to utilize every bit of material that was hauled into the facility to help defray transportation costs. However, because of its diversified range of products it frequently found itself with products for which it had no market. Ironically it lacked the time necessary to develop new markets. While the business appreciates the grant that helped expand its production; its owner has repeatedly stated that the real benefit came from assisting them to expand their markets.

The pole peeler served to increase the mill's ability to process and market 150 additional tons of material within the first 6 months of issuing the grant.

Knowing and Satisfying Your Customer

- We know our customers on a first name basis; we visit their projects and see what they are using our material for. Are they building condos, moderate or low income housing? We supply material to Texas Land and Cattle – doing all their buildings all over the country – NY to TX to OK.
- By knowing what our customers use our material for, we are better able to meet their needs. Our interest in what our customers are doing brings people back.
- Olguin's has made changes to their materials to meet customer needs. For instance, they are now making flat-topped poles to prevent 'waving' of roofing materials.
- Olguin's has also found markets for all its 'waste' materials. For instance, Olguin's bundles and sells edgings as firewood to people with wood burning stoves. Sawdust is sold to horse ranches. Olguin's maximizes the market for its product in the diverse community of Taos.

Expanding to Small Timber

- Through collaboration with the Forest Service, Olguin's received two grants. One grant was used to retrofit their mill to conform to customer needs. Their mill can make custom cuts to customer specifications. Many mills can only make standard cuts. A pole peeler was bought that can be used to process small diameter timber. Olguin's also bought a special mill to make 1x4's and 1x6's. They are also putting in a kiln to treat wood.
- Another grant was used for marketing plan development and development of a pamphlet and a mass mailer. Another marketing trick is to put Olguin's name on tape measures. People always forgot their tape measures and many used Olguin's. By putting Olguin's name on their tape measures, their customers now are reminded of his business whenever they use their tape measure.

Value of Partnerships

- We don't look at other mills as competition but as collaborators. For instance, if our customers expect a delivery, they will have a crew there, a crane, etc. If I don't show up, everyone will hear about it, and I will have lost a customer. If I can collaborate with other mills to get the work done, it helps all of us.
- We collaborate with a bank who understands and believes in our situation. They provide financing that suits our business and allows us to keep producing year-round and keep all employees on staff year-round.
- We work with the Taos Business Alliance.
- We work with the high school, which uses wood in shop class. We encourage the school to buy their wood from a local business instead of a large company.
- We build one house a year so people can see our new products and how they are being used. This gives people a sense of how material can be used from start to finish.

Questions

Q1: Who is provider of raw material?

A1: In the last 7 years it is mostly from private land, but have 2 FS timber sales, but before that not much from FS.

Q2: How mechanized is your operation?

A2: We have some handwork, but mostly mechanized.

Q3: Do you envision an expansion and contracting with smaller companies and purchasing raw material from other mills.

A3: We are bringing in material from Mora, Lama Foundation, perhaps an opportunity for collaboration with Taos Ski Valley.

Q4: When I first put in for a CFRP grant, I wanted to pay good wages. Not easy to do that. How do you try to take good care of workers?

A4: If an employee has a wood stove, their house stays warm. We have 11 employees and pay 50% of their health insurance. Employees receive a 20% discount on material for their own house.

Q5: How big is your core group of employees that you have all year long?

A5: We try not to lay anyone off because it is hard to find good employees. Once you get a good employee it is hard to lay them off and rehire. Banker can help. We stockpile and constantly produce during winter because we know we will sell it in summer. Our banker helps us cover bills during the off season. In past 19 years, we have not laid anyone off.

Q6: How do you manage fire hazards?

A6: We reorganized our yard to prevent fire from spreading. Spread things out as much as possible to reduce catastrophic losses. Defensible space in the sawmill.

Collaboration is very important. Look at other small entities, not as competition but someone you can work with. You can learn from others. What may work in one place may not work in others.

Knowing & Satisfying Your Customers

Ted Trujillo, Small Business Counselor

Sandoval County Small Business Development Center

About Small Business Development Centers

- What is a Small Business Development Center (SBDC)?
 - SBDC's mission is to provide quality direct assistance, entrepreneurial education and resource links to potential and existing small businesses to strengthen the economy of NM.
 - SBDC's provide services FOR FREE.
 - Every SBDC is associated with a university or a community college to bring higher level of professionalism to business.
 - There is a network of 20 SBDCs in NM.
 - Small business = less than 500 employees.

- SBDC's try to form a partnership with their client companies. Information shared is confidential. The SBDC's are sensitive to cultural needs. They can help with continuous improvement and provide exceptional client service.
- Funded by the government – have to be accountable to our constituents.
- Services include: business plans, business start-up guide, marketing plans development, business financing options, international trade (import and export), advise women, minority, veterans, and young entrepreneurs, help with bookkeeping, and with computing and web design.
- Facts: SBDC's had 726,000 clients nationwide in 2004. Job growth in SBDC supported companies is 25% greater than non-SBD assisted companies. NM SBDC's helped companies become sustainable; SBDC helped 264 startups figure out best way to obtain start up funding.
- Websites: www.nmsbdc.org and www.sba.gov (include free sample business plans, training modules).

Questions

Q1: Several small companies wanted to sell wood in Mexico, but requirements to move the timber across the border was really difficult. Have those restrictions changed?

A1: NAFTA has taken down a lot of barriers. It might be easier now. The other issue is that agricultural materials have a lot of restrictions (e.g., bark beetles preventing them from coming in on the wood).

Q2: La Jicarita mission is to start up small businesses. One of our best partners has been SBDC – Luna Community College – can't say enough about them and the services they provide. Recommend using the SBDCs. For CFRP and forest restoration – SBDC has several specific programs for forest businesses. They use our office space when they are on the road.

Comment: When we started out (Olguin) we did not have this. This is a great opportunity for people who want to go into business. It offers a reality check.

Q3: Do you help start non-profit or cooperatives?

A3: Not NGOs, it's not in our charter. We do provide assistance to for-profit cooperatives.

Creating a Small Business 101

Ted Trujillo, Small Business Counselor

Sandoval County Small Business Development Center

Marketing

- Marketing is crucial. Examples of successful businesses that started as small businesses: WalMart (low price, wide variety, one stop shopping), Home Depot, Dell, Microsoft, Amazon.com. Started small and marketed their business.
- It is all common sense – the 5P's of Marketing:

- **Product:** What are you selling? Is my product or service unique? Is the material, color, shape, size, safety, trademarked, features, technically advanced, readily available, ease of use, warranty, etc. Emphasize strengths.
- **Price:** What is the cost to the customer? What is my competitor charging? What is the demand for your product service? What image are you trying to project: What are your costs? Does your price provide good value to the customer? Can I charge more for my product's unique features? Can I package product services so they are more attractive or give a competitive edge? Goal is to have a fair price from customers' point of view while making a profit. Maximize the price but do not make your customer feel you are overcharging.
- **Promotion:** How are you advertising your product or services? Options include: paid advertising (radio, TV, newspapers, magazines, signs, yellow pages, internet, direct mail, handout materials, trade shows, promotions (buy one get one free), networking (chamber of commerce, users groups, community groups, trade shows), positive publicity (articles in newspapers, magazine, radio, TV, charitable work, face to face meetings with customers). Key: reach a large audience at low cost. Use free channels of promotion. Be professional in everything you do – treat people how you want to be treated. Who is your customer and how you can most effectively reach them at a cost that will not bankrupt the business.
- **Place:** Where do you sell (roadside, home) – sell direct, sell through distributor, retail business, etc. Determine how your customer buys and if other methods of distribution may be more convenient for them.
- **Politics:** What is the environment and what will your competition do or what can you do to take advantage of the political climate?
- When do you market? You market yourself and your business every day, both consciously and unconsciously. You market verbally and silently. Every contact you make is a marketing opportunity.
- What do customers want? Value that exceeds the price paid. They want their concerns addressed sensitively and efficiently. They want to be greeted and served promptly. They want to feel important and valued.
- Why customer loyalty matters. It costs five times more to get a new customer than it does to keep a loyal customer. Loyal customers account for higher buying rates and lower marketing and service costs than other customers. Loyal customers involve fewer business risks. They are the best source of referrals to your business.
- The importance of NAMING your business – people should recognize what you do:
 - Say what you do
 - Do what you say
 - Don't make promises you cannot keep
 - Don't over-promise
 - Don't overstate your product or your capabilities. Be honest with your customer and yourself.
- First class service means repeat business. Good service keeps customers, good service builds word of mouth business, good service can help you overcome competitive advantage. Bottom line is: make your customer feel like you want his business.
- Make sure you check:

- Is your business on the right track? Is the dollar volume of sales going up, are customers growing, or are customers defecting after a few purchases?
- Know your competition – who, location, image, products and services, their prices, business history and performance, market share, strengths and weaknesses, and marketing.

Questions

Q1: Forest Service sets a price per acre for thinning work to maximize the work that can be done. The per-acre price has stayed the same in several years, but thinning contractors' costs have gone up. How do we tell a property owner that it costs more than the set price? State Forestry won't raise it.

A1: Build a business case to show how cost has gone up and try to influence politicians. Form a coalition or a committee of like industries that would benefit from this change.

Q2: Some wood products are very low value. Does SBDC help with companies to pool resources so they can sell through a distributor?

A2: You can use a cooperative structure to create leverage, buying power. SBDC can help with that.

Q3: Are there organizations like SBDC's that help NGOs?

A3: try SCORE. They are a good resource. Also, look for a book called "Starting a new business in New Mexico."

Q4: You have a NM network. Are users limited to the SBDC in our county?

A4: No, we prefer if you use the SBDC in your county, but you can go to another network office.

Q5: How does a business know when someone is satisfied? People are more likely to complain about a negative.

A5: A certain percentage will respond negatively no matter how good they were treated. If the pattern continues, why are you getting negatives? 75% of unhappy customers won't even tell you that they are unhappy.

Q6: If someone has a small thinning business, owner is technical and does thinning but may not be good at marketing and he may not have an organization to find a market for his product.

A6: Advise this person to spend some time figuring out what industries use his by-product. SBDC's can help, because they have access to databases to identify cabinet makers, mills, etc. Put a plan together to get word out and sell the by-products. Hire a marketing organization to do it.

Q7: Coops could help. For non-profit coop, where would you send us?

A7: Try SCORE "Counselors to America's Small Business."

Technical Resource Support Opportunities

Dennis Dwyer, USDA Forest Service

Mr. Dwyer is a Forest Service forester working in silviculture, timber stand improvement, etc. He has spent a lot of time cleaning up timber sales. As a silviculturist he is also interested in ecosystems management (i.e., it is more important what is left behind than what is taken out).

- Forest operations: The Forest Service is putting some procedures together to help folks develop their projects and adjust them as they are implemented. The procedures are developed for logging systems, i.e., all of the aspects for removing biomass from the forest.
- The Forest Operations staff of the Forest Service can help people by advising about the advantages and disadvantages of various pieces of equipment and logging systems. Their advice can help people figure out how to balance their equipment in order to work most efficiently.
- Mr. Dwyer provided information on a range of logging systems, including: hand felling vs mechanical felling; various mechanical felling systems (tree-length, cut-to-length); Rubber Tired Skidders; Feller Buncher; Forwarder; Shovels; Yarders; using animals to remove trees from forest.
- The Forest Service can help design skid trail systems depending on equipment used and type of terrain and including bridge crossings. Skidding distances are key to making a profit on a project.
- Mr. Dwyer provided information on various fuels treatment options, in case by-product is left in the woods.
- Finally, Mr. Dwyer provided information on safety guidelines, including OSHA standards.

Question

Q1: We put logs in gulleys to cross.

A1: As long as you are not using a suspended system, you should be fine.

Working with Financial Institutions

Angel Reyes, President, Centinel Bank of Taos

Mr. Angel Reyes, President of Centinel Bank of Taos (<http://www.centinelbank.com/>) provided an overview of key issues to keep in mind when building a relationship with your banker so that the business owner receives the services it needs.

- The bank focuses on two main areas: provide access to capital, and spur economic development.
- The bank values a long term relationship because it helps the banker understand your business, goals, and opportunities. The bank wants to be your partners for success.
- Some common mistakes the bank has seen in financing for small business:
 - People have secured the wrong financing (e.g., when you buy equipment on your credit card – how do you cover operating and maintenance during idle part of the year). Match your financing to how you use the equipment.

- Miscalculating the amount required (often people borrow too little and may need more financing).
- Underestimating the cost of borrowing money
- Ask yourself the following questions:
 - Do you need more capital or can you manage existing cash flow more effectively?
 - How do you define your need? Do you need money to expand or as a cushion against risk (e.g., what will weather conditions be)?
 - How urgent is your need? You can obtain the best terms when you anticipate your needs rather than looking for money under pressure.
 - How great are your risks? All business carry risks and the degree of risk will affect cost and available financing alternatives.
 - In what state of development is the business? Needs are most critical during transitional stages. When you are a solid business and business cycles are well understood, you will have different financing needs and options than a start up business.
 - For what purposes will the capital be used? Any lender will require that capital be requested for specific needs.
 - What is the state of your industry? Depressed, stable, or growth conditions require different approaches to money needs and sources.
 - Is your business cyclical or seasonal? Seasonal needs for financing are generally short term. Loans are generally designed to support businesses through depressed times.
 - How strong is your management team? Management is the most important element assessed by money sources.
 - How does your need mesh with your business plan? If you don't have a business plan, make writing one your first priority.
- Types of Financing
 - Overdraft protection (cover short term needs)
 - Lines of credit (revolving on annual basis or straight line of credit, e.g., to put equipment in production)
 - Single purpose loans (equipment, machinery)
 - Business expansion (real estate, store locations)
- 5C's of Credit
 - Character – Judgment of the person we deal with is honest and will accomplish what he is committing to. This is where the credit check comes in.
 - Commitment – This person will live up to his commitments.
 - Cash Flow – Know what your net operating income is. Divide that by your debt payments. If you can cover your debts 1.25 times, you are in pretty good shape (i.e., for every dollar of debt you have 1.25 of net income).
 - Capacity – Look at balance sheet - what you own, what you owe - and see how leveraged you are.
 - Collateral – What property do you own that can be leveraged.

- Relationship banking. Educate your banker so he knows your business (financial results), and knows your long term and short term goals.
- Be proactive and prepared and be open and honest to discuss good times and bad times (a good relationship can help you get through tough times).
- Useful practices for your banker: file tax returns timely; know your credit scores, have high quality financial statements; and look for recommendations from colleagues, friends, and other business.
- What you can do now:
 - Relationship review: do an annual check up, and develop personal relationships with your banker;
 - Put more eggs in a basket: give a bank your business (personal and business).
 - Manage people, marketing, technology, and distribution systems to deliver profitable growth.

Questions

Q1: How can a line of credit be turned into a single purpose loan?

A1: At our bank you can do this when you need a longer term option to put a new piece of equipment into production and delay payments.

Q2: Could you contrast your local bank with a large national bank?

A2: Community banks deliver results to small business. Often they have the same challenges as small business. Larger banks are very technology driven and not offer much personal interface and flexibility. In many cases it is product driven. Deviations from standard products can cause an issue. The community banks are more flexible and offer higher touch.

Q3: Do you take all credit scores from all three credit score companies?

A3: Every bank does it a little differently. We focus on Fair Isaac Corporation score, because they are the leading experts that created FICO scores. If we see big deviations, by studying the report, we can usually figure out why.

Q4: Many people lease equipment.

A4: Cost of leasing vs. cost of financing. When you lease you pay leasing rate and price of equipment. Often you don't have a down payment. The lease, however, is often more expensive than a regular loan and acquisition.

Small Business Case Studies

Rosemary Romero introduced the panel and invited panel members to provide brief overviews of their work. Following the overviews documented below, each panelist met in small groups with participants to further discuss their small business strategies and recommendations regarding collaboration.

Connecting the Dots with Nontraditional Partners

Gordon West, Gila Woodnet

Gila Woodnet was formed through a partnership between a wood products business and an environmentalist who had mutually reinforcing goals. The purpose of the network is to take byproducts of forest restoration and find uses for them. We do not do much marketing, but try to make it easy for contractors to use our products. We started out with demonstration projects. Now we trust each other, and our collaboration has expanded. We try to find out what each collaborator wants and needs and incorporate that into the project. Based on our experiences working together, we now know each other well enough to be able to articulate each other's interests. For example, the environmentalist has let the District Ranger speak for him at meetings and the District Ranger has let the environmentalist speak for him at meetings.

Collaboration: The Basis for Success in Community-Based Entrepreneurship

Dusty Moller, Microforestry Resources

Dusty Moller discussed four barriers to collaboration and keys to successful collaboration. The barriers he identified included:

- “Stranger Danger” – hesitation to work with people we don't know
- “Hoarding” – when someone won't give you information because they are afraid of competition
- “Needle in the Haystack” – when you cannot find something
- “Not Invented Here” – resistance to collaboration because it was someone else's idea

Mr. Moller also discussed the following keys to successful collaboration:

- Leadership
- Followership
- The ability to multi-task and get the team to work together
- Facilitator/project manager
- The purpose of the team goes beyond the accomplishment of the task

Potential Challenges to Partnering & Collaboration

Jim Hughes, PreformWare Accelerated Learning Systems

Mr. Hughes talked about some of the challenges to collaboration that grantees should plan:

- Resources (e.g., maintaining group momentum; members' difficulty finding time; negative reactions of members' constituents; and member turnover)
 - Suggestions for addressing these challenges included: provide food at meetings, alternate meeting locations, and develop succession plans.
- Organizational Structure (e.g., difficulty working with diverse organizations; creating an effective structure; personalities/behaviors)
 - Remember: “Personalities do not conflict; behaviors do.”
- Vision (e.g. lack of shared vision, dilemma of “mission drift”)

- Suggestions for addressing these challenges included: having strong leadership, developing ground rules, and developing clear policies and procedures.
- Accountability

Recent literature suggests that successful collaborations share the following attributes:

- Collaborative leadership
- Supportive environment
- Shared purpose
- Perception of high stakes

Bringing Economics and Ecological Restoration Together ***Sherry Barrow, SBS Woodshavings***

Ms. Barrow talked about some steps for identifying the zone of agreement where economics and ecological restoration goals overlap, and for building a successful restoration business. She mentioned that it is important to:

- Identify your business principles
- Have a story – what is the reason you do what you do (7 seconds or less)
- Systems thinking – get a sense of how things are connected and related
- Tenacity & commitment – some challenges can be anticipated, others cannot. “When you encounter a challenge, just figure it out. No excuses, no whining.”
- Listen – Say, “I acknowledge your position or perspective.”
- Marketing
 - If you can, find a niche.
 - Be aware of world events, such as global warming, and how they may affect your business.
 - Be aware of and contact your legislative representatives and their staffers regarding issues that may impact your business.
 - Learn about industry trends.

Solutions for the Small Diameter Timber Crisis ***David Old, Old Wood, LL.C.***

Mr. Old made a call to re-create New Mexico’s forest industry. The forest community needs a new plan – something along the lines of the New Deal, which put a lot of people to work and accomplished a lot. The community needs something that is based on forestry, science, politics, and economics. It does not matter which party is in power. Mr. Old envisions a new synthesis between community industry, environmental science, and government. As forest management grows to be a priority, forest related industry becomes an economic player in forest communities and creates jobs in a holistic way that avoids the boom and bust cycle. Mr. Old sees private foundations and funders becoming interested in what the forest community is doing.

Appendix I: Workshop Evaluation

- What worked?
 - Using and nurturing diversity
 - Expand the forest area introductions and networking
 - Rejuvenating and energizing
 - Appreciated the project presentations
- What could have been improved? Done differently?
 - Bigger rooms
 - Consider Albuquerque as an option for location
 - Provide an opportunity to provide written comments
 - Limit the schedule to 9 – 4 to facilitate travel
 - Require every project to report
 - Allow more than 45 minutes for Forest Coordinator sessions
 - Include project presenters and topic of presentations
 - Include a session to help us better understand NEPA
 - Offer fewer concurrent presentations
 - Concluding projects should present
 - Go to a four day format – first day for new/prospective grantees
 - Include a poster session for all current projects
 - Make powerpoint presentations available for viewing on the website
 - Require district rangers and NEPA coordinators to participate
 - Better sound system; better use of microphones
 - CFRP 301? Session on final reports – also suggest putting projects' final reports on the website

Appendix II: Workshop Agenda

Tuesday, January 30, 2007

- 8:30 a.m. Welcome, Meeting Goals, and Agenda Review (La Sala Ballroom)
Rosemary Romero, Workshop Facilitator
- 8:45 a.m. Welcome (La Sala Ballroom)
Harv Forsgren, USDA Forest Service, Regional Forester
- 9:00 a.m. CFRP Overview, Program Highlights, Updates & Accomplishments (La Sala Ballroom)
Walter Dunn, USDA Forest Service, CFRP Program Manager
- 9:30 a.m. CFRP Project Highlight: Monument Canyon Restoration Project (La Sala Ballroom)
Dr. Don Falk, University of Arizona, Laboratory of Tree-Ring Research
- 10:00 a.m. Update on status of New Mexico Forest Workers Compensation Insurance (La Sala Ballroom)
Orlando Romero and Mike DeBonis, The Forest Guild
- 10:15 a.m. New Mexico Forest and Watershed Restoration Institute Update (La Sala Ballroom)
Dr. Ken Smith, NMFWRI Director
- 10:30 a.m. Room Change / Break
- 10:45 a.m. Concurrent Session 1:
CFRP 101: 2007 Request for Proposals and Q&A (La Cumbre Room)
Walter Dunn, CFRP Program Manager
- Concurrent Session 2:
CFRP 201: Project Implementation (La Vista Room)
CFRP Forest Coordinators
This session will focus on issues faced by current grantees including:
- Budgeting & Work Plan Modification
 - When is a formal modification needed?
 - Linking work plans and budgets
 - Following the reimbursement & advancement trail
 - Grantee/Subcontractor responsibilities and communications
 - When things go wrong.
 - Delay of grants through forest closures
 - Delays due to NEPA & Appeals
- 11:45 a.m. Introduction to the afternoon session on Multi Party Monitoring
Ann Moote, Ecological Restoration Institute, NAU (La Vista Room)
Jesse Abrams, Ecological Restoration Institute, NAU (La Cumbre Room)

- 12:00 a.m. Lunch (on your own)
- 1:30 p.m.** Concurrent Session 1:
 Multi-Party Monitoring: Getting Started (La Vista Room)
 - Identifying partners and holding a multiparty meeting
 - Identifying monitoring goals for your project
 - Identifying monitoring resources and budgeting for monitoring
- Concurrent Session 2:
 The Best Laid Plans...Adaptive Management and Beyond (La Cumbre Room)
 Rebecca Cross & Julia Vasquez
 La Lama Neighborhood Association
- 2:30 p.m. Break
- 2:35 p.m. Concurrent Session 1:
 Multi-Party Monitoring - The Monitoring Process (La Vista Room) Choosing indicators
 Sampling design and data collection methods Data analysis
- Concurrent Session 2:
 Building Partnerships (La Cumbre Room)
 New Mexico Recycling Coalition
- 4:00 p.m. Room Change / Break
- 4:10 p.m. Multi-Party Monitoring – Interpreting and Sharing Results (La Vista Room)
 - Interpreting monitoring results in the context of your project, your community, and forest restoration in general
 - Sharing results with project members, the community, and others
 - Writing your final monitoring report
- 5:15 p.m. Adjourn
- 5:00-5:30 p.m. Registration Desk Open
- 5:30–7:00 p.m. ew Mexico Forest Industry Association Meeting (OPTIONAL)
 (La Sala Ballroom)

Wednesday, January 31, 2007

- 8:30 a.m. Welcome (La Sala Ballroom)
Walter Dunn, CFRP Program Manager
- 8:35 a.m. Workshop Goals and Agenda Review (La Sala Ballroom)
Rosemary Romero, Workshop Facilitator
- 9:00 a.m. Grant Administration for Grantees (La Sala Ballroom)
Susan McDonnell, Grants and Agreements, USDA Forest Service
- 10:00 a.m. Break/Room Change

- 10:30 a.m. Breakout Sessions - *CFRP Forest Coordinators*
Connie Zipperer, Lincoln and Cibola National Forests (La Loma Room)
Reuben Montes, Santa Fe National Forest (La Sierra Room)
Kim Hunter, Gila National Forest (La Cumbre Room)
Ignacio Peralta, Carson National Forest (La Vista Room)
- 11:15 a.m. **Concurrent CFRP Project Presentations:**
- CFRP 18-04 Sheep Basin Collaborative Forest Restoration Treatment (La Loma Room)
Keller Logging, Inc.
 - CFRP 02-03: Restoring Our Sacred Lands (La Sierra Room)
Ramah Band of Navajos
 - Project Monitoring (La Cumbre Room)
La Jicarita Enterprise Community
 - Job Costing (La Vista Room)
Sherry Barrow Enterprises
- 12:30 p.m. Lunch
- 1:45 p.m. **Concurrent CFRP Project Presentations:**
- CFRP22-03: Community Forestry Restoration (La Loma Room)
Max Cordova, El Greco
 - CFRP 26-03: Small Diameter Timber to Value Added Products and Forest Restoration (La Sierra Room)
Lynda Taylor, Sustainable Communities/ZERI-NM
Luther Martinez, Forestry Division, Picuris Pueblo
 - CFRP 42-01: Pueblo of Acoma Forest Enhancement and Pinon-Juniper Thinning and Utilization (La Cumbre Room)
Pueblo of Acoma
 - CFRP 19-05: Handing Over the Small Diameter Mill Operation to Community Members of Catron County (La Vista Room)
Lower Frisco Wood Products
- 3:15 p.m. Break
- 3:30 p.m. **Concurrent CFRP Project Presentations:**
- CFRP 16-02: Taos Canyon Forest Restoration (La Loma Room)
Taos Business Alliance
 - CFRP 36-04: Turkey Springs Canyon Fuels Reduction and Forest Restoration Project (La Sierra Room)
South Central Mountain Resource Conservation and Development Council

- CFRP 46-01: Forest Restoration & Utilization Strategies: The Mill Forest Project (La Cumbre Room)
Gila WoodNet
 - CFRP12-02 Santa Clara Pueblo/Valles Caldera Reforestation Initiative (La Vista Room)
Bruce Bauer, Santa Clara Pueblo Forestry
- 5:00 p.m. Room Change
- 5:15 p.m. Workshop Evaluation (La Sala Ballroom)
- What worked?
- What could be improved?
- 5:45 p.m. Review of Next Day & Closing Remarks

Thursday, February 1, 2007

Marketing and Utilization Workshop Knowing & Satisfying Your Customer

- 7:30 a.m. Registration / Networking (La Sala Ballroom)
Network with Colleagues focusing on expansion of partnerships/clusters (TBD)
- 8:30 a.m. Guest speaker (La Sala Ballroom)
Dan Barrone, Olguin's Sawmill
- 3rd generation business
 - How Olguin's has gotten to know & satisfy their customers
 - How they expanded business from traditional lumber to small diameter
 - The value of partnerships & cooperative business practices
- 9:00 a.m. Knowing & Satisfying Your Customers (La Sala Ballroom)
Ted Trujillo, Small Business Counselor
Sandoval County Small Business Development Center
- 10:00a.m. Break
- 10:15 a.m. Knowing & Satisfying Your Customers (continued)
- 11:00 a.m. Technical Resource Support Opportunities (La Sala Ballroom)
Dennis Dwyer, USDA Forest Service
- 11:30 a.m. Working with Financial Institutions (La Sala Ballroom)
Angel Reyes, President Centinel Bank - Taos
- 12:00 a.m. Christine D. Rocha, Outreach Manager (La Sala Ballroom)
ACCION NM
- 12:15 p.m. Lunch (on your own)
- 1:30 p.m. Small Business Case Studies (La Sala Ballroom):

- Connecting the Dots with Nontraditional Partners
Gordon West, Gila Woodnet
- Collaboration: The Basis for Success in Community-Based Entrepreneurship
Dusty Moller, Microforestry Resources
- Potential Challenges to Partnering & Collaboration
Jim Hughes, PreformWare Accelerated Learning Systems
- Bringing Economics and Ecological Restoration Together
Sherry Barrow, SBS Woodshavings
- Solutions for the Small Diameter Timber Crisis
David Old, Old Wood, L.L.C.

2:45 p.m. Break

3:00 p.m. Breakout Sessions

3:45 p.m. Summary remarks

4:00 p.m. Adjourn

Appendix III: Participant List

Jesse Abrams (presenter)
Research Specialist
Ecological Restoration Institute
PO Box 15017
Flagstaff, AZ 86011
phone number: 928-523-7295
fax number: 928-523-0296
e-mail: jesse.abrams@nau.edu

Mila Allen
In House Counsel
Mt. Taylor Millwork, Inc/Mt. Taylor
Machine LLC
PO Box 2307
Milan, NM 87021
phone number: 505-287-9469
fax number: 505-287-9468
e-mail: mallen@7cities.net

Louis Archuleta
Taos Pueblo War Chief Office
PO Box 2596
Taos, NM
phone number: 505-758-3883
fax number: 505-758-2706
e-mail: anne_sandoval@yahoo.com

Phil Archuleta
Chief Executive Officer
P&M Plastics, Inc.
PO Box 567
202 East Broadway
Mountainair, NM 87036
phone number: 505-847-2850
fax number: 505-841-0007
e-mail: general@pmsignsinc.com

Carmen Austin
Woody Biomass Utilization Program
Specialist
New Mexico State Forsetry
1220 S. St. Francis Drive
PO Box 1948
Santa Fe, NM 87501
phone number: 505-476-3335
fax number: 505-476-3330
e-mail: carmelitam.austin@state.nm.us

Brian J. Bader
Restoration Division Manager
Pueblo of Santa Ana
02 Dove Road
Santa Ana Pueblo, NM 87004
phone number: 505-771-6719
fax number: 505-867-0833
e-mail: bbader@santaana.org

Ralph Barela
Owner
Barela Timber Management Company
699 Harlan Drive
Las Vegas, NM 87701
phone number: 505-425-9479
fax number: 505-454-4622
e-mail: viga@newmexico.com

Dan Barrone (presenter)
Owner
Olguin's Sawmill
PO Box 2220
El Prado, NM 87529
phone number: 505-758-0568
fax number: 505-758-0568
e-mail: foodgirl108@yahoo.com

Glen Barrow
Owner
Sherry Barrow Strategies
PO Drawer 7
Glencoe, NM 88324
phone number: 505-653-4980
fax number: 505-653-4982
e-mail: gr@sbswoodshavings.com

Sherry Barrow (presenter)
Owner
Sherry Barrow Strategies
PO Box 7153
Ruidoso, NM 88355
phone number: 505-257-5508
fax number: 505-257-4982
e-mail: sherry@sbswoodshavings.com

Bruce Bauer (presenter)
Forestry Director
Santa Clara Pueblo Forestry
PO Box 580
Española, NM 87532
phone number: 505-753-7326
e-mail: bbauer@santaclarapueblo.org

Avery Beyer
Carson National Forest
Bryan Bird
Forest Program Coordinator
Forest Guardians
312 Montezuma Avenue, Suite A
Santa Fe, NM 87508
phone number: 505-988-9126 x 157
fax number: 505-989-8623
e-mail: bbird@fguardians.org

English Bird
Executive Director
New Mexico Recycling Coalition
PO Box 24364
Santa Fe, NM 87502
phone number: 505-983-4470
fax number: 505-466-6266
e-mail: English@recyclenewmexico.com

Krista Bonfantine
Workshop Coordinator
New Mexico Recycling Coalition
PO Box 1326
Cedar Crest, NM 87008
phone number: 505-250-3629
fax number: 505-286-9724
e-mail: aridlandideas@comcast.net

Anne Bradley
Fire Program Manager
The Nature Conservancy
212 East Marcy, Suite 200
Santa Fe, NM 87501
phone number: 505-988-1542 x 218
fax number: 505-988-4095
e-mail: abradley@tnc.org

Bradford Brooks
PO Box 86
Coyote, NM 87012
phone number: 505-638-0050
e-mail: bradford.brooks@gmail.com

Gail Campbell
Program Development & Evaluation
Coordinator
Alamo Navajo School Board
PO Box 907
Magdalena, NM 87825
phone number: 505-854-2543 x 1302
fax number: 505-854-2545
e-mail: gailc@alamo.bia.edu

Lawrence Cata
Assistant Director
Ohkay Owingeh
Office of Environmental Affairs
PO Box 717
San Juan Pueblo, NM 87566
phone number: 505-852-4212
fax number: 505-852-1432
e-mail: torencata2@yahoo.com
Alfonso Chacon

Project Manager
Alfonso Chacon and Sons
PO Box 901
Santa Cruz, NM 89567
phone number: 505-753-8407
e-mail: luis87567@cybermesa.com

Rachel Chacon
Student
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

Juliana Cojo
Office Manager
Ramah Navajo Chapter
Office of Grants and Contracts
Route 2, Box 13
Ramah, NM 87321
phone number: 505-775-7120
fax number: 505-775-7103
e-mail: jcojo@ramahnavajo.net

Craig Conley
Associate Director
The Quivira Coalition
1413 2nd Street, Suite 1
Santa Fe, NM 87505
phone number: 505-820-2544 x2
fax number: 505 955-8922
e-mail: cconley@quiviracoalition.org

Terry Conley
T.C. Company
3 Rio Chama
Hernanadez, NM 87537
phone number: 505-929-1245
fax number: 505-753-4741

Jim Cooke
JL Enterprises
PO Box 682
Reserve, NM 87830
phone number: 505-533-6798
fax number: 505-533-6433
e-mail: jlenterprises@gilanet.com

Linda Cooke
JL Enterprises
PO Box 682
Reserve, NM 87830
phone number: 505-533-6798
fax number: 505-533-6433
e-mail: jlenterprises@gilanet.com

David Cordova
El Greco
PO Box 521
Chimayo, NM 87522
phone number: 505-689-2474
fax number: 505-689-2474

Judy Cordova
Communitery Member
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

M.I. Cordova
El Greco
PO Box 521
Chimayo, NM

Max Cordova (presenter)
Owner
El Greco Wood Products
PO Box 521
Chimayo, NM 87522
phone number: 505-689-2474
fax number: 505-689-2474
e-mail: lamontana@cybermesa.com

Rebecca Cross (presenter)
LLNA CFRP Project Assistant
La Lama Neighborhood Association
HC 81, Box 21
Questa, NM 87556
phone number: 505-586-1668
fax number: 505-586-1232
e-mail: beckacross@hotmail.com

Walter Dasheno
Forestry Crew Leader
Santa Clara Pueblo Forestry
PO Box 580
Espanola, NM 87532
phone number: 505-753-7326
fax number: 505-747-4293
e-mail: wdasheno@santaclarapueblo.org

Mike Davis
Forest Guardians
phone number: 505-988-9126 x152
e-mail: mdavis@fguardians.org

Michael DeBonis
Southwest Region Director
Forest Guild
PO Box 519
Santa Fe, NM 87504
phone number: 505-983-8992
e-mail: mike@forestguild.org

Rick DeIaco
Director of Forestry
Village of Ruidoso
313 Cree Meadows Drive
Ruidoso, NM 88345
phone number: 505-257-5544
e-mail: rickdeiaco@voruidoso.com

Cody Deines
Owner
Silver Dollar Racing & Shavings
316 Whiteley Road, Route 1, Box 18B
Maxwell, NM 87728
phone number: 505-375-2636
fax number: 505-375-2656
e-mail: katblued@bacavalley.com

Kathy Deines
Owner
Silver Dollar Racing & Shavings
316 Whiteley Road, Rt. 1, Box 18B
Maxwell, NM 87728
phone number: 505-375-2636
fax number: 505-375-2656
e-mail: katblued@bacavalley.com

Adan Delgado
Superintendent of Schools
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571
e-mail: adan@jmsk12.com

Michael Deubel
Owner
Alternative Forestry Unlimited
89 Lost Spring Road
HC 68, PO Box 8
Mimbres, NM 88049
phone number: 505-536-9549
fax number: 505-536-9549
e-mail: deubel@gilanet.com

Roberta Deubel
Alternative Forestry Unlimited
89 Lost Spring Road
HC68 Box 8
Mimbres, NM 88049
phone number: 505-536-9549
fax number: 505-536-9549
e-mail: deubel@gilanetcom

Walter Dunn (presenter)
Program Manager, Collaborative Forest
Restoration Program
USDA Forest Service
Southwestern Region
333 Broadway SE, Room 329
Albuquerque, NM 87122
phone number: 505-842-3425
fax number: 505-842-3165
e-mail: wdunn@fs.fed.us

Allen Duran
Environmental Technician
Pueblo of Tesuque
Environment Department
Route 42, PO Box 360-T
Santa Fe, NM 87506
phone number: 505-983-2667
fax number: 505-982-2331
e-mail: aduran@pueblooftesuque.org

Dennis Dwyer (presenter)
USDA Forest Service
Southwestern Region
333 Broadway Boulevard, SE
Albuquerque, NM 87114
phone number: 505-842-3480
e-mail: ddwyer@fs.fed.us

Naomi Engelman
Program Coordinator
Earth Works Institute
1413 Second Street, Suite 4
Santa Fe, NM 87505
phone number: 505-982-9806
fax number: 505-982-8557
e-mail: naomi@earthworksinstitute.org

Amy Ewing
Daniel B. Stephens & Associates, Inc.
6020 Academy NE, Suite 100
Albuquerque, NM 87109
phone number: 505-822-9400
fax number: 505-822-8877
e-mail: aewing@dbstephens.com

Merry Jo Fahl
District Manager
Sierra Soil and Water Conservation District
2101 South Broadway
Truth or Consequences, NM 87901
phone number: 505-894-2212
fax number: 505-894-2165
e-mail: sswcd@riolink.com

Donald Falk (presenter)
Adjunct Associate Professor,
Dendrochronology
University of Arizona
Laboratory of Tree-Ring Research
105 West Stadium
University of Arizona
Tucson, AZ 85721
phone number: 520-626-7021
fax number: 502-621-8229
e-mail: dafalk@u.arizona.edu

Charles Ferguson
Cañon Forestry
HCR 71, Box 33
Taos, NM

Linda Ford
President
Taos Pines Ranch
PO Box 233
Angel Fire, NM 87710
phone number: 505-377-1264
fax number: 505-377-7018
e-mail: mtnvoice1@msn.com

Harv Forsgren (presenter)
Regional Forester
U.S. Department of Agriculture
517 Gold Avenue SW
Albuquerque, NM 87102
phone number: 505-842-3300
e-mail: hforsgren@fs.fed.us

Greg Gallegos
Wildland Speicalist
Santa Fe County Fire Department
35 Camino Justicia
Santa Fe, NM 87508
phone number: 505-986-2437
fax number: 505-992-3073
e-mail: ggallegos@sfcfire.org

John Galvan
Tribal Forester/WW1 Manager
Pueblo of Jemez
Walatowa Woodlands Initiative
PO Box 100
Sawmill Road
Jemez Pueblo, NM 87024
phone number: 505-834-0204
fax number: 505-834-0205
e-mail: jlgalvan@zianet.com

Jason Gentry
TC Company
PO Box 2416
Española, NM 87532
phone number: 505-929-7255
e-mail: jgentry@la-tierra.com

Callie Gibson
Field Representative
Office Of Senator Pete Domenici
201 3rd Street NW, Suite 710
Albuquerque, NM 87102
phone number: 505-346-6731
fax number: 505-346-6720
e-mail: callie_gibson@domenici.senate.gov

Petuuiche Gilbert
Realty Officer
Pueblo of Acoma
PO Box 309
Acoma, NM 87034
phone number: 505-552-6604
fax number: 505-552-6139
e-mail: pgilbert@puebloofacoma.org

Janet Gilchrist
Forest Restoration Project Manager
Upper Gila Watershed Alliance
PO Box 383
Gila, NM 88038
phone number: (505) 388-7832
e-mail: jlgnm@yahoo.com

Ruth Ann Greuling
Coordinator
Santa Fe Partners for Forest Restoration
149 Apt. 1 Calle Ojo Feliz
Santa Fe, NM 87505
phone number: 505-469-5902
e-mail: ragreuling@comcast.net

Glenn Griffin
Partner
Gila Tree Thinners
3701 Tracy Circle
Silver City, NM 88061
phone number: 505-388-4130
fax number: 505-388-4130
e-mail: griffins@wnmu.edu

David Groenfeldt
Executive Director
Santa Fe Watershed Association
1413 Second Street, Suite 3
Santa Fe, NM 87505
phone number: 505-820-1696
fax number: 505-982-8557
e-mail: David@SantaFeWatershed.org

Howard Gross
Forest Guild
PO Box 519
Santa Fe, NM 87504
phone number: 505-983-8992 x42
e-mail: howard@forestguild.org

Jessica A. Gutierrez
Noxious Weed Program Coordinator
Upper Hondo Soil and Water Conservation
District
PO Box 900
516 Smokey Bear Boulevard
Capitan, NM 88316
phone number: 505-354-2220
fax number: 505-354-2515
e-mail: jessicagutierrez@yahoo.com

Anselmo (Sam) Gutierrez
American Forest Products
PO Box 12
La Jara, NM 87027
phone number: 505-289-3368
e-mail: gbioenergy@aol.com

Susan E. Hansen
Project Manager
Ciudad Soil and Water Conservation District
6200 Jefferson NE, Room 125
Albuquerque, NM 87109
phone number: 505-761-5446
fax number: 505-761-5448
e-mail: sue.hansen@nm.necdnet.net

Gary Hathom
New Mexico State University
CFS
213A S. Olnier
phone number: 505-334-9496
fax number: 505-334-7146
e-mail: ghathom@nmsu.edu

Sam Hena
Water Quality Technician
Pueblo of Tesuque
Environment Department
Route 42, Box 360-T
Santa Fe, NM 87506
phone number: 505-983-2667
fax number: 505-982-2331
e-mail: sahena@pueblooftesuque.org

Michael Henio
Director Natural Resources Management &
Agriculture/Forestry
Ramah Navajo Chapter
Office of Grants and Contracts
Route 2, Box 13
Ramah, NM 87321
phone number: 505-775-7120
fax number: 505-775-7103
e-mail: mhenio@ramahnavajo.net

Gail Hopper
Owner/Manager
Hopper Timber Products/Specialty Products
Co.
2807 Concord Lane
Woodward, OK 73801
phone number: 580-254-5859
fax number: 580-254-5859
e-mail: fgailh@aol.com

Jim Hughes (presenter)
CREDO
PO Box 14984
Albuquerque, NM 87191
phone number: 505-250-4357
e-mail: palsnm@comcast.net

Kim Hunter
CFRP Coordinator
USDA Forest Service
Gila National Forest
3005 Camino del Bosque
Silver City, NM 88065
phone number: 505-388-8212
fax number: 505-388-8204

Cheryl Hyland
Project Manager
Taos Business Alliance
7001 NDCBU
Taos, NM 87571
phone number: 505-758-2103
fax number: 505-758-2054
e-mail: cheryl@newmex.com

Jan-Willem Jansens
Executive Director
Earth Works Institute
1413 Second Street, Suite 4
Santa Fe, NM 87505
phone number: 505-982-9806
fax number: 505-982-8557
e-mail: jwj@earthworksinstitute.org

Dave Jones
RNCE
Box 635
Ramah, NM
phone number: 505-879-7843

James E. Kellar
President
Kellar Logging, Inc.
PO Box 191
Reserve, NM 87830
phone number: 505-533-6246
fax number: 505-533-6361
e-mail: kellar@gilanet.com

Marvin Kelsey
Forestry Supervisor
Ramah Navajo Chapter
Office of Grants and Contracts
Route 2, PO Box 13
Ramah, NM 87321
phone number: 505-775-7120
fax number: 505-775-7103
e-mail: jcojo@ramahnavajo.net

Catrina Kolshorn
XYLO Energy LLC
PO Box 1297
Taos, NM 87571
phone number: 505-751-0909
fax number: 505-751-4949
e-mail: ckolshorn@xyloenergy.com

Alan E. Koss
District Ranger
USDA Forest Service
Wilderness Ranger District
Gila National Forest
HC 68 Box 50
Mimbres, NM 88049
phone number: 505- 536-2250
fax number: 505- 536-2251
e-mail: akoss@fs.fed.us

Eytan Krasilovsky (presenter)
Community Forestry Coordinator
Forest Guild
PO Box 519
Santa Fe, NM 87504
phone number: 505-983-8992 x 16
fax number: 505-986-0798
e-mail: eytan@forestguild.org

Yin-May Lee
Program Coordinator
Ramah Navajo School Board
PO Box 160
Pine Hill, NM 87357
phone number: 505-775-3254
fax number: 505-775-3275
e-mail: bobh@phwarriors.cc

Charles Lehman
University Center Co-Director
Northern New Mexico College
921 Paseo de Oate
Española, NM 87532
phone number: 505-938-1282
fax number: 505-343-7625
e-mail: CLehman@nm.net

Charles Lujan
Director
Pueblo of San Juan
Ohkay Owingeh Office of Environmental
Affairs
PO Box 717
San Juan Pueblo, NM 87566
phone number: 505-852-4212
fax number: 505-852-1432
e-mail: cwlujan@yahoo.com

Dwight Luna
Project Manager
The Corona Group
42 Eagle Trail
Tijeras, NM 87059
phone number: 505-281-3206
fax number: 505-281-3206
e-mail: spurL1972@cs.com

Thomas Marks
Cibola Timber Management Officer
USDA Forest Service
Mt Taylor Ranger District
1800 Lobo Canyon Road
Grants, NM 87020
phone number: 505-287-8833
fax number: 505-287-4924
e-mail: tvmarks@fs.fed.us

Frances Martinez
District Manager
Tierra y Montes SWCD
1926 Seventh Street
Las Vegas, NM 87701
phone number: 505-425-9088
fax number: 505-454-0560
e-mail: francesbmartinez@hotmail.com

Kristyn Martinez
Student
Jemez Mountain School District
PO Box 230
Galina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

Luther Martinez (presenter)
Picuris Project Manager
Picuris Pueblo
Sustainable Communities, Inc.
PO Box 8017
Santa Fe, NM 87504
phone number: 505-986-1454
fax number: 505-986-6019
e-mail: lyndataylor@cybermesa.com

Nixon Martinez
PO Box 784
Ramah, NM 87321
Stephanie Martinez
Office Manager
Pueblo of Tesuque
Environment Department
Route 42, Box 360-T
Santa Fe, NM 87506
phone number: 505-983-2667
fax number: 505-982-2331
e-mail: srmartinez@pueblooftesuque.org

Jim Matison
Restoration Director
Forest Guardians
312 Montezuma
Santa Fe, NM 87501
phone number: 505-988-9126 x154
fax number: 505-989-8623
e-mail: jmatison@fguardians.org

Peggy McCracken
Science Teacher
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571
e-mail: Mccracken_p@jmsk12.com

Susan McDonnell (presenter)
Grants & Agreements Specialist, R-3
USDA Forest Service
333 Broadway SE
Albuquerque, NM 87102
phone number: 505-842-3345
fax number: 505-842-3111
e-mail: smcdonnell@fs.fed.us

Lynda Middleton
Director of Administration
Alamo Navajo School Board
PO Box 907
Magdalena, NM 87825
phone number: 505-854-2543 x 1301
fax number: 505-854-2545
e-mail: lyndam@alamo.bia.edu

Dusty Moller (presenter)
Utilization and Marketing Specialist
Microforestry Resources, Inc.
3128 Lost Desert Drive SW
Albuquerque, NM 87121
phone number: 505-228-2681
e-mail: dusty@microforestry.com

Reuben Montes
CFRP Coordinator
Santa Fe National Forest
1474 Rodeo Road
Santa Fe, NM 87505
phone number: 505-438-7892
fax number: 505-438-7834
e-mail: rmontes@fs.fed.us

Clarence Montoya
Coordinator
Adelante Resource Conservation and
Development Council, Inc.
1927 - A Street
Las Vegas, NM 87701
phone number: 505-425-6961
fax number: 505-454-0560
e-mail: Clarence.Montoya@nm.usda.gov

Jennifer Montoya
Director
Pueblo of Tesuque
Environment Department
Route 42, PO Box 360-T
Santa Fe, NM 87506
phone number: 505-983-2667
fax number: 505-982-2331
e-mail: jmontoya@pueblooftesuque.org

Jan-Jay Moolenijzer
Marketing Coordinator
Pueblo of Jemez
Walatowa Woodlands Initiative
PO Box 100 Sawmill Road
Pueblo of Jemez, NM 87024
phone number: 505-834-0204
fax number: 505-834-0205
e-mail: jjaymoolenijzer@yahoo.com

Ann Moote (presenter)
Coordinator
Ecological Restoration Institute
Office of Grant and Contract Design
PO Box 15017
Flagstaff, AZ 86011
phone number: 928-523-7254 x 245
fax number: 928-523-0296
e-mail: ann.moote@nau.edu

Kris Morales
Bosque Field Supervisor
Pueblo of Sandia
Environment Department
481 Sandia Loop Road
Bernalillo, NM 87004
phone number: 505-771-5046
fax number: 505-771-5086
e-mail: kmorales@sandiapueblo.nsn.us

David Morgan
President
La Calandria Associates
901-J West San Mateo Road
Santa Fe, NM 87505
phone number: 505-982-8509
e-mail: dave@lacalandria.net

David Old (presenter)
President/Owner
Old Wood LLC
Las Vegas San Miguel Wood Cluster
425 Bibb Industrial Drive
Las Vegas, NM 87505
phone number: 505-454-6007 x 13
fax number: 505-454-6008
e-mail: djold@earthlink.net

Larry Osborn
Colfax County Fire Marshal
116 South 3rd Street
Raton, NM 87740
phone number: 505-445-8931
fax number: 505-445-7154
e-mail: firemarshall@colfaxfire.com

John Otis
Executive Director
Taos Business Alliance
7001 NDCBU
Taos, NM 87571
phone number: 505-758-2103
fax number: 505-758-2054
e-mail: info@taosba.org

Bobby Pacheco
El Greco
PO Box 521
Chimayo, NM

Mary Passaglia
Development Director
Rocky Mountain Youth Corps
1021 Salazar Road
Ranchos de Taos, NM 87557
phone number: 505-751-1420
fax number: 505-751-1136
e-mail: mary@youthcorps.org

Jerry Payne
USDA Forest Service
Southwestern Region
333 Broadway SE
Albuquerque, NM 87102
phone number: 505-842-3391
fax number: 505-842-3165
e-mail: jpayne01@fs.fed.us

Mike Pena
Member
Las Comunidades
PO Box 1234
vallecitos, NM 87581
phone number: 505-583-2620
e-mail: lascomunidades@ussery.biz

Ignacio Peralta
Rural Community Assistance Coordinator
USDA Forest Service
Carson National Forest
208 Cruz Alta
PO Box 5453
Taos, NM 87571
phone number: 505-758-6344
fax number: 505-758-6213
e-mail: iperalta@fs.fed.us

Sarah Pierpont
CFRP Grant Project Coordinator
New Mexico Recycling Coalition
PO Box 24364
Sant Fe, NM 87502
phone number: 505-603-0558
fax number: 505-466-6266
e-mail: skpierpont@yahoo.com

Sharon Porter
XYLO Energy LLC
PO Box 1297
Taos, NM 87571
phone number: 505-751-0909
fax number: 505-751-4949
e-mail: sporter@xyloenergy.com

Andy Quam
Supervisory Forester-Acting
Bureau of Indian Affairs
Southern Pueblos Agency
PO Box 26567
Albuquerque, NM 87125
phone number: 505-563-3654
fax number: 505-563-3074

Brent Racher
Restoration Solutions
PO Box 98
Corona, NM 88318
phone number: 505-937-5551
fax number: 413-403-6132
e-mail: racher@resource-management.us

Cloveo Rael
President
Las Comunidades
PO Box 1234
Vallecitos, NM 87581
phone number: 505-582-4273
e-mail: lascomunidades@ussery.biz

Sylvia Rains Dennis
Restoration Ecologist
WILDLANDANCE
PO Box 2016
Taos, NM 87571
phone number: 505-758-1054
e-mail: sdennis@unm.edu

Salomon Ramirez
USDA Forest Service
333 Broadway SE
Albuquerque, NM 87103
phone number: 505-842-3421
e-mail: salomonramirez@fs.fed.us

Joseph Reddan
District Ranger/Technical Advisory Panel
Member
U.S. Department of Agriculture
Santa Fe National Forest
PO Drawer 429
Pecos, NM 87552
phone number: 505-757-6121
fax number: 505-757-2737
e-mail: jreddan@fs.fed.us

Kevin Reilly
NM Rep., National Leadership Council
Trout Unlimited
PO Box 29927
Santa Fe, NM 87592
phone number: 505-466-3786
e-mail: kevinvreilly@gmail.com

Angel Reyes (presenter)
President
Centinel Bank of Taos
512 Paseo Del Pueblo Sur
Taos, NM 87571
phone number: 505-758-6770
e-mail: areyes@centinelbank.com

Susan Rich
Forest and Watershed Health Coordinator
EMNRD Forstry Division
PO Box 1948
Santa Fe, NM 87504
phone number: 505-660-7667
fax number: 505-867-2334
e-mail: susan.rich@state.nm.us

Adam Ringia
Development Director
Hawks Aloft, Inc.
PO Box 10028
Albuquerque, NM 87184
phone number: 505-828-9455
fax number: 505-828-9769
e-mail: aringia@hawksaloft.org

Michael A. Rivera
President
Professional Service Associates
2700 Vista Grande NW, #60
Albuquerque, NM 87120
phone number: 505-379-2491
e-mail: psaquality@comcast.net

Benjamin Romero
USDA Forest Service
PO Box 38
Tres Piedras, NM
phone number: 505-758-8678
e-mail: bromero@fs.fed.us

Rene Romero
Field Program Director
Rocky Mountain Youth Corps
1021 Salazar Road
Ranchos de Taos, NM 87571
phone number: 505-751-1420 x 27
fax number: 505-751-1136
e-mail: rene@youthcorps.org

Sam Sala
Crew Leader
Torreon/Starlake Chapter
PO Box 917
Cuba, NM 87013
phone number: 505-731-2357
e-mail: samsalajr@hotmail.com

Ben Sanchez
Chief Administrative Officer
La Jicarita Enterprise Community
PO Box 777
Mora, NM 87732
phone number: 505-387-2298
fax number: 505-387-9017
e-mail: bsanchez@nnmt.net

Jerry Sanchez
Project Manager
Village of Questa
PO Box 260
Questa, NM 87556
phone number: 505-586-0694
fax number: 505-586-0699

Anne Sandoval
Project Manager
Taos Pueblo War Chief Office
PO Box 2596
Taos, NM 87571
phone number: 505-758-3883
fax number: 505-758-2706
e-mail: anne_sandoval@yahoo.com

Wayne Sandoval
Taos Pueblo War Chief Office
Taos Pueblo, NM

William Schudlich
Chairman
New Mexico Council
Trout Unlimited
PO Box 32952
Santa Fe, NM 87508
phone number: 505-470-4878
e-mail: bill_s@outsidemag.com

Kisha Serrano
Student
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

Paula Shattuck
Forester
Bureau of Indian Affairs
Southern Pueblos Agency
PO Box 26567
Albuquerque, NM 87125
phone number: 505-563-3656
fax number: 505-563-3074

Jim Sloan
Owner
JVS
PO Box 849
Estancia, NM 87016
phone number: 505-849-0070
fax number: 505-849-0071
e-mail: littlecayuse@plateautel.net

Coleman Smith
Reporting & Evaluation Coordinator
Rocky Mountain Youth Corps
1021 Salazar Road
Rancho de Taos, NM 87557
phone number: 505-751-1420
fax number: 505-751-1136
e-mail: coleman@youthcorps.org
Ken Smith (presenter)
New Mexico Forest and Watershed
Restoration Institute
phone number: 505-426-2080
e-mail: kensmith@nmhu.edu

Rob Straebel
Village Administrator
Village of Taos Ski Valley
PO Box 100
Taos Ski Valley, NM 87525
phone number: 505-776-8220 x1
fax number: 505-776-1145
e-mail: vtsvmgr@newmex.com

Andrea T. Suina
Old Wood LLC
425 Bibb Industrial Road
Las Vegas, NM 87701
phone number: 505-454-6007

Samuel E. Suina
New Mexico State University
6655 Vooscane Avenue
Cochiti Lake, NM 87083
phone number: 505-231-0616
e-mail: samuelsuina@msn.com

Ryan Swazo-Hinds
Environmental Technician
Pueblo of Tesuque
Environment Department
Route 42-Box 360-T
Santa Fe, NM 87506
phone number: 505-983-2667
fax number: 505-982-2331
e-mail:
RswazoHinds@Pueblooftesuque.org

Clark Taylor
Coordinator- South Central Mountain
RC&D
Natural Resources Conservation Service
PO Box 457
Carrizozo, NM 88301
phone number: 505-648-2941 x105
fax number: 505-648-2873
e-mail: clark.taylor@nm.usda.gov

Lynda Taylor (presenter)
Co-Director
Sustainable Communities/ZERI-NM
PO Box 8017
Santa Fe, NM 87504
phone number: 505-986-1454
fax number: 505-986-6019
e-mail: lyndataylor@cybermesa.com

Jason Thompson
USDA Forest Service
520 DeVall Drive
Auburn, AL 36849
phone number: 334-826-8700
fax number: 334-821-0037
e-mail: jasonthompson@fs.fed.us

Luis Torres
PO Box 901
Santa Cruz, NM 87567
phone number: 505-753-8407
e-mail: luis87567@cybermesa.com

Delilah Trujillo
Student
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

Katherine Trujillo
Student
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

Ted Trujillo (presenter)
Small Business Advisor
4001 Southern Boulevard, NE
Rio Rancho, NM 87124
phone number: 505-220-6098
e-mail: tedt@unm.edu

John Ussery
Program Director
Las Comunidades
PO Box 130
El Rito, NM 87530
phone number: 505-581-4550
fax number: 505-581-4728
e-mail: john@lcdn.org

Sandra Uzueta
Partner
Lower Frisco Wood Products
PO Box 772
Reserve, NM 87830
phone number: 505-533-6470
fax number: 505-533-6470
e-mail: LFWP@gilanet.com

Amanda Valdez
Student
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

Julia Vazquez (presenter)
LLNA CFRP Project Administrator
La Lama Neighborhood Association
HC 81 Box 21
Questa, NM 87556
phone number: 505-751-1781
fax number: 505-586-1232
e-mail: jvazquez@laplaza.org

Derek Velasquez
Student
Jemez Mountain School District
PO Box 230
Gallina, NM 87017
phone number: 505-638-5491
fax number: 505-638-5571

Gilbert Vigil
Natural Resource Coordinator
La Jicarita Enterprise Community
PO Box 777
Mora, NM 87732
phone number: 505-293-7760
fax number: 505-387-9017
e-mail: igvigil@hotmail.com

Herman Vigil
H.R. Vigil Small Products
PO Box 441
Guadalupita, NM 87722
phone number: 505-387-5694

Phoenix Vigil
Natural Resources Assistant
Pueblo de San Ildefonso
Route 5, Box 315-A
Santa Fe, NM 87506
phone number: 505-455-2273 x133
fax number: 505-455-7351
e-mail: pvigil@sanipueblo.org

Clifford Waikaniwa
Manager
Zuni Forest Products and Services
Enterprise
PO Box H
301 N Building 66
Zuni, NM 87327
phone number: 505-782-4540
fax number: 505-782-2095
e-mail: cwaikaniwa@osogrande.com

David B. Wallace
Public Safety Director
Village of Taos Ski Valley
Department of Public Safety
7 Firehouse Road,
PO Box 100
Taos Ski Valley, NM 87525
phone number: 505-741-1510
fax number: 505-776-5748
e-mail: vtsvdps@newmex.com

Edward Wallhagen
Forester
Ramah Navajo Chapter
Office of Grants and Contracts
Route 2, Box 13
Ramah, NM 87321
phone number: 505-775-7120
fax number: 505-775-7103
e-mail: ewallhagen@ramahnavajo.net

Nancy Walls
District Ranger / Acting Forest Natural
Resource and Planning Staff
USDA Forest Service
Cibola National Forest
2113 Osuna Road NE, Suite A
Albuquerque, NM 87113
phone number: 505-346-2650
fax number: 505-346-3901
e-mail: nwalls@fs.fed.us

Mollie Walton
Restoration Ecologist
La Calandria Associates
901-J West San Mateo Road
Santa Fe, NM 87505
e-mail: mollie@lacalandria.net

Ann A. Watson
Ecologist
Santo Domingo Tribe
PO Box 70
Santo Domingo, NM 87052
phone number: 505-465-0055
e-mail: awatson@sdutilities.com

Gordon West
President
Gila WoodNet
Santa Clara Woodworks
4100 N. Gold Street
Silver City, NM 88061
phone number: 505-537-3689
fax number: 505-534-9189
e-mail: gorwest@zianet.com

Samantha Whitetail Eagle
NPN Greenhouse Manager
Ramah Navajo Community Enterprises
Native Plants Nursery
PO Box 635
Pine Hill, NM
phone number: 505-879-7843
e-mail: faye_187@yahoo.com

Brian Wimberly
Restoration Program Manager
Pueblo of Santa Ana
02 Dove Road
Santa Ana Pueblo, NM 87004
phone number: 505-771-6714
fax number: 505-867-0833
e-mail: bwimberly@santaana.org

Robbie Winters
Taos Pueblo War Chief Office
phone number: 505-758-3883
e-mail: wintersrobbie@yahoo.com

Rachel Wood
Tribal Forester
Santa Clara Pueblo Forestry
PO Box 580
Española, NM 87532
phone number: 505-753-7326
fax number: 505-747-4293
e-mail: rwood@santaclarapueblo.org

Holly Young Bear Tibbetts
College of Menominee Nation
Center for First American Forest Lands
PO Box 1179
Keshena, WI 54135
phone number: 800-567-2344 x3244
fax number: 505-466-3206
e-mail: hyoungbear@menominee.edu

Melissa Zaksek
CFRP Assistant Program Manager
USDA Forest Service
Southwestern Region
333 Broadway Boulevard SE
Albuquerque, NM 87103
phone number: 505-842-3289
fax number: 505-842-3165
e-mail: mzaksek@fs.fed.us

Constance Zipperer
CFRP Coordinator
USDA Forest Service
Lincoln National Forest
1101 New York Avenue
Alamogordo, NM 88310
phone number: 505-434-7297
fax number: 505-434-7218
e-mail: czipperer@fs.fed.us

Facilitation Staff:

Larry Fisher
Senior Program Manager
U.S. Institute for Environmental Conflict
Resolution
Public Lands and Natural Resources
Management
130 South Scott Avenue
Tucson, AZ 85701
phone number: 520-901-8544
fax number: 520-901-8535
e-mail: fisher@ecr.gov

Amy Lewis
7 Seton Plaza
Santa Fe, NM 87508
phone number: 505-982-0405
e-mail: amychilderslewis@earthlink.net

Jennifer Pratt Miles
Mediator
Meridian Institute
PO Box 1829
Dillon, CO 80435
phone number: 970-513-8340 x 213
fax number: 970-513-8348
e-mail: jprattmiles@merid.org

Rex Raimond
Mediator
Meridian Institute
PO Box 1829
Dillon, CO 80435
phone number: 970-513-8340
fax number: 970-513-8348
e-mail: rraimond@merid.org

Rosemary Romero
Consultant
Rosemary Romero Consulting
1350 San Juan Drive
Santa Fe, NM 87505
phone number: 505-982-9805
fax number: 505-982-5061
e-mail: Rosemary1350@cs.com