

# Collaborative Forest Restoration Program

## 2009 Annual Workshop

Workshop Report

January 27 – 29, 2009



U.S. Forest Service, Southwestern Region  
U.S. Institute for Environmental Conflict Resolution  
Meridian Institute  
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# Collaborative Forest Restoration Program 2009 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 ninth 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. The Program is administered by the U.S. Forest Service (Forest Service), Southwestern Regional Office and provides cost-share grants to collaborative groups working on forest restoration projects on public lands. Detailed information regarding the CFRP, including extensive program documentation, is available from the CFRP website: <http://www.fs.fed.us/r3/spf/cfrp/>.

The CFRP convenes an annual workshop of grant recipients to discuss the program and projects funded through the program. The annual workshops are 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 27–29, 2009 in Santa Fe, with 163

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. This year the third day focused on identifying lessons learned from the CFRP experience in New Mexico. The report below offers a record of the 3 days of discussions.

Appendices include:

- Appendix I. Workshop Evaluation
- Appendix II. Workshop Agenda
- Appendix III. Participant List
- Appendix IV. Lessons Learned Outline

## Tuesday, January 27, 2009

### Meeting Goals and Agenda Review

Rosemary Romero, Facilitator for the annual workshop welcomed participants to the 7<sup>th</sup> annual meeting. Rosemary noted that this was the first year for the workshop to be held at Santa Fe Community College (SFCC) and highlighted the various programs offered, including environmental education. She further noted that the College has developed two biomass utilization heating systems for the school, and that participants would have an opportunity to hear about these systems and participate in a field trip to the facilities later in the workshop.

Rosemary reviewed the agenda for participants highlighting the third day of the workshop. CFRP has received national recognition for the program and its successes. The program is now geared to become integrated nationally, and capturing successes and learnings from the New Mexico experience will be useful to those implementing the program in other parts of the country. Peter Friederici, a writing professor from Northern Arizona University and a staff writer for High

Country News, will be capturing the various ideas generated from the third day in order to create a framework for a follow up session in the late spring.

### **Welcome by Mayor David Coss, City of Santa Fe**

Mayor David Coss welcomed participants to Santa Fe and the Community College. He indicated that the workshop held promise for bringing together diverse communities working together to address restoration issues on federal, state and tribal lands. His experience in developing collaborative working relationships came from his work with the New Mexico Environment Department and New Mexico State Lands Department where industry, communities and agencies often had to grapple with challenging issues. He felt that collaborative models were great opportunities for furthering goals together and supported efforts such as CFRP which had benefited the City of Santa Fe in addressing watershed issues in collaboration with the Forest Service and Santa Fe Watershed Association.

### **Welcome by Arthur (Butch) Blazer, NM State Forestry**

Butch Blazer, Director of NM State Forestry welcomed participants to the 7<sup>th</sup> annual CFRP workshop. He noted that he looks forward to the program every year because it is an opportunity to share, learn, and connect with people doing important work. He said that CFRP has created a variety of partnerships and one of the most significant partnerships has been with other agencies such as State Forestry. Often times agencies work in silos and CFRP has created opportunities for agencies to meet their goals, reduce conflict, and restore the lands. An added benefit of the partnerships has been economic development for small communities including tribes.

He expressed great pleasure to see the program going to a national level - this is an indicator of how successful CFRP has been at a statewide level.

### **CFRP Overview, Program Highlights, Updates & Accomplishments**

*Walter Dunn, CFRP Program Manager, U.S. Forest Service*



During this presentation Walter discussed CFRP and reported on progress in monitoring program wide achievements and challenges for CFRP. The core purpose of CFRP is to encourage collaborative partnerships, and the program works to improve communication and joint problem solving, encourage sustainable communities and sustainable forests, and include diverse and balanced groups of stakeholders in project design, implementation, and monitoring.

Forest Service Chief Gail Kimbell has identified three challenges to conservation: climate change, water, and reconnecting people – especially kids – to nature. CFRP addresses all three of those challenges, particularly, the youth component. CFRP projects show an increasing trend in youth participation. In the last 2 years 86 percent of funded projects have had substantial youth involvement.

From 2001-2008 out of 279 proposals 116 projects were funded, and in 2008 15 (roughly 34 percent) of 34 proposed projects were funded. There are currently projects in 18 of New Mexico's 33 counties. To date 17,157 acres have been treated through CFRP projects with 24,580 the projected total. Further, 300 jobs have been created through CFRP training and forest related employment.

Each project must include a multi-party assessment. At the project level, an assessment should include:

1. Existing ecological conditions and the desired future conditions
2. An annual performance report
3. A final formal multiparty project assessment that reports positive or negative impact and effectiveness of the project, including improvements in local management skills and on the ground results

### **Program level monitoring**

The CFR Act requires multiparty programmatic assessment to evaluate cumulative accomplishments or adverse impacts of the program. A multi-party assessment sub-committee meets every other year to discuss this and this year's Day 3 of the workshop will be a day for Lessons Learned. Further, the Coordinators participate in the Annual Forest Level Program Review and there will be a 15 year assessment of the short and long-term ecological effects of treatments.

### **Excerpts of Subcommittee's Lessons Learned**

- Clarify roles and responsibilities and forge commitment during proposal development.
- Clarify what will happen to material resulting from restoration treatments.
- Ensure that appropriate staff is available (FS) to support objectives.
- Assess the capacity of partners to successfully implement the project during proposal development.
- There is a lack of consensus that the current scientific record provides conclusions regarding how treatments tie to historic fire regimes.
- Project effectiveness is frequently determined by identifying the right piece of equipment.
- Continuity is critical to success.
- Continued training is needed for FS personnel on CFRP objectives and roles and responsibilities of land managers and grantees.
- Contracting costs for thinning and other administrative costs are often higher than projected.
- When proponents underestimate direct costs (supplies, gross receipt tax, workers' compensation), the funding available for treatment and marketing is reduced.

### **2009 Request for Proposals (RFP)**

This year's proponents are encouraged to submit proposals for projects that facilitate landscape-scale, multi-jurisdictional efforts (i.e., a landscape assessment or Community Wildfire Protection Plan). Also, the 2009 RFP requires projects to include *core ecological indicators*. Projects which conduct vegetation treatments must include, at a minimum, the following core ecological indicators:

- Canopy cover (%)
- Understory cover (% ground and/or shrub)

- Surface fuels (tons/acre)
- Crown base height (ft)
- Stand structure
  - Tree species
  - Size (DBH, DRC inches)
  - Density (stems/acre live and dead, basal area)

### **Challenges**

- Coordinating Forest Service planning timeline with CFRP project development and implementation
- Encouraging landscape level, cross jurisdictional planning and project implementation
- Implementing long term monitoring and interpreting results across projects
- Unstable timber market and the volatile demand for forest products

Walter closed by telling workshop participants that their success in collaboration is evident in the recent passage of the Landscape Forest Restoration Act by the U.S. Senate. The bill is moving to the House of Representatives at the time of the workshop.

## **NM Forest Industry Association Updates & Highlights**

*Naomi Engelman, Executive Director, NMFIA*

### **History**

Naomi shared that in 2005 the New Mexico Forest Industry Association participated in Forest Guild's FPL woody mass grant program and provided a Forest Worker Safety Certification Training. In 2007 the association filed Articles of Incorporation, established a board and wrote their bylaws and mission statement. During 2008, NMFIA held its first annual meeting, and, with the financial support from CFRP, created the New Mexico Wood Products Manufacturers Directory and provided another Forest Worker Safety Certification Training. She said that NMFIA's membership is made up of individuals and enterprises affiliated with the forestry industry, include thinning contractors, biomass utilizers, equipment and consumable suppliers and technical assistance suppliers.

### **Objectives**

- Promote healthy forests, community based economic development, and sound forestry practices for the benefit of our forests and the forest products industry;
- Promote and provide public relations for the forest industry and stimulate interest, use, and involvement in the forest products industry;
- Provide members and others with opportunities for dialogue, education, advancement, and improvement in all aspects of the forest industry;
- Promote, foster, and develop industry standards, research and development, quality control and industry integrity;
- Articulate and advocate as a focused voice the needs and interests of the forest industry before local, state, and federal governments;
- Operate as an official trade association of the New Mexico forest industry for the purpose of promoting the common business interests of its members.

### **Mission Statement**

Organized for and by its members, the New Mexico Forest Industry Association (NMFIA) seeks

to create, strengthen, and support a business climate that ensures the needs of all constituents are aligned in the development and growth of a healthy, sustainable New Mexico forest industry.

### **NM Wood Products Manufacturers, 2008 CFRP**

With the core belief that “behind every healthy forest is a healthy forest industry,” NM Wood Products Manufacturers continues and expands the Forest Worker Safety Certification training program and provides technical assistance to improve administrative capacity. The organization also earned status as a 501(c)(6).

### **The Past, Present and Future of the Forest Industry in New Mexico**

Ms. Engelman stated that the average annual production of wood products fell from a high of 402 million board feet to a low of 46 million board feet in 1996 as a result of dependence on large trees, fire suppression, environmental litigation and competition for supply and with imports. She explained that this caused nearly 100 sawmills to close from 1960-1986, and from 1992-2003 New Mexico saw seven large mills close.

Naomi said that today challenges facing the forest industry include: an overgrowth of small diameter material, limited land management agency budgets, an underdeveloped industry infrastructure, limited diameter tooling, little mechanical capacity, and barriers to marketing and utilization. She stated that much of this problem is being addressed through collaboration at federal, state, and local levels. She encouraged greater collaboration through legislative action (as there has been with the Forest Landscape Restoration Act of 2008 and the FLAME Act), stewardship contracting/landscape scale restoration, and more training and support.

Naomi said that innovative thinking about small diameter utilization and marketing is needed to sustain a successful and growing wood industry in the future. She also recommended a statewide approach with respect to forest restoration goals, and noted that future opportunities for wood product manufacturers include biomass, firewood, construction (NM codes and green building), erosion control/mulch, operating efficiencies and, above all, collaboration.

### **Overview of Third Day of Workshop**

*Rosemary Romero, Workshop Facilitator*

Rosemary Romero explained that the third day of the CFRP workshop will be a day-long, open space workshop. She said that participants will help to create a process for outlining topics and stories to be addressed in a comprehensive report documenting project experience and lessons learned from the CFRP. A follow-up session to be organized at a later date will build upon the information gathered at the Annual Workshop. Through these two workshops, project participants and Forest Service staff in New Mexico will gain important insights and lessons, and contribute to a succinct record of CFRP experience over the first 8 years of implementation that can guide subsequent project development. In addition, external audiences (e.g., national Forest Service programs, other agencies interested in promoting collaborative approaches, and proponents of community-based forestry and ecosystem restoration programs) will benefit from having solid documentation of CFRP project experience. This is particularly important for proposed plans to expand and adapt this work to other regions and settings.

### **CFRP 101: 2009 Request for Proposals and Q&A**

*Walter Dunn, CFRP Program Manager, U.S. Forest Service*

In this session Walter walked participants through the 2009 Request for Proposals, making a point of what the applicants can do to increase their chances of being funded. Due to the high number

of applications and the CFRP's goal to fund the best projects, it is crucial for applicants to clearly express their project idea and how it meets all of the RFP requirements. The 2009 RFP is available at: <http://www.fs.fed.us/r3/spf/cfrp/>

Points Walter emphasized included:

- Applicants should get to know their CFRP Forest Coordinator, who serves as an advisor. CFRP Coordinators can help people through the application process and offer feedback on project ideas, format, etc.
- Pay special attention to items in **BOLD** on the RFP. Review proposals to ensure all of the bolded items are addressed before submitting them to ensure your idea will be considered.
- Anyone can apply to the program so long as a “diverse and balanced” group of stakeholders is involved in project planning and implementation.
- CFRP aims to fund projects that have no other way of getting funding.
- Do not repeat the purposes of CFRP in the proposal; rather show how your project addresses them.
- While applicants do not have to address all of the purposes of the program, every item under “Additional Eligibility Information” section 2, should be met. This includes incorporating scientific and forest restoration information, preserving old and large trees, etc.
- What may seem like small requirements that are easy to overlook - formatting specifications, proposal length - are very important.
- Grantees are required to attend the Annual Workshop to network with, learn from and share experiences with other grantees.

Walter then shared the four categories that are used during the proposal evaluation process:

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.

He said that usually only proposals in Categories 1 and 2 are ultimately funded. A multi-stakeholder Technical Advisory Panel reviews proposals and makes recommendations to the Regional Forester regarding which proposals should be funded within 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 the Panel members. The Regional Forester makes the final decision on project support, and the collaborating National Forest manages the grant.

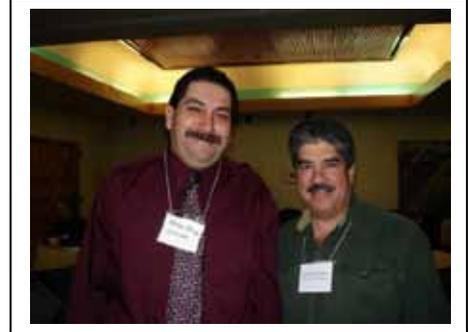
## **CFRP 201: Forest Coordinators**

*Ian Fox, Cibola N.F., Reuben Montes, Santa Fe N.F., Ignacio Peralta, Carson N.F., and David Warnack, Gila N.F.*

This session was organized by the above mentioned Forest Coordinators to address issues faced by current grantees.

Topics covered included:

- When a formal modification is needed
- Procedures for requesting and granting prior approval
- Grant performance reporting
- Reimbursements and advanced payments
- Payment
- Why some projects get delayed



Forest Coordinators explained that a **grant agreement** is a legally binding agreement between the agency and recipient. It establishes the basics of *what is to be done, how, when and by whom*, as well as *how much* it is estimated to cost, and under what *special terms and conditions* it is to be done. The Agreement serves as checklist against which the recipient should be monitored and establishes the rights and responsibilities of each party.

### **When is a Formal Written Modification Needed?**

- Certain post award changes in work plans and budgets require **prior written approval** from the National Forest.
- Any change in the scope or objectives of the project.
- Changes in key personnel/corporate name specified in the grant award.
- Cumulative transfer of funds among budget categories which exceed 10 percent of current total approved budget for federal funding over \$100,000.
- Changes to existing terms/conditions of grant award including:
  - Extensions of grant expiration date
  - Change of approved signatory officials
  - Procedural changes
  - Changes in funding
- Contracting out or obtaining services of a third party to perform activities central to the purpose of the grant not included in original proposal.

### **Procedure for Requesting and Granting Prior Approval**

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

All 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 costs.

### **Grant Performance Reporting**

Performance Reports should contain:

- Comparison of actual accomplishments with goals/objectives established for the reporting period;
- Quantified project accomplishments (# of acres treated, personnel trained, etc);
- Reasons why goals/objectives were not met, if appropriate;
- Other pertinent information (analysis and explanation of cost overruns or high unit costs);
- In most cases, reports are submitted to the CFRP Coordinator semi-annually.

### **Multi-Party Monitoring Assessment Report**

The Semi-Annual Performance Reports should be used to develop the Multi-Party Monitoring Assessment Report. This report should describe project results by objective, including challenges encountered, lessons learned and any unanticipated outcomes including ecological, economic, and socio-economic results. Be sure to also include the following:

- Project Location
- Description of project/objectives
- Description of collaborative process and multi-party monitoring process used
- Description of monitoring methodology and calculations used for data analysis and interpretation
- Interpretation of monitoring results
- Appendices

### **Grant Performance Reporting: SF 269A Financial Status Report**

In this report submitted quarterly, check for accuracy in the following:

- Mathematical calculations
- Final figures and interim figures
- Amount of funds spent versus those obligated
- Signed and dated by authorized grant recipient

### **Grant Performance Reporting: SF-270 Request for Advance/Reimbursement**

Projects can receive only one advance payment and this must be spent within 30 days. Advances do not draw down on the obligation balance. Advance Payments are loans that must be liquidated before another payment can be processed. Liquidation can be processed when written documentation shows the funds are spent and submitted to the Albuquerque Service Center.

Reimbursement documents that are *received by e-fax or mail* are indexed, sorted into electronic folders by type (invoice, obligation, modification), and scanned into a database. These transactions go into a general ledger that is electronically sent to the National Finance Center in New Orleans, LA. Payments are sent to the U.S. Treasury for disbursement then sent to recipient's financial institution.

It is essential that performance dates are indicated on invoices. In order to be paid, vendors need to be registered in CCR and renewed annually. Vendors must also be registered in DUNS. Registration and TIN verification with the IRS takes 24-72 hours. Do not submit an advance/reimbursement on the same form. Any change in banking information must first be processed in C.C.R., the Forest G&A Specialist contacts ASC to update the vendor information. Address correspondence to Payments G&A – FAX: 877-687-4894.

For questions regarding an advance payment, contact ASC Help Desk (877-372-7248) with the complete, accurate grant number (15 digits).

### **Why are Projects Delayed?**

Projects can be delayed due to forest closures, environmental appeals, or the NEPA process. Forests may be closed to treatment due to extreme drought or severe fire danger. Projects delayed due to forest closure are eligible for a 1 year extension through a grant modification with the Forest. During the down time of a closure, grantees and the district staff should review treatment area maps again to brainstorm any potential issues/concerns.

### **How to Design a Work Plan to Fit the Budget**

The Forest Coordinators made the following recommendations for developing a work plan:

#### *Determine Project Objectives*

- Identify tasks needed to demonstrate you can accomplish objectives.
- Write task descriptions and identify who will do each task.
- Sequence and schedule each task on a 6-9 month timeframe.

#### *Prepare a Cost Estimate*

- Estimate direct costs – costs tied specifically to the project and billed directly to the project line item in your accounting system.
- Estimate indirect costs – costs tied to two or more projects or incurred for the general operations of the business.

#### *Develop the Indirect Rate for your Organization*

- A 10 percent indirect rate is allowed for CFRP grants.
- Anything over 10 percent can be used as match.

### **Lessons learned**

The following issues are important to avoid in order to ensure a successful project and to avoid problems during project implementation:

- Vague work plans
- Lack of credible/defensible costs in the budget
- Inconsistencies between proposal text and budget
- Over/under sizing the project for the amount of money available
- Underestimating the relationship between direct/indirect costs

### **Core Indicators and Long-Term Monitoring**

*Zander Evans, Forest Guild*

Zander Evans explained that in January 2008, the Collaborative Forest Restoration Program (CFRP) Monitoring Assistance Team was tasked with developing recommendations for the 15-year ecological monitoring requirement, as set forth in founding legislation of the program. The team reviewed monitoring plans and protocols for all 102 projects funded through 2007 and produced a report that recommends 20 projects and indicators for long term monitoring. He explained that more than forty percent of CFRP projects with site treatments had planned or implemented reliable ecological monitoring methods. Of these projects, the team recommended 20 for long term monitoring based on a suite of criteria, including the number of indicators, forest type, land tenure, and geographic distribution. The team recommended leaving the responsibility

for determining monitoring indicators and protocols in the hands of the project's multiparty monitoring team to best address specific project goals. However, to insure that reasonably consistent and comparable ecological data is collected, we recommend that all grantees monitor the following five indicators, using standard agency, tribal or CFRP protocols:

- • Canopy cover (%)
- • Under story cover (% ground and/or shrub)
- • Surface fuels (tons/acre)
- • Crown base height (ft)
- • Stand structure
- • Tree species
- • Size (DBH, DRC inches)
- • Density (stems/acre live and dead, basal area).

Finally, to address a concern expressed by community members, agency personnel, and consultants alike about the need for improved data sharing and interpretation, the team recommended that all CFRP projects follow the multiparty monitoring process described herein, and in all monitoring assistance guides, so that shared learning is encouraged among all stakeholders.

### **Santa Fe Community College Biomass Utilization**

*Frank Joy, Facilities Manager, Santa Fe Community College*

Frank Joy stated that the Santa Fe Community College (SFCC) chose to incorporate a biomass system on campus largely due to economic savings it would generate, despite the fact that it would take a great deal of time and some extra staff compared to the College's heating system at the time. After about 3 years of planning and construction, the biomass system was fired up for the first time last year.

He noted that at the outset of a biomass project it is crucial to have a collaborative effort of people with vision and the necessary skills. He said that a performance contractor can help with the entire project (from design to implementation and even maintenance), and SFCC worked with a firm from Austria that presented a design with the vision SFCC had of developing energy in the local market. Mr. Joy explained the importance of boiler selection and said that SFCC chose an automated, chipped wood system. The total project cost for the SFCC boiler was \$1.4 million. Much of the costs came from constructing a new building to house the boiler system. Installation was around \$500,000.

Frank recommended considering the cost of transportation/delivery of the fuel and said that SFCC gets its fuel, which is woody biomass from forest thinning, from Barela Timber Management Company. The main problem the college has encountered with the fuel is the amount of stones and rocks that get mixed in with the wood during harvesting. He said that a chipper is better than a grinder, however, for producing fuel because a grinder would incorporate more dirt in the wood.

Mr. Joy concluded by saying that the biomass system provides another use of forest thinning products, uses a renewable fuel, reduces energy costs when compared to natural gas, provides for reinvestment in the local community, stabilizes fuel costs, and decrease carbon emissions.

### **Disposing of Merchantable Materials under CFRP**

*Don Bright, Assistant Director, Forest Vegetation Management, Southwestern Region, USFS*

In this session Don addressed the authority to sell and dispose of National Forest timber and forest products and the responsibilities that go with this. He stressed the importance of training and asking the questions:

- What needs to be considered?
- What needs to be decided and documented?

### **Delegated Authority to Sell and Dispose of National Forest Timber and Forest Products**

Mr. Bright explained that this delegation requires that applicants determine whether there should be a Traditional Sale or Administrative Use. (The classification of “free use” is not appropriate as it is for personal use in small amounts and only after other options are exhausted.)

The District Ranger or Forest Supervisor will need to consider several issues and will be asking grantees to help. There could be a traditional timber sale if there are high volumes of saw logs. If this is the case, the CFRP applicant or district should look at another area.

### **Administrative Use**

There are two types of administrative use: *use sale* and *free use*. Applicants can help the district by determining and documenting value and benefits.

- *Administrative Free Use* is defined by terms such as “in the best interest” of the US or as having “compensating benefits.” Compensating benefits may include thinning values (WUI protection), watershed values, wildlife values, use of small diameter material, creating markets for low value products and small business values.
- *Administrative Use Sale* may be the case if options for sales are still available or if there are optional and mandatory sales based on value.

Don went over two examples to show how if documented benefits are shown to be greater than documented values, then administrative free use may be warranted. If, however, values outweigh benefits, then administrative use sale would be warranted.

Don discussed other options for saw logs (e.g. administrative sale on part, changing harvest prescription, or changing to another unit) and the importance of documenting non-monetary benefits, such as jobs created, low income communities, donated services, and wildlife or recreation.

Don said that this information is only for CFRP as it has unique goals. Decisions are still discretionary and competition occurs during the application process. He encouraged grantees to know their needs and try to understand the Forest Service’s needs. He recommended being flexible about products to be removed and working with the Forest Service early and often to build a better application from the start.

### **National Environmental Policy Act (NEPA) 101: Process Steps and Timeline** *CFRP Forest Coordinators*

Coordinators gave an overview of the various aspects of NEPA as it relates to CFRP projects.

They explained that NEPA sets out a comprehensive national environmental policy directing federal agencies “...to use all practicable means...to create and maintain conditions under which man and nature can exist in productive harmony...”

Coordinators said that NEPA prescribes an environmental review and public involvement process for federal agencies to follow when considering actions that may affect the quality of the human

environment. It is used to improve and coordinate federal plans, functions, programs and resources to achieve a wide range of social, cultural, economic, and environmental values.

They recommended the following in order to have a successful project that meets NEPA requirements:

- Develop clear work plans with deliverables and due dates
- Clarify data needs
- Create manageable timelines
- Define milestones in process
- Identify proposed actions, and plan scoping period, analysis, decision date
- Leave time for document review and editing
- Commission Specialist Reports
  - Soil/Watershed
  - Vegetation/Fuels
  - Recreation/Visuals
  - Timber/Silviculture
  - Wildlife Biological Assessments

Forest Coordinators described the following critical milestones for a project:

- Creating a collaborative relationship with the USFS and Decision Officer – this includes meeting with key resource people including: District Ranger, Biologist, Archaeologist, Fuels/Fire Management Officer, Silviculturalist/Forester, and Resource Planner.
- Development of Purpose and Need for the project
- Development of Proposed Actions - this describes what actions are required to move from existing to desired conditions. NEPA also requires that alternatives to the Proposed Action are investigated.
- Outlining Data/Survey Needs – including Threatened, Endangered or Sensitive Species surveys ( a Mountain Spotted Owl survey can take 2 years), Stand Exams or Fire Regime Conditions Class Survey, Clearance Reports, Archaeological Surveys
- Clear Work Plans
- Scoping/Public Involvement – develop a public involvement plan consider cooperating agencies, Trial consultation, developing mailing lists, preparing a scoping letter, and publishing notices of scoping and other public meetings.
- Document Review and Editing - the grantee is responsible for analysis, specialist report writing, contracting archaeology surveys, preparing NEPA analysis/documents and a draft decision. The agency is responsible for reviewing and editing all aspects of the NEPA documents and making the final decision.
- Decision Documents/Date

In conclusion, Forest Coordinators emphasized that participants who are considering doing the NEPA should work closely with Forest Service staff in developing their projects.

## **Overcoming Challenges with Cross-Jurisdictional NEPA**

*Audrey Kuykendall, Carson National Forest*

In this session Audrey provided an overview of NEPA planning and CFRP. She addressed:

- NEPA regulations and federally funded projects
- NEPA document 3-way path
- Focus on CE's
- Line Officer decision making



### **NEPA Title II: CEQ**

NEPA Title II established the Council on Environmental Quality (CEQ), a main assignment of which was to create regulations to implement NEPA. Title II transitions from the basic law to what will be in the regulations developed by CEQ.

### **Background on CEQ “regs”**

*40 CFR 1500-1508 Regulations for Implementing NEPA*

CEQ regulations for NEPA compliance went into effect in 1978, apply to all federal agencies, and were written mainly for Environmental Impact Statements (EISs).

### **Forest Service’s NEPA Regulations**

*36 CFR 200 Regulations for Implementing NEPA*

Agencies are encouraged to write their own procedures supplementing regulations for complying with NEPA (CEs, CAs and EISs), but not duplicating. The Forest Service finally promulgated its own NEPA regulations last summer (July 2008). They are 36 CFR 220 (“36” meaning the regulations apply to the Forest Service). FS regulations identify two NEPA documents that are not mentioned in the CEQ regulations – decision memo and decision notice.

Since the FS regulations only supplement the CEQ regulations, it is important to understand both sets and how they relate to how we “do NEPA.” These contain many agency-specific requirements and technical how-to guidance not in the regulations. Further, you should always have your agencies NEPA procedures at hand when doing NEPA.

### **NEPA Regulations & Federally Funded Projects**

*40 CFR 1508.18 and 36 CFR 220.4 (a)(2)*

Both CEQ and FS regulations clearly require the Forest Service, a Federal Agency which is subject to the NEPA, to conduct a “detailed statement” on “major federal actions affecting the quality of the human environment. A “major federal action” includes actions with effects that may be major and which are potentially *subject to Federal control and responsibility* (CEQ & FS). Actions include new and continuing activities, *including projects and programs entirely or partly financed, assisted, conducted, regulated, or approved by federal agencies* (CEQ). Projects include actions approved by permit or other regulatory decision *as well as federal and federally assisted activities* (CEQ). Actions *do not* include “funding assistance” solely in the form of general revenue sharing funds, distributed under the State and Local Fiscal Assistance Act of 1972, 31 U.S.C. 1221 et seq., with no Federal agency control over the subsequent use of such funds

### **Federal Agencies and Grants**

The responsibility for a decision under NEPA rests exclusively with the federal agency. When more than one federal agency is granting money, the federal agencies may do the NEPA analysis jointly, or either agency may take the lead. It is *not necessary* for the agency to do the analysis

and documentation. A project proponent or grantee can prepare and document analysis. The Forest Service can also adopt the NEPA analysis of another federal agency.

### **CFRP Grants Require NEPA**

Granting money for a CFRP project “federalizes” the action. If the federal contribution is the difference between a “go” and “no go” for the project and will have ground disturbing effects, then a NEPA analysis is required. It is important to note that plans (e.g., fire management plans) or feasibility studies DO NOT require a NEPA analysis. The decision must result in ground disturbance.

### **Forest Service and CFRP Grants**

The Forest Supervisor is the responsible official who signs the CFRP grant award letter *and* the NEPA decision document. The Forest Supervisor is responsible for *NEPA compliance* and may have forest or district personnel provide NEPA document or have grantee prepare it. The Forest Service drafts the decision document and a federal grant program coordinator and forest NEPA coordinator coordinate review, revisions, signature, and notification to the grant recipient

### **Purpose and Need for Action**

Audrey explained that the “purpose and need” statement is developed from “pre-NEPA” analysis and should answer the following questions:

- Is something broken that needs fixing or changing?
- Is the desired condition different from the existing condition?
- By how much? What’s the gap?

She said this leads to the “why” you are proposing the action, for example, a need for reducing fuels in the WUI or a need for reducing flame length in the WUI. She stressed identifying the “underlying reason” for the project and recommended keeping the purpose and need focused to support a concise proposed action and narrow effects analysis, etc. She said it is ok to have project benefits that are not associated with the needs originally listed.

### **Proposed Action 36 CFR 224.4**

She told participants that carefully crafting the purpose and need and proposed action will facilitate the rest of the NEPA process with the Forest Service. She also encouraged working with the public on developing the proposed action. She explained that the main components of the proposed action are the “who, what, where, and when” of a project. Audrey also recommended including appropriate mitigation measures to reduce the effects of the actions that are being proposed. In addition, she suggested putting the proposed actions on a map and, before finalizing the proposed action, letting the Forest CFRP coordinator circulate it to specialists. They may suggest mitigation measures that will reduce or avoid adverse effects. For example, you may propose to start cutting trees in early spring. There may be nesting raptors close to the project area. By delaying tree removal until early summer you might avoid having to prepare an EA or EIS.

### **Categorical Exclusion (CE) 40 CFR 1508.4**

*36 CFR 220.6 for FS list*

Each agency has a list of types of actions that may be categorically “excluded from documentation in an EA or EIS.” Agencies must allow for extraordinary circumstances for when a CE “may have significant effects.” CE’s require *appropriate* NEPA analysis and usually a record (project file) of it unless extremely minor action.

## **Environmental Assessment (EA) 1508.9 and Finding of No Significant Impact (FONSI) 1508.13**

This is the most common document used by the Forest Service. The purpose of EA is to determine whether to prepare EIS or FONSI and is meant to be a small document, but turned into mini-EISs with impacts mitigated so EIS is not needed. EAs shall include brief discussions of:

- Need for the proposal
- Alternatives
- Environmental impacts of PA and alternatives
- Listing of agencies and persons consulted
- FONSI presents reasons why there are no significant effects and therefore no EIS needed; include EA or summary of it and cite EA

### **How do we get our CFRP proposals approved?**

Audrey reviewed the following steps for attendees:

*Step 1:* Determine what is being federally funded. NEPA applies to “major federal actions” or those actions which would affect the human environment.

*Step 2:* Develop and describe the proposed action (PA) in as much detail as possible. The PA must have a purpose and need (Why?). In describing the PA, answer who, what, how, where, when?

*Step 3:* Submit the proposed action and purpose and need to the Forest’s Federal Grant Program Coordinator & Environmental Coordinator for review and to determine what the initial level of NEPA will be required.

*Step 4:* Hold meeting with Forest Service representatives (including specialists), the proponent(s), and the NEPA contractor. Forest Service will give guidance on what level of NEPA the proposed action is likely to be analyzed & provide information on what laws must be considered (particularly NHPA & ESA).

*Steps 5 and 6:* Conduct necessary archeological and biological surveys in the proposed project area and provide the Forest’s Federal Grant Program Coordinator for review. Scoping can run concurrently with Step 4. If not already fulfilled (FS determination), prepare scoping letter describing PA. Submit letter & mailing list for FS approval. When approved, mail letter to list.

*Step 7:* Prepare the appropriate environmental document (determined by the FS) with supporting documentation organized in a project record.

*Step 8:* Submit a draft environmental document (DM, EA, or EIS) to Forest’s Federal Grant Program Coordinator and Environmental Coordinator for review. Documentation should include a draft biological assessment and consultation with the SHPO.

*Step 9:* After all requirements have been met, the Forest Service will finalize and/or prepare decision documents for the Forest Supervisor’s signature. Once decision is signed and no other permits are required, the project can be implemented.

## **Developing and Implementing a Multiparty Monitoring Plan**

*Ron Ortega, NMFWR*

Mr. Ortega explained that NMFWR has worked with different agencies and groups to monitor woodlands of varied species in various sites in New Mexico (map was presented). He said that at most monitoring sites the intent was collection of baseline data; however, a few sites have been monitored for post-treatment data collection. The major lesson that is being learned pertaining to monitoring of woodlands is that standard acceptable monitoring methods or protocols need to be implemented and followed by all those involved with monitoring activities. NMFWR recognizes that there could be a need for more than one method or protocol to collect data, but, if this is the case there must be a system in place and fully operational that will allow all users of the data to access the information in a quality, user friendly format. Further, this monitoring method(s) or protocol(s) would also be what would be used for follow up work in future years.

Ron also said that if adequate resources and direction are provided, NMFWR is preparing and willing to serve as the warehouse / clearinghouse / information center for all monitoring data collected in New Mexico and possibly our neighboring states. This idea is being discussed by a number of individuals, and NMFWR welcomes the opportunity to expand the discussions with the goal of implementation of a plan and a working center.

### **Ecological and Socioeconomic Lessons Learned**

*Vicky Estrada, Estrada Collaborative Resource Management*

Vicky noted that with socioeconomic monitoring there is less data, less reporting, and less consistency compared to ecological monitoring. She described lessons learned about reporting data, data storage and sharing results. In reporting data, she said there are problems with data gaps, accurate transfer of collected field data, and variation in reliability of indicators and protocols. She recommended that stored data be open for all stakeholders to access and lessons learned should be carried forward. Vicky also recommended identifying monitoring locations early on, ensuring adequate training in the field, and reviewing final monitoring results before distributing.

Vicky then cited the following limitations yet to overcome: availability of follow-up funding, availability of skilled workforce, and treatment across multiple land ownerships due to complexity of coordination and treatment.

Vicky stressed that the ecological monitoring “bottom line” is that balancing process with cost effectiveness and reliability of data leads to improved management resources.

She outlined the following factors that contribute to project success:

- Workforce sustainability
- Sustainable business operations
- Integrated land management
- Small diameter wood utilization

She explained how indicators of each of these factors can be measured to assess socioeconomic success of a project.

Vicky proposed that a larger group discussion is needed to flesh out answers to the following questions:

- Should indicators be monitored by individual grantees or at the programmatic level to assess the socioeconomic impacts of CFRP?
- Can socioeconomic impacts be measured in other ways that are also effective such as external reviews, workshops...?
- Can forest restoration businesses achieve self-sustainability beyond the life of the grant thereby ensuring the restoration of forests and communities throughout the southwest?

### **How and Why to Monitor**

*Tori Derr, Crane Collaborations and Eytan Krasilovsky, Forest Guild*

Tori and Eytan presented reasons to monitor and how to proceed with multi-party monitoring. They stated that *monitoring* is the act of watching for any positive or negative change(s) over time, and described the following three objectives with monitoring:

- Evaluate your project implementation
- Assess the impacts of your project
- Inform adaptive management

Good monitoring is not just casual observation and reporting but systematic data collection using reliable methods. This includes taking baseline data and repeat measurements.

*What's happening in 2009?*

Among the new monitoring requirements in the 2009 RFP are site visits with all active CFRP grantees in order to learn and share details of project monitoring and to identify any gaps in monitoring plans and TA needs. There will also be revisions to Wildlife Monitoring and Fall Workshop.

Tori and Eytan explained that the following are requirements for the 2009 CFRP ecological monitoring component:

- Canopy cover (%)
- Understory cover (% ground and/or shrub)
- Surface fuels (tons/acre)
- Crown base height (ft)
- Stand structure
- Tree species
- Size (DBH, DRC inches)
- Density (stems/acre live and dead, basal area)

Applicants should follow the monitoring protocols of the land management agency where the project will occur. If the land management organization does not have a preferred protocol in place, the applicant should use the CFRP protocols identified in the Multiparty Monitoring Short Guide or another statistically appropriate protocol.

*How to monitor*

Toni and Eytan went over the five-step monitoring process and recommended that, in addition to the CFRP requirements for what to monitor, grantees monitor other aspects including jobs and skills gained, value of wood products, education and outreach, distance to work and community perceptions. They shared the following five-step monitoring process:

1. Proposal Development
2. 1<sup>st</sup> Multiparty Meeting

3. Write a Monitoring Plan
4. The Monitoring Process During a Project
5. Reporting and Sharing

#### *Resources*

Tori and Eytan said that for those seeking more information on any part of the monitoring process, the Short Guide and Wildlife Monitoring documents provide useful information. Further there are the following handbooks:

- What is Multiparty Monitoring
- Developing a Plan
- Budgeting
- Ecological Methods
- Socioeconomic Methods

These can be found online at <http://www.nmhu.edu/nmfwri/cfrp.html> and <http://www.fs.fed.us/r3/spf/cfrp/monitoring/index.shtml>.

## **Wednesday, January 28, 2009**

### **Welcome and Opening Remarks**

**Rosemary Romero** welcomed participants and introduced Randy Grissom, Director of the Sustainable Technologies Program at Santa Fe Community College.

**Randy Grissom**, Director of the Sustainable Technologies Program at Santa Fe Community College, shared that in addition to the college's biomass facility, a new Sustainable Technology Center is being planned. He said that this facility will use biomass as well as photovoltaic and concentrated solar to power the building, will collect rainwater, and will provide a forum for businesses to demonstrate new and emerging technology related to sustainability.

**Walter Dunn**, CFRP Program Manager, welcomed participants and noted the growing level of sophistication evidenced in the discussions of the first day of the workshop.

**Kendall Clark**, Supervisor, Carson National Forest, expressed gratitude to participants for their partnership with the Forest Service on CFRP projects. She discussed the Secure Rural Schools Act, which she believes offers an opportunity for synergy with the CFRP. This Act provides a venue for New Mexico counties to work with the Forest Service through Resource Advisory Councils to receive and distribute funds.

**Dan Giron**, Supervisor, Santa Fe National Forest, stated that working with communities and tribal governments through CFRP is one of the most satisfying experiences he has as a Forest Supervisor. He said that while the country as a whole has great challenges, he also sees potential opportunities. CFRP provides the skills to address the issues New Mexico faces and the capacity to take advantage of upcoming opportunities such as Secure Rural Schools and potential opportunities in a national stimulus package. He thanked all the grantees, Forest Service staff, and Rosemary Romero for their involvement and leadership in CFRP.

## **New Mexico Forest and Watershed Restoration Institute Highlights and Updates**

*Kent Reed, Interim Executive Director*

Kent stated that the New Mexico Forest and Watershed Restoration Institute (NMFWRI) promotes the restoration of historical structure to the forest woodlands of New Mexico - principally through the removal of small diameter trees - and the reintroduction of an historic fire regime.

He discussed the Institute's 2008 accomplishments, including:

- Statewide Watershed Forum (September)
- Climate change and New Mexico Forest's Workshop (November)
- New Mexico Watershed Portal
- Numerous working papers
- Reviewed prescription guidelines from a variety of sources. (ERI, BDq, Clumpy 40, Forest Service, SDI ratio, etc.)
- Alamo Navajo Thinning Crew Training
- GIS and GPS training for various organizations
- Assisting in a GIS course at NMHU

## **How a Community Wildfire Protection Plan Helps Produce a Better CFRP Project**

*Terrell Treat, State Forestry*

Terrell Treat said that through the CWPP process, a county or community develops a prioritized list of fuel treatment areas. He suggested that this list can help a community identify opportunities for a CFRP project. Participants in the CWPP are likely partners for a CFRP project. There are 51 CWPPs across the state of New Mexico that rate 533 communities at risk for wildfire in the state.

### **CFRP Forest Coordinators – Meetings by Forest**

Participants had an opportunity to meet with their respective Forest Coordinators. The following topics were discussed during these sessions.

#### **New Proposal Requirements for 2009**

- Include core indicators
- If NEPA has been done, include a copy of the decision memo in proposal
- Include a budget narrative to explain and justify the budget

#### **Suggestions for Writing Proposals**

- Be specific about how you will meet grant objectives, how you will get from current to desired conditions
- Outline who will do tasks and get specific letters of support from partners
- Get quotes for equipment and services to justify the budget
- Be specific about logistics
- Include maps

- Work with the CFRP Coordinators, who will review draft proposals and help connect you with relevant expertise on the District
- Use the template for Multi-Party Assessment Reports

### **Successes**

- Many projects involve tribal members working with non-tribal industry partners, and work is being done to pass a bill which establishes government to government relations with the state of New Mexico and means that all state agencies work with tribes
- Many tribal members have been taking on businesses/hobbies with small diameter wood as a result of CFRP projects
- CFRP funding helped one project with capacity building that allowed the business to sell products internationally
- The CFRP protocol made monitoring easy

### **Challenges**

- There needs to be better coordination between the BIA and the CFRP application process. The BIA often waits until a project is funded before giving it clearance but it would be beneficial to have clearance beforehand.

### **Ideas for the Future**

- If you have ideas about if/how academic credit could be useful to projects, contact John Ussery.
- ESRI offers grants for non-profits and small businesses to get ArcView software.
- NMFWR I could serve as a central place to house and synthesize monitoring results from all CFRP projects.
- There is a free computer lab at Northern New Mexico Community College.
- Forest Guild offers free technical assistance on data collection and monitoring.
- NMFWR I is considering offering a training on data collection and monitoring.
- Secure Rural Schools (SRS) is very similar to CFRP in that it requires collaboration, utilization and monitoring. The Forest Service believes SRS money could complement and expand CFRP projects because requirements are so similar. Counties that choose to participate must form a multi-stakeholder Resource Advisory Committee (RAC) to review proposals for funding. RAC recommendations go to the Secretary of Agriculture.

## **Concurrent CFRP Project Presentations**

### **Ruidoso Schools Natural Resources Outdoor Learning Center (CFRP 13-07)**

*Dr. Paul Wirth, Eastern Arizona University*

#### ***Project Summary***

This project is a collaborative effort by public and private stakeholders seeking to perform forest and watershed restoration activities on Ruidoso Municipal School District (RMSD) and Lincoln National Forest (LNF) lands located within the greater Ruidoso area wildland urban interface. The project is reducing the threat of high intensity wildfire on 103 acres by improving ecosystem function of forest lands and Bog Springs Creek, a high-quality cold-water fishery. The Project is also preparing land for the creation of a Natural Resources Learning Center and has already begun to implement Natural Resource curriculum in the local schools.

### ***Challenges***

One of the biggest challenges has been improving riparian waterways, which includes removal of herbaceous species, planting native species, introducing stream meandering, and using a few artificial structures to stabilize bank.

Construction at the middle school has been difficult because the timeline has been altered by construction progress. The contractor damaged a large area of land to store equipment and then had to remediate the damage. Also, the road to the school is bordered on both sides by drainage ways and steep banks. This has been a safety issue and created a problem in restoring the water ways.

### ***Accomplishments***

- People have received trainings and are monitoring 36 plots
- Utilizing wood and slash, SPS wood shavings created horse bedding, fencing, and specialty wood products
- Rocky Mountain Youth Corps was contracted for hand thinning and pilings in steep and inaccessible areas
- Development of collaborative learning: The educational approach involves groups of students working together to solve a problem, complete a task, and create a product. The idea is for college students to teach and learn from high school students, and high school students to teach and learn from middle school students. Local specialists are involved as well
- Lesson plans for K-12 on natural resources. Much is forestry based for future careers, but they have also created curriculum that children as young as kindergarten will enjoy. Career Pathways helps high school students earn college credit for programs in natural resources
- Ruidoso has helped create degree programs with ENMU. Many students are not ready to leave Ruidoso so it is important to bring them the best education, to prepare them for careers and/or transferring to different universities.

### ***Remaining Work***

Less than ten acres of hand thinning remain to be done. In addition, the School District plans to do burning, trail building, construction of interpretive signs for classes, stream meander and restoration, meadow restoration, curriculum workshops, collaborative learning workshops, a class on monitoring, and post-treatment monitoring.

### ***Discussion***

While Ruidoso Municipal School district was the grantee, the project would not be possible if not for Eastern New Mexico University (ENMU). Initially, the project was equally funded by the grant and the college, but the funding will increasingly transfer to the University by year three. ENMU enrollment is up by 15 percent, while other institutions report decreases.

Many students want to get training to stay in the area. They are learning a great deal from the experience of participating in the project. In one case, students thinned an area, leaving 10-12 in acre area and they all blew down in a wind storm. Both the students and community are learning to ask: what can we learn and how can we benefit from it?

## Taos Pueblo – Encebado Fire/NEPA, CFRP 33-05

### *Summary*

Taos Pueblo, communities, and supporting federal agencies were concerned about downstream after-effects of a fire in the upper Rio Pueblo watershed. These effects included increased sedimentation into the Rio Pueblo, damage to human property, loss of fish and wildlife, and damage to cultural resources. Concerned about the possibility of another fire of similar or greater magnitude in the Rio Pueblo or adjacent watersheds, the Taos Pueblo War Chief's Office applied for a CFRP grant in 2004 and was awarded \$360,000.00 in 2005.

### *Accomplishments*

- A five man crew was hired in May of 2008. The crew installed water bars, cut hazard trees, and constructed check dams and sediment traps in steep drainages.
- Natural material - rocks, trees, branches - was used and placed cross slope to slow water and mitigate channels cutting deep into the ravines.
- Approximately 600 Ponderosa pine seedlings and 100 chokecherry trees were planted in the riparian areas of the Encebado canyon to the end of the East Canyon Road.
- Meetings with the Forest Guild, FS, and the Pueblo were held to finalize the monitoring plan which includes a continuation of the Common Stand Exams at specific sites. A component for understory monitoring modeled after the Taos Pueblo BAER Coordinator, Luis Archuleta and the NRCS were added.
- The Technical Memo for Multi-Party Monitoring was completed in December 2008, however it will not be implemented until thinning projects get underway.
- Education:
  - The former CFRP Coordinator provided educational outreach to the Taos Pueblo Day School students who met on a few occasions to talk about the importance of fuels management and fire safety. Tree seedlings were also planted in some burn areas by the students.
  - Taos Pueblo initiated the development of a Fire Program.
- Evaluating forest stand-characteristics (vegetation types, fuel loads, wildlife habitat) in the adjacent unburned wildland-urban interface of the Rio pueblo and Rio Lucero watersheds:
  - People were allowed to propose their project locations
  - The public was “educated” during the process.
  - Potential fire behavior was illustrated

### *Challenges*

- *NEPA* - At the onset of developing the EA, the BIA and Forest Service could not decide who was going to take the lead on NEPA compliance. When the Draft EA was 80 percent completed, it was finally agreed to that the Forest Service should be in the lead. This took considerable time and energy and resulted in the creation of two Biological Assessments.
- *Management and Leadership* - Effective January 2006, Taos Pueblo officially came under the “Self Governance” status in which grants and personnel administered by the War Chief's administration including CFRP were transferred to a newly developed Division of Natural Resources. Functions were split up, the financial portion went to the CMS finance department and administrative functions went the DNR. It took considerable time to adjust to new systems.

- In January 2008, the DNR Director resigned and the position has yet to be filled.
- The CFRP Coordinator position became vacant in 8/08.

**Tree New Mexico Bosque Riparian Nursery Restoration, CFRP 07-07**  
*Sue Probart, Tree New Mexico and Martin Martinez, Albuquerque Open Space*

***Project Summary***

The project addresses the critical shortage of native riparian middle story plant materials needed for on-going restoration and monitoring efforts in Rio Grande Valley State Park (the Albuquerque Bosque) and other New Mexico riparian systems. The project established a riparian grow-out facility in the Albuquerque Open-Space Division's (OSD) Candelaria Farm Preserve and provides thousands of native plants annually for re-vegetation plantings. Partners include: City of Albuquerque, Open Space Division; United South Broadway Corporation; Middle Rio Grande Conservancy District; New Mexico State Forestry Division; USDA Plant Materials Center; U.S. Forest Service; Santa Ana Pueblo.

***Accomplishments***

- Established a grow-out nursery with locally-bought stock.
- Provides approximately 40 jobs for youth.
- Contributes to dollar-ended value products (e.g. benches, kiosks, habitat improvements).
- Established a monitoring protocol and trained Youth Conservation Corps (YCC) youth to conduct vegetation monitoring.

***Lessons Learned***

- Use of 30" pots directs the root system downward and has resulted in a 99 percent survival rate without watering because the roots can reach the water table or the capillary fringe (wet soil). The pots are made from split PVC pipe.
- Plant native shrubs and grasses that propagate through roots and serve as ground cover and a food source for birds.
- A modest \$12,000 catalyzed this project.

***Discussion***

*What are the jetty jacks used for?*

Foot bridges, hand rails, kiosks, and roof grids

**Tesuque Pueblo Riparian Restoration at the Pueblo of Tesuque – CFRP 09-06**

***Project Summary***

Project partners are restoring 157 acres of riparian forest on Ohkay Owingeh and Tesuque Pueblo lands along the Rio Grande and Rio Tesuque. Restoration sites are being restored to an ecological mosaic of cottonwood gallery forest, dense young willow / cottonwood patches, grassland, and sedge / rush / cattail wetland. Songbird populations were monitored prior to treatment, with an emphasis on minimizing disruptions to bird populations and maximizing benefits of future riparian restoration. The project will provide classroom and field training to 5-10 Pueblo environmental staff in bird monitoring and provide programs on bird life to approximately 50 elementary students per year. Students from Northern New Mexico College and Santa Fe Indian School will participate in restoration work and monitoring, and the project will train and employ 10 to 15 Pueblo restoration technicians.

## **Colfax County NEPA Stewardship - Sugarite Canyon Watershed Forest Restoration Program, CFRP 16-06**

### ***Project Summary***

This project is collaboratively developing a forest stewardship plan as the foundation for future implementation of restoration, monitoring and education actions in the Sugarite Canyon watershed. This watershed supplies municipal water to the City of Raton, whose water distribution system serves more than 10,000 people. The Stewardship Plan will: 1) serve as the blueprint for forest and watershed restoration measures; 2) be comprehensive in scope; 3) have the support of all partners and collaborators; and 4) be responsive to adaptive management principles. Core planning goals include a return to natural fire regimes, protection of all watershed values, and commitment to community. Partners include the Cimarron Watershed Alliance, Colfax County Commissioners, Colfax County Urban Forester, Colorado Division of Wildlife, New Mexico State Forestry, New Mexico State Parks, Raton School District, Raton Water Works, Rocky Mountain Bird Observatory, Silver Dollar Shavings, The Nature Conservancy, Vermejo Park Ranch, and Western Wood Products.

## **Old Wood LLC - Value Added Applications in Small Diameter Timber and Web Marketing (CFRP 24-07)**

*David Old, Old Wood LLC*

### ***Project Summary***

This project is expanding the use of small diameter timber by increasing processing speed and drying capacity and adding modern pre-finish to Old Wood's flooring line. The dramatic increase in small diameter utilization brings value to harvesters and stakeholders in the Gallinas Watershed, Santa Clara Pueblo, and Forest Service project areas. The project will create five to ten new permanent full time jobs; training will take place in collaboration with the New Mexico Job Training Incentive Program.

### ***Accomplishments***

David runs his business with the philosophy that "Everyone's got a product- if you can't sell it you've got a problem" or "Anyone can make it, not everyone can sell it." He has harnessed the internet to market his products which has earned the attention of global clients who seek his wood floors for concert halls. At his facility he employ 12-15 local people and implements principals that cut waste and look at machine placement for improved efficiency.

### ***Recommendations***

- Specialize in a product: Old Woods specializes in hand finishes for many of its products.
- Pull vs. push: it's not about how many feet a day you can produce if you can't sell it. The market needs to be trained and educated so that it says we want your wood because you employ local people, are part of CFRP
- Marketing: use a broad range of tools (e.g. word of mouth, pillow pages, direct mail, distribution, stores) to get the word out.
- Make use of the internet. It's everywhere, sometimes cheap, direct access to customers who get a sense of discovery - if people find you on the internet they are proud b/c *they* found *you*.

### ***Challenges***

In his proposal David agreed with CFRP that he would use Federal timber but has had a difficult time getting it.

## **Manzano Youth Fire Rehabilitation and Native Seed Collection, CFRP 22-08**

*Martin Chavez, Annamarie Nuñez, Francesca Nuñez, Estevan Nuñez, Santiago Nuñez, Juan Nuñez, Julian Zamora*

### ***Project Summary***

This project will obtain NEPA clearance, develop a restoration plan to protect hydrologic features, revegetate stream banks, and replant trees on slopes for a 387 acre proposed site in the Cibola National Forest northeast of Mountainair, along a section of Ox Creek and its tributaries. The objectives are: to develop a plan to create an integrated set of restoration techniques for a severely burned post-crown fire site; to complete the NEPA process for implementation of recommended restoration activities on the proposed site; to develop monitoring plans and a workforce training program for post-burn restoration; to educate and employ local youth in seed collection and post-burn restoration; and to implement seed collections for restoration work on the proposed site.

### ***Accomplishments***

Through this project, Manzano Youth have been involved in finding medicinal plants, thinning contracts on private land, post-fire monitoring, native seed gathering, seed processing, construction of a trash rack, and safety training. Youth involved in the program report learning technical and leadership skills, how to use materials from the forest productively, and responsibility.

### ***Lessons Learned***

- Team work is necessary in forest restoration.
- Communities need to be prepared to prevent future catastrophic wildfires.
- Keep an open mind about how to restore the forest. For example, while catastrophic wildfire is damaging to the soil, communities, and businesses, fire is necessary for the ecosystem.

### ***Discussion***

*How many of the presenters are interested in a forestry career?*

Four

*What follow-up is required with the trash racks?*

Cleaning out the debris that is caught in them after a storm.

*Who designed the trash racks?*

John Barsdell

## **Little Walnut Picnic Area and Wildland Urban Interface**

*Gila Tree Thinners and Gabe Partido, USFS*

### ***Project Summary***

This project conducts restoration treatments, over 3 years, on 350 acres of Little Walnut Picnic Area Wildland Urban Interface. The treatment reduced density from 70-150 basal area (BA), to 40-60 BA leaving clumps with interlocking crowns. The work was based upon information from the Ecological Restoration Institute in conjunction with U.S. Forest Service silviculturists. Historical reconstruction of the density and locations of trees was the guide. The trees were cut by hand crews with chainsaws and then shredded on site.

### ***Accomplishments***

- Removed 550 cords of fire wood (mostly piñon)

- All heavy fuel over 9” DBH was removed
- 99 percent of slash was shredded (only slash on roads was left)
- 27 people were employed (peak in summer of 2007) , 20 college students
- 16 Aldo Leopold HS students did monitoring and brush work
- A total of 650 acres were treated (350 in CFRP and 300 acres adjacent to NFS lands treated in cooperation with NM State Forestry)

### **Santa Fe Watershed Association and Partners – Community Collaboration in Long-Term Watershed Health and Financial Management – CFRP**

*David Groenfeldt, Executive Director, Santa Fe Watershed Association, Melissa Savage, Pamela Dupzyk, Laura MCarthy*

#### ***Project Summary***

This project builds on thinning projects in the Santa Fe Watershed through a collaborative and comprehensive watershed management plan aimed at safeguarding the forests that feed the city of Santa Fe’s water supply reservoirs. As part of the project, four thematic management plans have been produced: (1) vegetative management, including fire use; (2) water management; (3) public awareness and outreach; and (4) financial, based on “payment for ecosystem services”.

#### ***Accomplishments***

- Thinning projects have included hand thinning, mastication, pile burning, and broadcast underburning .
- Conducted rigorous studies and provided recommendations for vegetation maintenance and a watershed management plan for the Santa Fe watershed
- Assessed economic value of environmental goods and services of the watershed
- Through education there have been increases in:
  - awareness of and increased understanding of the Santa Fe Watershed as a whole
  - understanding of forest ecology and management including fire and smoke education
  - knowledge of the sources, quality, and quantity, of the City’s domestic water supply
  - support for City’s Payment for Ecosystem Services Plan
  - appreciation of pristine nature of water in the watershed
  - appreciation on the part of residents for the City’s watershed management
  - accountability on the part of the City to residents for watershed management

### **Alamo Navajo School Board – Building a Local Workforce through Collaborative Forest Restoration – CFRP 20-08**

#### ***Project Summary***

The Alamo Navajo School Board, Inc. built a local workforce through the development of a Natural Resources Department that completes forest and watershed restoration projects that reduce the threat of large, high intensity wildfires not only on the Alamo Navajo Reservation, but also on surrounding federal, state, and private lands.

One of the objectives is to build local workforce capacity by gaining sufficient contract implementation skills that will allow the crew to be competitive in bids for Federal, State and private thinning contracts on National Forest and Bureau of Land Management lands adjacent to and on the Magdalena Ranger District.

Partners Include:

- Cibola National Forest Magdalena Ranger District
- Bureau of Land Management, Socorro Field Office
- State of New Mexico Forestry Division
- Torstenoson Wildlife Center
- Double H Ranch
- Alamo Navajo School Board
- Wild Earth Guardians

**WildEarth Guardians Road Decommissioning for Watershed Restoration and Economic Stimulus – CFRP 11-06**

*Bryan Bird, WildEarth Guardians and John Dixon, USFS, Coyote Ranger District*

***Project Summary***

This project has taken a collaborative approach to an on-going road closure and decommissioning project on the Coyote Ranger District. The project involves closing and decommissioning roads not necessary for management of resources or traditional uses. Roads and natural features selected for treatment have been strategically identified where conservative thinning will reduce the potential for crown fire spread. New employment opportunities will be created and collaborative education and outreach efforts will emphasize forest restoration methods. Partners include: WildEarth Guardians; Carson National Forest; Coyote Volunteer Fire Department; Acequia Mesa del Medio



Association; New Mexico Wildlife Federation; New Mexico Department of Game and Fish; Coronado High School; Cordova Logging; Inc.

***Accomplishments***

- 260 acres thinned
- 30 miles of road decommissioned or closed
- Demonstrated to the community that a conservation organization understands the importance of forestry jobs to the local economy

***Challenges and Opportunities***

- Developing partnerships between groups with different views about the forest and its use (Forest Service, non-governmental organizations, community members)
- Limitations on Forest Service staff time due to multiple priorities on the District
- Expense and time associated with cultural surveys
- Establishing a workable communications strategy

***Discussion***

*What indicates decommissioning has been successful?*

Revegetation, number of miles decommissioned, money saved on maintenance no longer needed, appreciation expressed by permittees and hunters

*Did you capture the difference in relationships and perspectives about forest restoration before and after the project?*

We are working with Tori Derr to capture this through interviews.

## **Dine Agriculture – Restoration Treatments on the San Juan River and Reclamation on the Ta’bahi River Trail System – CFRP 17-08**

### ***Project Summary***

This project is implementing restoration treatments on the San Juan River in and around the town of Shiprock on the Navajo Reservation and conduct reclamation work on the Ta’bahi River Trail System. The main objective is to remove invasive, non-native woody species (Tamarisk and Russian olive) from the river’s riparian areas to protect the town of Shiprock from the threat of wildfire. Treated areas will be restored using native species of woody trees, shrubs and native grasses to enhance wildlife habitat and increase water quantity. It will also: restore and preserve the Bosque for cultural and recreation use; revitalize the Navajo people’s connection with the San Juan River; instill a sense of pride in the community; create economic opportunities; and provide habitat and a migratory path for the endangered southwest willow flycatcher. Partners include: Bureau of Indian Affairs, San Juan County Extension Service, Gila Tree Thinners, Animas Exterminating, San Juan Institute of Natural Resources – Fort Lewis College, Shiprock FFA Chapter, Shiprock Fire Department, Navajo Department of Water Resources, Carson National Forest, San Juan Russian Olive/Salt Cedar Task Force, Dine Agriculture, Ta’bahi RV Park, Navajo Nation Forestry Department.

### **Thursday, January 29, 2009**

The meeting on Thursday, January 29 was dedicated to a day-long open space workshop. The purpose of the day, as conveyed in an overview by Walter Dunn, was to begin to record the story of CFRP to be further developed in a Lessons Learned Writing Workshop to be held mid-May in Albuquerque. In order to meet one of the overarching goals of furthering collaborative resource management, as a future for natural resource management embodied by CFRP, it was important for the collection of diverse participants in the room to help share their stories. Participants were encouraged to share



more than the success stories generally captured in the workshop summaries, but to wrestle with and discuss the challenges and obstacles that have been faced.



Rosemary Romero described how the open space process would work. She articulated the four principles of open space: (1) whoever comes are the right people; (2) whatever happens, happens; (3) whenever the process starts is the right time; (4) when it’s over it’s over. She also described the one law of open space, “the law of two feet.” According to this

law participants were not required to remain in any group and were encouraged to let their feet take them where they were most interested so they were discussing topics that resonated most with them. She indicated there was a stack of yellow sheets of paper in the center of the room. Each person was invited to write down a topic they would like to discuss on a piece of yellow paper and tape it to the wall. Once the topics were brainstormed all participants worked together to organize similar topics into discussion groups, then scheduled the discussion groups into time blocks located on the large time schedule sheet on the wall. The process created the following agenda of discussion groups with the following topics, meeting locations, timeframes, discussion leaders and note takers.

### **Discussion Session I**

- Program Development: Jemez I: 9:30 – 10:45 (Jan-Willem Jansens and Katie Prichard)
- Monitoring; Jemez II: 9:30 – 10:45 (Arturo Archuleta and Jennifer Pratt Miles)
- Collaborative Process: Jemez III: 9:30 – 10:45 (Gilbert Vigil and Rob Williams)

### **Discussion Session II**

- Sustaining Businesses: Jemez I: 11:00 – 12:15 (Todd Schulke and Katie Pritchard)
- Workforce Issues: Jemez II: 11:00 – 12:15 (Jan-Willem Jansens and Jennifer Pratt Miles)
- Sustainability and Valuation: Jemez III: 11:00 – 12:15 (Jeff and Rob Williams)

Each group was asked to address the following questions: (1) what you are most proud of; (2) what are the toughest challenges you have faced; (3) what information is most important to pass onto future CFRP participants; and, (4) what are your recommendations for CFRP in general? The following are notes from the each of the discussion groups.

## **Concurrent Discussion Sessions - I**

### **Program Development – Jemez I**

*Discussion Lead: Jan-Willem Jansens*

*Note Taker: Katie Pritchard*

*Participants:*

Yolanda	Sterling Grogan
Don Bright	Jan-Willem Jansens
Mila Allen	Ignacio Peralta
Clint Sando	Edward Wallhagen
Todd Schulke	Jeff Morton
David Warnack	Ian Fox
	Ellis Margolis

### **Discussion Topics**

- Implication of starting new programs
- Disconnect between USFS planning/work plan process and CFRP Application process
- Variable NEPA Direction across state
- Incentives and support for community partnerships to help FS and CFRP build capacity (mobilize congressional support)
- Revisit core of CFRP: Coming out of NFP to get more acres treated? With landscape restoration focus does this need to be revisited? Evaluation of CFRP?

### **Successes**

- The Program has evolved.
- It is a great thing to have everyone sitting together having these conversations- 12 years ago people would not have imagined this. Having a vision of community members actually being in dialogue with the Forest Service to see how to make things work at the ground level and then reach Congress and multiple funding sources to meet everyone's needs- it's a great process.
- CFRP is the best thing to happen in New Mexico.
- It is an enormous asset to have so many groups working on projects collaboratively.

### **Challenges**

- Strategic Disconnect:
  - The timelines for the CFRP process are out of line with the Forest Plan timeline.
  - There is no connection between people with ideas and people with the forest.
  - There are competing priorities between the forests.
  - Not all the forests treat, plan or monitor the same way.
- It is tough for Forest personnel to find time to support CFRP.
- There are two sides to the Forest Service: one is for collaborative processes and the other saying it's our way.

### **Recommendations:**

- If you are looking at proposing a project, talk to the forest Ranger or CFRP Coordinator and be flexible- they might not always be able to do the project right away. This will help coordinate.
- Find a way to better incorporate communities into the NEPA planning process.
- For other states looking at creating a program similar to CFRP: it would help to teach forest coordinators about the process before it begins so they can advise/coordinate to the best of their abilities.
- There is a tremendous need for projects which will need a lot of money, specialists, planning, etc., and there may be a great deal of funding in the future. It would be great to create a priority list for projects and the funds needed to fast track projects in NM. Through CFRP many people have a good track record, it's just packaging and selling it right.
- There could be a meeting In June to hear what the Forest Service has on their plan and what is going on with CFRP to try to coordinate the forests and give the rangers the opportunity to hear what the communities wants/needs are.
- Working groups can be very effective. It's not just about agencies coming together but about making holistic groups. Some of these groups formed at CFRP 3 years ago and created an annual meeting where state conservation folks, game and fish, foresters, state engineers and so on sat down to inform everyone what's going on in their respective agencies. Having that dialogue can really help people gain a better understanding of what people in the field are dealing with.
- The more that people make programs like CFRP "user friendly" so that communities can understand the process, there is going to be a better response from communities.
- Education is critical considering the retirement rate of many Forest Service employees and industrial workers.

- Something to gather around: the NM Association of Counties has been a very powerful lobbying force and can be a tool for CFRP participants. It would be good to look for a future linkage of CFRP to the National Assoc. of Counties.

## **Monitoring – Jemez II**

*Discussion Lead: Arturo Archuleta*

*Note Taker: Jennifer Pratt Miles*

*Participants:*

John Ussery	Ann Watkins
Katherine Mattor	Mike Henio
Gordon West	Cody Deines
Arturo Archuleta	Kathy Deines
Juan Sanchez	David Old
Tori Derr	Shiloh Old
Reuben Montes	Phil Archuleta

### **Discussion Topics**

- Socio-economic monitoring – purpose, role of grantees and the program
- What to do with information (i.e. monitoring, lessons learned)? Where to keep for access?

### **Successes**

- Silver Dollar Shavings has had a notable positive impact on their community by staying in business year round and over a long timeframe.
- CFRP is great on scientific and tribal applications.
- The formation of the New Mexico Forest Industry Association (NMFIA) and its associated legislative panels and safety certification training.
- Socio-economic indicators have been identified and resources and technical assistance are provided to assist grantees with monitoring and assessing them.
- In 2001 it was all the same people. It has been exciting to see people and businesses emerge over the years.
- CFRP has created an amazing opportunity to make this work. People have shown incredible dedication. Community perceptions of doing forest restoration have shifted – this work is more highly valued today. It used to be that everyone thought forest restoration was fuels reduction; today there is a more complex understanding of prescriptions.
- The opportunities CFRP provides for networking and mentoring are an element of its success. When I hear someone say “here’s what I’m proud of”, it helps educate other people.
- HB7 in NM State Legislature has money for training for new and expanding businesses.

### **Challenges**

- The cost to do restoration is significantly more than the cost to do basic fuels reduction.
- The cost of personnel is still a problem in rural communities. This has not been solved by growth in business size. Workman’s compensation continues to be a significant portion of this cost. The cost of training to get employees certified for a reduced workers compensation rate can be prohibitive.

- Retention – Some forest businesses lose help to state and federal jobs, including the Forest Service, because they pay more. Others have lost employees because their vehicles have been taken as a result of this.
- Socio-economic monitoring - The focus has always been on ecological monitoring. Socio-economic monitoring is more complex and challenging to implement. The measures currently identified are very basic. Very few projects across the CFRP measure socio-economic indicators. It is important to understand and address the reasons for this. Maybe people don't want to share proprietary information. Maybe there is not an obvious place in the monitoring report to record this information.
- Congress wants to know how many acres have been treated, but acres treated is not always a meaningful metric. It is important to know what kind of treatment is being done. Tons taken off the forest would be a better measure, but it still does not get at the value of the end product.
- The CFRP Technical Advisory Panel (TAP) does not always understand the business and marketing aspects of proposals.

### **Information Needed**

- What are the long-range socio-economic impacts? Is this program doing its job in terms of community support? What indicators would be used to measure this?
- What are the prevailing wages for the industry? Including benefits?
- Where do employees go when they leave? If it's a lateral move or to a better paying job, there are positive implications as well as challenges.
- What is the value of the product that comes off the forest and how much is utilized (e.g. what is offset between using firewood instead of propane)?
- Travel miles for individual workers (what means for cost savings for workers) (compare to distances workers were traveling for other types of work).
- Circulation of dollar – how many businesses are benefiting – what are multiplier effects?
- What distance is firewood traveling from restoration to utilization?

### **Recommendations**

#### *Socio-economic Indicators*

- Identify core socio-economic indicators and require all grantees to measure these so that programmatic impacts in this arena can be assessed. The following suggestions were made regarding identification of core socio-economic indicators:
  - Use the indicators in the Short Guide.
  - Identify 5 issues areas (e.g. community sustainability) and then work with grantees to identify indicators and methods to collect this information.
  - Provide a menu for other indicators with an agreed on format.
  - See the socioeconomic indicators identified by the Ojo Peak Fire project.
  - Consider how realtors value homes (proximity to school, aesthetics, etc.)
- Show the returns being generated by the money invested. What is the value of free firewood (especially if it is someone's only means of heat)?
- Perhaps CFRP could require grantees to report the indicators collected by the Job Training Incentive Program (JTIP). JTIP collects number of employees, wages, retention, safety, and trainings provided. JTIP provides money for training.

*Evaluating the Cost & Benefits of Restoration in Comparison to Fuels Reduction*

- Develop and use predictive tools/models to evaluate cost/benefit for doing restoration compared to basic fuels reduction. Question: Should a model be developed by grantees? The Forest Service? An expert contractor?

*Central Location for Housing, Analyzing, and Disseminating CFRP Data*

- NMFWRRI should house and analyze data collected by CFRP grantees and create a website where grantees can see what data has been collected by other grantees. Develop models from this information and analysis.

*General*

- TAP needs education on the business aspects of CFRP – A recommended reading list includes: *Blue Ocean Strategy*, *Small is the New Big*, *First Break All the Rules*, *Rules for Renegades*.
- Inventory companies certified to do forest restoration. Agencies (e.g. the Forest Service, National Park Service, National Resource Conservation Service) should coordinate to identify and communicate their needs to forest restoration companies. This would help sustain year-round jobs.

**Collaborative Process – Jemez III**

*Discussion Lead: Gilbert Vigil, Amigos del Bosque / La Jicarita*

*Note Taker: Rob Williams*

*Participants:*

Glen Barrow	Tom Jervis
Sherry Barrow	Eytan Krasilovsky
Gail Campbell	Linda Middleton
Roberta Dembel	Alicia San Gil
Bill Ferranti	Nathan Schroeder
Peter Friedericki	Terrell Treat
Glenn Griffin	Gilbert Vigil
Patrick Griego	Gina Wolff

**Discussion Topics**

- How to tie into CWPPs (linkages to other programs i.e. 319)
- Idea of Forest Service wanting to collaborate with communities
- Monitoring: community ownership and ability vs. agency and project/program long-term needs
- Program effective in New Mexico – Reaching out to small disadvantaged communities
- Engaging environmental groups – volunteers – capacity development
- Maintain diversity of input into CFRP
- Collaborative process

**Successes**

Participants provided many examples of CFRP projects leading to improved working relationships between different individuals and groups from disparate perspectives that did not have a history of working together. Some participants spoke about how outright animosity and threats, such as hanging personages in effigy, were frequent occurrences in the past but are not happening today. There appears to be a general trend toward decreasing conflict because

individuals are coming to recognize that a variety of perspectives exist related to complex natural resource problems, and many perspectives have validity. Relationships have been improved through opportunities to work together face-to-face. While this decrease in conflict may be observed in other natural resource related efforts, it appears to be a hallmark of CFRP projects. Participants posited that the increase of groups working together is a result of the CFRP grant requirement for collaboration. This requirement has created benefits in improved relationships with the USFS and among many groups. While many collaboration “non-believers” continue to exist, CFRP continues to foster improved relationships and create many forums for positive engagement. Often successes are attributed to parties demonstrating a genuine interest in listening to the perspectives of others and identifying common ground to foster. While different perspectives still exist, participants indicated that mistrust and false perceptions were decreasing.

Two stories of successful collaboration were shared. In one example, CFRP grantees, the USFS and various interested parties were in conflict about a requirement for the amount of dead and downed wood that was allowed to be left on the ground in a CFRP grant in contrast with a previous prescription in a service contract on adjoining land. Many individuals were gathered at a meeting with the potential to degenerate into conflict, but the USFS CFRP Program Manager and USFS staff in attendance from the Regional Office were complimented for arriving with an interest in listening and working with the participants to develop a solution. Previous experience with CFRP, this listening frame, the ability to work together, and monitoring indicating if dead and downed wood was reaching a threshold danger for fire risk were articulated as factors contributing to a successful resolution. In another example, Lincoln County residents were at loggerheads over the development of a water management plan and were particularly concerned about how to address the unknown needs of bird species in the area. One of the participants in the group suggested that a conservation group interested in bird species preservation could volunteer to flag ideal habitat areas within a forest prescription area. This idea had not been previously considered and parties in the room realized that they were getting concerned and defensive about the unknown since it was not clear how the habitat requirements would combine with the watershed management plan and forest prescription. By staying in the room to work together this idea was surfaced and it not only helped create a plan that could be supported but developed new synergistic working relationships in the county. One workshop participant shared that she had a sign above her desk that typified this spirit of collaboration and what was necessary to make it work. The sign reads, “You Gotta Wanna.”

### **Challenges**

Despite many successes, workshop participants encountered a myriad of challenges and difficulties with their CFRP projects. The following were captured during the question 1 discussion of successes:

- Not everyone is a collaborative process believer
- Not all staff/participants approach problems/meetings with a listening perspective
- Good facilitation is often needed
- It is not always easy to get many different people with different perspectives into a room
- Players/participants change
- Something unexpected always surfaces to cause problems

One topic of discussion related to the need for *education*. There were many aspects to this challenge. Some participants noted that it was often difficult to measure progress in complex ecosystem processes and to educate many different stakeholders about these processes. Furthermore, participants relayed challenges of dealing with absentee landlords or new, often

wealthy, community residents who wanted to have their own piece of nature but were not necessarily interested in working with community members to identify ways to protect, enhance, or improve the overall forest ecosystem in the area. It would be quite common, for example, for community members to support a thinning project and the reduction of fire fuel loading on all adjacent properties except their own. In a similar way that participants found that a listening frame was a crucial element to success, the education component starts best with a recognition that 'I'm not going to get my way all the time, but maybe we are going to create something better as a group.' Education, though it holds much promise and is another hallmark of CFRP projects, also has associated challenges, such as the insufficient number of appropriate venues, difficulty engaging everyone, and a long learning curve when dealing with ecosystem processes. Furthermore, participants expressed the need to ensure that educated stakeholder perspectives were represented at the table. The environmental perspective was highlighted because there are many examples of individuals having a passionate and deeply felt environmental perspective, but when that perspective is well grounded in science and experience, it is possible to advance projects in a more timely and less acrimonious manner. Ensuring the education level of all stakeholders was expressed as both a challenge and an opportunity for mutual learning among the many participants in CFRP projects.

Workshop participants also discussed the *rush to collaborate*. A question was posed for discussion, 'is there a time when too many partners is a challenge?' Participants expressed the hope that grant reviewers were able to discriminate when a project that had 5 partners might be a more worthwhile and important project than a project with 20 partners. Generally, however, the requirement for collaboration was considered a positive aspect of the program and the need to focus on continuing to reach out to groups that have not been participating was encouraged. This led to a related discussion about the problem of grant applicants creating unrealistic proposals and promises which they may be unable to keep. Similarly, there were examples of times when participants within an organization changed during the life of a grant and the organization changed its focus or the new individual(s) did not have the same commitment to the CFRP grant. This suite of challenges related to the *life happens* category where grants did not always go as planned and grantees had different levels of success coordinating adjustments with their program managers. Flexibility was strongly encouraged.

Participants also discussed the challenges of working with the Tribes. It was recognized that the Tribes have good reason to be distrustful of collaborative efforts due to a long history of being treated less than ethically. CFRP members also indicated it is often difficult to know who is the right person to contact and work with, and there are often continuity issues. During the discussion there were a number of suggestions for how to work with Tribes which took the conversation into questions dealing with recommendations, and participants agreed that the suggestions were sound advice for working with any participants.

## **Recommendations**

### *General*

- Be resourceful and use the resources available to the best of your ability
- Remember to focus on making CFRP self-sustaining
- Do not be intimidated by the NEPA processes – while some consider it a four letter word it is important to remember that it is about disclosure and it is important to remain open
- Continue to develop ways for the USFS to address differences in prescriptions/standards on adjoining lands

- Continue to support flexibility and create easier ways to make modifications to proposals/budgets once awarded to account for unexpected challenges

*Collaboration – Working with Potential Partners*

- Remember to take a respectful and listening frame when working with new partners and avoid coming into a new community and telling people how to act
- Remember that many parties often need help and can help each other
- Remember to focus on building personal contacts and stay in frequent communication
- When dealing with the tribes remember there are two different levels of bureaucracy, the Tribes and the Bureau of Indian Affairs
- Different people have different definitions of collaboration – It is useful to have a facilitated discussion at the outset of a project to develop a working understanding of consensus and model appropriate behavior
- Make letters of endorsement articulate specific commitments

*Education*

- Continue to focus on ways to build environmental capacity in multiple locations around New Mexico.
- Develop environmental monitoring and education through schools to help improve this capacity and continue to work to make this happen in rural areas.

*Suggestions for Grant Writing, Grant Awarding, & the Grant Process Generally*

- Remember to build a collaborative process into the narrative of the proposal.
- Do not over-promise in order to strengthen chances of winning a grant as the review committee will likely see through this and you will only create more difficulties for yourself if you receive the grant.
- A CFRP proposal should be scored higher if linked to CWPP and a community of risk.
- Sometimes CFRP grants should be awarded based on the merit of a project even if the proposal itself was not presented in the best manner.
- Clarify what is meant by a “conservation interest” in the RFP

**Concurrent Discussion Sessions - II**

**Sustaining Businesses – Jemez I**

*Discussion Lead: Todd Schulke*

*Note Taker: Katie Pritchard*

*Participants:*

Todd Schulke	Ian Fox
Mila Allen	Laura McCarthy
Vicky Estrada	Michael Deubel
David Old	Roberta Deubel
Sherry and Glen Barrow	Jerry Payne

**Discussion Topics**

- Sustaining business
- Clarify and refine work done on the ground
- How many grants, how much money, does it take to make a project sustainable?

- True Cost: planning, multi-party, implementation, admin, etc
- More help for first time applicants so that they don't get rejected for simple error, while good idea is lost.
- Forestry training institute- safety w/c, forestry principles, monitoring techniques, equipment and maintenance

### **Successes**

- One of the greatest things about CFRP is the number of businesses springing up throughout NM
- CFRP has done a great job of building capacity and collaboration
- CFRP has shown people that they can get together, provide a proposed action and go from there together vs. having the Forest Service doing the work , making the proposed action and asking for input

### **Challenges**

- Getting funding and resources is difficult, largely in part because the Forest Service has lost a lot of its budget to fire suppression in the last few years
- There is a serious lack of strategic planning to operate from. There is not a plan for how businesses sustain after they are CFRP grantees. Some people are doing everything right – there's infrastructure, planning- but there is no funding for implementation if it does not come from CFRP. And the chances of old grantees getting new grants is slim with newer projects proposals.
- The Forest Service often lacks fund to get work done
- There is a disconnect within the Forest Service: some are for collaboration and others are not.

### **Recommendations**

- Build a coalition: many people voiced support for this idea. Many businesses that have been a part of CFRP have shown that they do good business and have for a number of years. Anyone who has or has had a CFRP grant should join such coalition which could then work on funding for grantees after CFRP and could be a unified voice in strategic planning with the Forest Service
- Sit down with people in the logging industry to come up with real costs and adjust appraisal systems
- The Forest Service should be assertive in its budget process
- Stop thinking of projects as businesses but as investments, as tools for people to use. Our work should be an investment in the ecosystem, a job that we have to do and are doing together
- CFRP grantees should go to forests and be a part of the plans. This could be done on an individual level or by a coalition.

### **Workforce Issues – Jemez II**

*Discussion Lead: Jan Willem Jansens*

*Note Taker: Jennifer Pratt Miles*

*Participants:*

Jan Willem Jansens  
Suellen Strale

Renee Romero  
John Ussery

Shiloh Old  
Ignacio Peralta  
Anne Watkins  
Sterling Grogan

Scott Lerich  
Mike Henio  
Reuben Montes  
Alicia San Gil

### **Discussion Topics**

- Community and workforce sustainability
- Local forest restoration workforce development (youth)
- Agency workforce availability

### **Successes**

- *Establishment of the Chimayo Youth Corps* – This program, which has been in operation for 8 years, filled a need for youth to know about their forest and opportunities to work in the forest. The program has encountered a lot of community support and pride. One of the keys to the success of this program was its attention to intergenerational relations. When working with youth in small communities, it is important to do an intergenerational piece as one of the first steps. This provides a forum for youth to talk to elders and show them that youth are a valuable resource to the community. This turns into a positive force and reduces fear based on old presumptions about youth, many of which are negative. The Chimayo Youth Corps is a solid entity because they built on that foundation to do YCC projects, and work for BLM, Rio Arriba County, State Forestry, and Pueblos. Youth involved range in age from 10 – 25 year old (10-14 year olds are trained, participants begin working at age 15). The CYC has six sawyers who work year round. In addition, it employs several licensed sawyers who are in college and work when they are on break. These older members serve as trainers for the younger members. The CYC has also put in place a bio-psycho-social outcomes monitoring system. Participants are tracked, some for up to 4 years after they leave the program.
- *Multi-jurisdictional collaboration*
- *Ramah Navajo Chapter* has developed a thinning crew of 10-15 people. Of this group, 4-5 have been with the crew for 5 years. In 2008, they created two crews because they had so many contracts. They completed those contracts, and continue to get new contracts, so it appears to be sustainable from a business standpoint. “We are getting the word out that our crew is top notch.”
- On the Carson National Forest, the CFRP has received tremendous support from the Forest Service staff. This has created some community relationships, and has eased tension on issues.
- *Youth contributions* to CFRP have been impressive. They have been asked to do the type of monitoring adults do in careers, and they have done it.
- *Las Comunidades* has evolved from getting a mill running again to hiring a professional to run the mill, which is creating permanent jobs, which helps achieve our objective of creating jobs so youth don’t have to leave the community to make a living.

### **Challenges**

- How to make forest restoration work economically sustainable for local youth.
- Retention. Some leave for bigger and better jobs, or decide that forestry is not for them.
- Training is the biggest cost to a business.
- Developing trust, within a crew and between partners.

- Asking my Forest Service colleagues to go above and beyond their existing workload to enable CFRP to succeed.
- Adults who work with the youth – we do not raise the expectations high enough for the youth for field crews and monitoring – so we are not developing the work ethic they will need to compete.
- Adapting to change in a way that stays within our mission and objectives. How can we monitor this?
- Cultivating a work ethic and responsibility in employees.
- Finding and cultivating leaders who have the capacity to model the work ethic and who are skilled about the social aspects of crews in addition to the technical aspects.
- Successfully training a manager/leader who can manage a crew so you don't have to be there.
- Managing a group to reduce the effects of a negative person.

### **Recommendations**

- Paying by the acre can help reduce turn-over.
- Involve the community. Invite students to come in and hear about CFRP during the workshop. Offer information or training for community members so they learn what is being accomplished through CFRP.
- Identify and build capacity for CFRP spin off careers (e.g. monitoring).

### **Sustainability and Valuation – Jemez III**

*Discussion Lead: Jeff Morton, Santo Domingo Pueblo*

*Note Taker: Rob Williams*

*Participants:*

Cody Deines

Kathy Deines

Roberta Deubel

Jeff Morton

Gabe Partido

Terrel Treat

Nathan Schroeder

Gordon West

### **Discussion Topics**

- What is sustainability? Ecological and socioeconomic aspects – what does it look like and how does it fit into organizational goals?
- Valuing non-commodity restoration
- Economic evaluation framework
- Pre-proposal organization and technical training for potential grantees and identifying successful small businesses and helping them enter the CFRP process

At the outset it was recognized that this session had a diverse mixture of discussion topics which would be challenging to cover in an organized way. The group began by introducing themselves and articulating the reason why they were participating in this particular discussion group. They then covered the discussion questions in a fluid manner and concluded by revisiting the recommendations made during their discussion.

Participants recognized the challenges of ascribing accurate economic costs to various ecosystem functions. It was recognized that this has been a longstanding challenge pertaining to much more than CFRP. It has always been difficult, for example, to compare an economic market value for

timber with the protection of cultural values or ecosystem services. One participant described a policy directive enacted by the USFS in an attempt to address this challenge. It allows for USFS staff to describe project benefits in a qualitative way, in addition to the quantitative economic manner that had dominated to date. For example, instead of just listing the dollar costs for a thinning project, benefits could be described as the opening of canopy, creation of improved Goshawk habitat, reducing fire risk, increasing grass coverage, or reducing erosion. These qualitative benefits could trump an economic cost determination if the size of the trees to be thinned did not exceed 12” at breast height. If the trees were larger a different process would have to be undertaken to balance and determine the costs and benefits. While participants supported this new direction, it was recognized that the direction was not yet widely used or embraced by USFS staff, especially those not associated with CFRP. It was also acknowledged that different participants in the room placed different values on different ecosystem services.

Another participant described ongoing work to develop and refine an economic evaluation framework that allows for the consideration of traditionally non-commodity benefits, or benefit valuation. Both the challenges and opportunities of this work were recognized and it led to group discussion of sustainability. Again it was recognized that the general topic of sustainability was both a theoretical concept and a moving target described by many different people in many different ways. In terms of community sustainability, it was envisioned that CFRP would serve as a way to jump-start local economies and businesses that could be self sustaining. While this was lauded as a goal it was also recognized that it stood in contrast with the fact that CFRP has served as an efficient tool for implementing ecological restoration that does not have a direct economic payback and therefore not only needs to be subsidized but is a wise investment by the USFS in order to promote forest health.

### **Recommendations**

During the conversation the group made the following recommendations:

- *Definition of Terms:* It was recommended that the project selection committee define terms (such as sustainability) on the first day of their meetings and then revisit the definitions as they create the evaluation matrix. While it was desirable for these definitions to be explicit before the grantees submitted their applications, it was recognized that the selection committee was itself a very diverse group of individuals and the list of projects is the terrain over which the group negotiates to create a zone of agreement among projects.
- *Small Diameter Utilization:* It was specifically requested that the term small diameter utilization be defined in more than just a monetary value so that is included such functions as soil maintenance and understory restoration.
- *White Paper:* Since sustainability is a complex term with many meanings, it was recommended that a white paper be commissioned to help clearly articulate the many challenges and tensions evident in the term. This paper could serve as a foundation for the selection panel discussion provided that the paper was well grounded in the objectives of the Act relating to CFRP.
- *Coordination with USFS:* It was recognized that a disconnect existed between the USFS planning period which happens in June for the following year, and the CFRP proposal process which happens in January. It was recommended that both parties (USFS and grantees) take steps to coordinate better. One suggestion was that potential grantees would be well advised to participate in the June meeting with the USFS or meet with a CFRP coordinator to help ensure that CFRP grant projects were also USFS priority projects.

- *Value and Benefits:* It was suggested that the USFS continue to work with other agencies to add more benefits to project evaluations, but that since benefits can be both monetary and non-monetary that the language to describe these benefits should be “value-added” and this should continue to be incorporated into CFRP project evaluations.

## **Summary Remarks**

Participants greatly appreciated the opportunity to engage with other program participants and to explore common issues and look towards the future of the program. The feedback and evaluation is summarized in Appendix I.

Mr. Dunn stated how gratified he was to observe the way participants have been speaking with more and more confidence about their work and the program over the years. This knowledge and experience was particularly evident at this workshop. CRFP grantees are the ambassadors for the program and the leaders in a new way of doing business in the forest. He thanked everyone for their effort and participation.

Participants were also informed about two upcoming CFRP related meetings:

- CFRP Lessons Learned Writing Workshop – to be held in mid-May in Albuquerque
- CFRP Technical Advisory Panel Meeting  
April 27 – May 1, 2009  
MCM Elegante Hotel  
2020 Menaul NE  
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# Appendix I. Workshop Evaluation

## What Worked

- Location / Venue
  - Good facilities
  - Closeness of rooms
  - Proximity of eating facility
  - Improved technology – multiple screens and PowerPoint
- The young people that participated (second generation) contributed significantly and the inclusion of more young people in the future should be encouraged
- Food: Snacks in morning
- Open Space process was effective
- Provision of longer lunches was good so that there was an ability to network and collaborate and not miss presentations
- Industry Association Reception – the social and non-agenda driven event was a good opportunity

## Suggestions for Next Year

- Have open Q&A session, invite students to hear about CFRP and ask questions
- Rotate the Annual Workshop around the State (Northern, Highlands, etc) to spread the news about CFRP
- Explain to those employed by CFRP projects what it means, what CFRP is all about
- Include the workforce (youth and adults) more in the Workshop – participate in project presentations, have the third day of workshop organized and conducted by youth and/or workforce
- Find better way to talk about grant successes – consider more short plenary type updates (10 min) in the large group setting
- Publish the date of the meeting well in advance and share with other land management groups so there are no conflicts
- Encourage more youth and second generation participation
- Create an opportunity for “ground troop” level CFRP participants to be involved in the workshop
- Location:
  - Consider keeping CFRP more self contained (distracting to be part of the larger student body) vs. benefit from the opportunity to do outreach with the student body at the college to educate them about CFRP
  - Not enough tables at the cafeteria for lunch – consider staggering lunch time or identifying CFRP space for lunch
  - Move poster session to CFRP area
  - Board Room does not work as a meeting room
  - Location is hard to find, is not easily accessible, and is cold

## Appendix I. Workshop Evaluation

- Consider rotating the meeting location throughout the state (e.g. Las Vegas, Ruidoso) to reach out to more people
- NMFIA meeting at end of day was too late and made a long day for people – Consider ways to integrate the opportunity into the workshop rather than hold as a standalone event

### **Suggestions for Third Day of Workshop**

- Create an event to encourage more youth/second generation participation, as well as participation from the “ground troop” level of grant participants
- Develop a question and answer session for students and the public (especially if the event is at the College next year) as an educational opportunity about CFRP
- Develop linkages with the green jobs/renewable focus likely to emerge from this Congress
- Develop ecosystem services connections especially considering the new Ecosystem Services branch created within the USDA
- Question and answer period for the public/students – especially when here in Community College

## Appendix II. Workshop Agenda

### 2009 CFRP ANNUAL WORKSHOP

January 27 – 29, 2009

Santa Fe Community College, 6401 Richards Avenue  
Santa Fe, New Mexico 87507

### AGENDA

#### Tuesday, January 27, 2009

- 7:30-8:30 a.m. Registration (Atrium)
- 8:30-8:45 a.m. Welcome, Introductions, Meeting Goals, and Agenda Review (Jemez Room)  
*Rosemary Romero, Workshop Facilitator*
- 8:45-9:00 a.m. Welcome Mayor David Coss, City of Santa Fe (Jemez Room)
- 9:00 – 9:15 a.m. Welcome Arthur (Butch) Blazer, Director, NM State Forestry (Jemez Room)
- 9:15- 10:00 a.m. CFRP Overview, Program Highlights, Updates & Accomplishments  
*Walter Dunn, U.S. Forest Service (Jemez Room)*
- 10:00-10:30 a.m. NM Forest Industry Association Updates & Highlights (Jemez Room)  
*Naomi Engelman, Executive Director NMFIA*
- 10:30 – 10:45 a.m. Overview of third Day Workshop; introduction of Peter Friederici and role (Jemez Room)  
*Rosemary Romero, Workshop Facilitator*
- 10:45-11:15 a.m. Break & Room Change
- 11:15-12:15 Concurrent Session 1 (Jemez I)  
CFRP 101: 2008 Request for Proposals and Q&A  
*Walter Dunn, CFRP Program Manager*
- Concurrent Session 2 (**Jemez II**)  
CFRP 201: Forest Coordinators
- 12:15-1:30 p.m. LUNCH (on your own)
- 1:30- 2:15 p.m. **Presentation:** Core Indicators and long-term monitoring and future implications for CFRP projects (Jemez I)  
*Zander Evans, Forest Guild*
- 2:15 – 2:45 p.m. **Presentation:** Santa Fe Community College – Biomass Utilization (Jemez II)  
*Frank Joy, Facilities Manager*
- 2:45 – 3:00 p.m. **Break**

Appendix II. Workshop Agenda

- 3:00 – 4:00 p.m.      **Concurrent Session 1:** Dealing with merchantable materials for CFRP (Jemez I)  
*Don Bright*
- 3:00 – 4:00 p.m.      **Concurrent Session 2: Planning for NEPA (Jemez II)**  
**NEPA 101: Process Steps and Timelines.** This session will provide an overview of the NEPA compliance process and recommendations for coordinating with the Forest Service to develop successful work plans and timelines that clearly define the role of each project partner. *Connie Zipperer, Lincoln NF*  
**Overcoming challenges across jurisdictional NEPA.**  
*Audrey Kuykendall, Carson NF*
- 4:00 – 4:10 p.m.      Room Change
- 4:10 - 5:10 p.m.      **Developing and Implementing a Multiparty Monitoring Plan (Jemez Room)**  
This session provides an introduction to the 5 step monitoring process for ecological and socioeconomic monitoring. An overview of recommended protocols will be presented as well as a summary of findings from the 15 year monitoring project.  
*Ron Ortega, NM Forest & Watershed Restoration Institute*  
*Vicky Estrada, Estrada Collaborative Resource Management*  
*Tori Derr, Crane Collaborations*  
*Eytan Krasilovsky, Forest Guild*
- 5:10 p.m.              Adjourn
- 5:15 – 6:30 p.m.      NMFIA (New Mexico Forest Industry Association Annual Meeting – (Jemez Room)  
*Naomi Engelman*  
  
Open House Reception immediately following meeting at NMFIA office:  
1807 2nd Street Suite 45  
Santa Fe, NM 87505 (see map)

**Wednesday, January 28, 2009**

- 7:30 – 8:30 a.m.      **Registration (Atrium)**
- 8:30 – 8:45 a.m.      **Workshop Goals and Agenda Review (Jemez Room)**  
*Rosemary Romero, Workshop Facilitator*
- 8:45 – 8:50 a.m.      **Welcome (Jemez Room)**  
Sheila Ortego, President, Santa Fe Community College
- 8:50 – 9:00 a.m.      **Welcome (Jemez Room)**  
*Walter Dunn, CFRP Program Manager*
- 9:00 – 9:15 a.m.      **Welcome (Jemez Room)**  
Kendall Clark, Supervisor, Carson NF  
Dan Jiron, Supervisor, Santa Fe NF
- 9:15 – 9:30 a.m.      **Presentation:** NM Forest & Watershed Restoration Institute  
Kent Reed, Interim Executive Director

- 9:30 – 10:00 a.m. **Presentation:** How a Community Wildfire Protection Plan helps produce a better CFRP project. (Jemez Room)  
*Terrell Treat, State Forestry*
- 10:00 - 10:15 a.m. **Grant Administration for Grantees** (Jemez Room)  
*Susan McDonnell, Grants and Agreements, U.S. Forest*
- 10:15 – 10:30 a.m. **Break/room change**
- 10:30 – 12:00 p.m. **Breakout Sessions (Jemez I, II, III & Board Room)**  
**Lessons Learned and Networking Opportunities in your area**  
**CFRP Forest Coordinators**  
*Connie Zipperer, Lincoln N.F. & David Varnack, Gila N.F (Jemez I)*  
*Reuben Montes, Santa Fe N.F.(Jemez II)*  
*Ignacio Peralta, Carson N.F. (Jemez III)*  
*Ian Fox, Cibola N.F. (Board Room)*
- 12:00 – 1:30 p.m. **LUNCH** (on your own)
- 1:30 – 2:30 p.m. **Concurrent CFRP Project Presentations**
- Ruidoso Middle School Outdoor Learning Center (CFRP 13-07) (Jemez I)
  - Taos Pueblo - Ensebado Fire/NEPA (CFRP 33-05) (Jemez II)
  - Tree New Mexico Bosque Riparian Nursery Restoration (CFRP 07-07) (Jemez III)
  - Tesuque Pueblo Riparian Restoration at the Pueblo of Tesuque (CFRP 20-03) (Board Room)
- 2:30 – 2:45 p.m. Break/Room Change
- 2:45– 3:45 p.m. **Concurrent CFRP Project Presentations**
- Colfax County – NEPA Stewardship (CFRP 16-06) (Jemez I)
  - Old Wood LLC, Value added applications in small diameter timber and web marketing 101 (CFRP 24-07) (Jemez II)
  - Manzano Youth will present their recent work and training in fire rehabilitation and native seed collection. *Annamarie Nunez and Manzano Youth* (CFRP 22-08) (Jemez III)
  - Little Walnut Picnic Area and Wild Urban Interface. Gila Tree Thinners and Gabe Partido, USFS ( *CFRP18-05*) (Board Room)
- 3:45 – 4:00 p.m. **Break/Room Change**
- 4:00– 5:00 p.m. **Concurrent CFRP Project presentations**
- Demonstrating a Community Collaboration in Long-term Watershed Health and Financial Management. SF Watershed Association and Partners (CFRP Project Number is 27-07) (Jemez I)
  - Alamo Navajo School Board - Building a local workforce thru Collaborative Forest Restoration (CFRP 20-08) (Jemez II)
  - WildEarth Guardians Road decommissioning for Watershed restoration and economic stimulus on the Santa Fe National Forest ( *CFRP 11-06*) (Jemez III)

- Dine Agriculture will present restoration treatments on the San Juan River in and around the town of Shiprock on the Navajo Reservation and reclamation work on the Ta' bahi River Trail System. (CFRP 17-08) (Board Room)

**POSTER SESSIONS: Available in the Atrium**

**Thursday, January 29, 2009**

**WORKSHOP:** This third day of the CFRP workshop and follow-up session, to be organized at a later date will be a Lessons Learned workshop. From this day-long open space workshop, participants will help to create an atmosphere for developing a process that will lead to a comprehensive report documenting project experience and lessons learned. Project participants and Forest Service staff in New Mexico will gain important insights and lessons, and have available a succinct record of CFRP experience over the first 8 years of implementation that can guide subsequent project development. In addition, external audiences (e.g., national Forest Service programs, other agencies interested in promoting collaborative approaches, and proponents of community-based forestry and ecosystem restoration programs) will benefit from having solid documentation of CFRP project experience. This is particularly important for proposed plans to expand and adapt this work to other regions and settings.

**AGENDA**

**Format:**

1. Title
2. Convener
3. List of participants
4. Discussion
  - What have we learned?
  - What has worked?
5. Recorders using laptops will be available at all sessions

8:00 – 8:30 a.m.      **Registration (Atrium)**

8:30 – 8:45 a.m.      **Welcome/Introductions (Jemez Room)**

**Objectives (Jemez Room)**

*Walter Dunn, U.S. Forest Service*

8:45 – 9:00 a.m.      **Lessons Learned Workshop Overview**

*Open Space Process - Rosemary Romero and Jennifer Pratt Miles,  
Workshop Facilitators*

9:00 – 10:30 a.m.      Key Topics for Discussion:

A. General project management

- Institutionalizing collaborative approaches to forest restoration.
- Project selection, administration, and oversight.
- Capacity building and agency change.
- The role of technical support.
- Communication, peer learning, and adaptive management.
- Public education.

- Developing and maintaining partnerships
- Linking to other programs and initiatives
- Accurately projecting the cost of the project and implementation

**B. Project Experience in various ecosystems: What does success look like?**

- Ponderosa Pine
- Pinon-Juniper
- Bosque

**C. Business/enterprise development and marketing & Small Diameter Utilization**

**D. Open**

10:30 – 12:00

**E. Encouraging collaboration**

- Opportunities and pitfalls of collaboration
- Keeping partners involved and maintaining interest and participation
- Challenges of joint problem solving
- Encouraging participation (e.g., youth, Tribes, local governments)

**F. Monitoring and evaluation**

- What do we do with this information?
- Developing appropriate criteria and indicators
- The challenge of aggregating results
- Institutionalizing monitoring

**G. OPEN**

12:00 –1:00 p.m.	Lunch (on your own)
1:00 - 2:00 p.m.	Key lessons learned for future collaborations
2:00 - 2:30 p.m.	Next Steps for Lessons Learned <ul style="list-style-type: none"><li>• Evaluation</li><li>• Closing Remarks</li><li>• Adjourn</li></ul>



## Appendix III. Participant List

### 2009 Collaborative Forest Restoration Program

Annual Workshop  
January 27 – 29, 2009  
Santa Fe, New Mexico

#### Participant List

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# Appendix IV. CFRP Lessons Learned Report: Draft Outline

*By Peter Friederici*

March 3, 2009

## **Introduction/Project History and Context**

- Historical overview
- Overall: the program is always in flux and evolving
- Lessons of CFRP are embodied in stories told by grantees

## **Setting Goals and Planning**

- Successes
- Challenges
- Recommendations
- Projects to illustrate this section

## **Communities and Collaboration**

- Successes
- Challenges
- Recommendations
- Projects to illustrate this section

## **Training and Implementation**

- Successes
- Challenges
- Recommendations
- Projects to illustrate this section
  - La Jicarita Community Enterprise
  - Chimayo Youth Corps
  - Ramah Navajo thinning crew

## **Fostering Business Sustainability**

- Successes
- Challenges
- Recommendations
- Projects to illustrate this section
  - Silver Dollar Shavings/Lincoln NF

## **Monitoring and Evaluation**

- Successes
- Challenges
- Recommendations
- Projects to illustrate this section

## **Resources: print, online, people/offices**