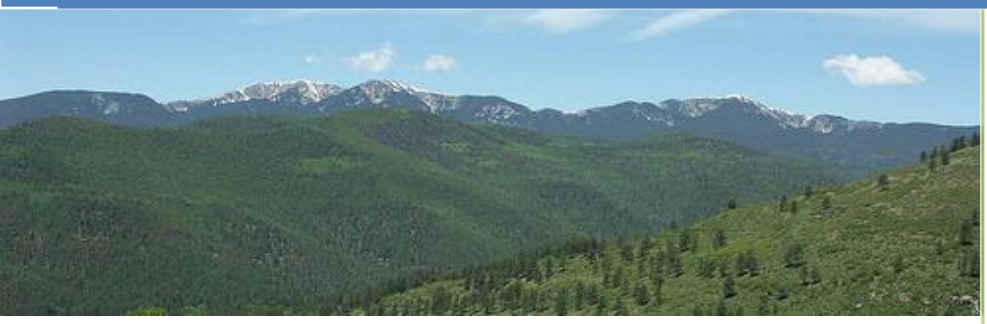
2014

Santa Fe National Forest "Organizing for Public Participation" Workshop Summary



Forest Plan Revision Community Workshops

March 11, 2014 – New Mexico National Guard Armory, Española

March 12, 2014 – Santa Fe Community College, Santa Fe

Prepared by Santa Fe National Forest – Forest Plan Revision Core Team

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Introduction and Background

On March 11-12, 2014, the Santa Fe National Forest held two daylong workshops entitled "Organizing for Public Participation." One was held at the New Mexico National Guard Armory in Española, and the other was held at the Santa Fe Community College in Santa Fe.

At the outset of its Forest Plan Revision effort, the Santa Fe National Forest (SFNF) invited the USDA-FS Collaboration Cadre to help develop a foundation for their public participation strategy for the multi-year revision process. The Cadre is a United States Department of Agriculture- Forest Service program staffed by a network of individuals with a variety of backgrounds and experience in community collaboration. The SFNF worked with four Cadre members representing the community perspective (including one who was a former member of local government, and another who was a rancher and county administrator), the academic and practitioner perspective, and the Forest Service staff perspective. The Cadre has worked with communities across the country on natural resource issues and public participation.

To support Santa Fe National Forest staff, Forest communities, and others interested in the Forest, the Cadre employed a three-pronged approach. First, the Cadre offered a training workshop on collaboration for Forest Leadership and staff. Second, the Cadre conducted listening sessions with community stakeholders, Tribes, relevant government organizations, and internally with Forest employees. Third, the Cadre worked with Forest Service staff to plan and facilitate community workshops focused on public participation.

The workshop objectives were as follows:

1. Increase knowledge of Forest Plan Revision (FPR).
2. Build and enhance relationships between the SFNF, Tribes, communities, and stakeholders.
3. Identify values and expectations for public participation.
4. Explore opportunities and preferred methods for engagement in FPR.
5. Encourage shared learning.

In total, 59 individuals attended the workshops, comprising 35 members of the public and 24 Forest Service staff representing the Santa Fe National Forest districts and supervisor's office, the Southwestern Regional Office, and the Carson National Forest. Workshop participants were self-selected; they chose to attend. Many participants responded to an invitation from the SFNF. Others learned about the workshops from another person or organization; they may not have seen the original information describing the purpose and who would be conducting the sessions. Everyone who wanted to participate was welcomed, and no one was turned away.

Throughout the day, participants generated great ideas and dialogue about public participation. Many of these ideas were captured on flip charts, worksheets, or butcher-block paper on the tables. The following summary aims to capture some of the themes and "big ideas" from the workshops. As discussed at the workshops, the Forest Service does not have the time, resources, or funding to

implement all of the ideas shared. The Forest Service is also bound by a number of laws, regulations, and policies that may limit which ideas can or cannot be implemented. Some of the ideas shared were also outside of the scope of Forest Plan Revision. Please see the Next Steps (page 14) section below for more information. Keeping this "decision space" in mind, the Forest Service will work to implement the strategies and recommendations that are feasible and have the most potential for different phases in the Forest Plan Revision process.

Summary of Workshop Activities and Outcomes

"Hopeful Headlines"

The day began with a "Hopeful Headlines" activity in which all participants were asked to write down two newspaper headlines about the SFNF in 10-15 years (the life of the Forest Plan): one expressing what they hope the news will read and the other what they hope *not* to read in the paper.

Sample Headlines:

"SFNF Acting on Input from Local Communities Achieves All Goals"

"Visitors Enjoy Santa Fe NF without Conflicts"

"Plan Revision Falls into a Morass as Collaboration Fails Due to Lack of Attention by the Forest"

"Forest Can No Longer Sustain Multiple Resource Uses and Ecological Health"

Forest Plan Revision Presentation

After the headlines activity, Jennifer Cramer, Forest Planner for the Santa Fe National Forest, gave a presentation about Forest Plans, the Forest Plan Revision process, and public involvement, followed by a Q&A session. Please visit the FPR webpage (www.fs.usda.gov/goto/santafeforestplan) to learn more about the information presented, including a timeline of the process, an FAQ, and a link to the current Forest Plan.

Listening Session Summary

In January and February, the SFNF (in coordination with the Carson NF), invited the USDA-FS Collaboration Cadre to hold a series of listening sessions in communities throughout the area. The listening sessions were intended to bring together small groups representing a subset of forest communities and users to help provide an introductory assessment or "snapshot" of collaborative potential – both opportunities and constraints – as well as to serve as an initial step in understanding the context of local situations.

Carmine Lockwood, one of the Cadre members who helped facilitate the listening sessions, presented a summary of the listening sessions, including how many attended and what key themes were heard from participants. A summary of the listening sessions will be available here:

http://www.fs.usda.gov/detail/santafe/landmanagement/planning/?cid=stelprd3791614

Shared Values

After the listening sessions, Cadre member Susan Hansen walked the group through a "shared values" brainstorming exercise for the Forest Service and stakeholders. Participants reviewed key values from the listening sessions, then expanded upon them to include the following:

- Efficiency and effectiveness
- Resilience
- Cultural sensitivity
- Focused
- Continuity (FS staff stay)
- Information accessibility
- Enforcement of rules set for activities
- No predetermined outcomes
- Honesty
- Community
- Common ground
- Local history and knowledge
- Diversity – hearing from all stakeholders
- Logic vs. emotion
- Science-based
- Reality-based
- Local experience-based
- National interest-based
- Adaptive management
- Politically neutral
- Openness
- Accountability
- Good listening
- Commitment
- Integrity
- Forward thinking
- Vision – define it clearly
- Responsiveness
- Confidence
- Respect
- Understanding
- Direction/goals
- Meaningful
- Tradition
- Transparency
- Shared interests
- Inclusion of all parties/interests
- Patience
- Flexibility
- Fairness
- Accessibility

Public Participation Expectations Activity

Participants then broke into small groups for the remainder of the workshop exercises. Working groups brought together Forest users, agency and government staff, and SFNF employees for dialogue. Each participant was asked to complete a worksheet detailing expectations for others in the public participation process for Forest Plan revision. Please see below for key themes that emerged for each category. For a response to some of the themes highlighted below, please see the Next Steps section (page 15).

Community Stakeholder's Expectations of Forest

Communication

Attendees expressed their expectations that the Forest communicate with the public in a way that is open, inclusive, honest, transparent, and willing to share information. Several attendees stated that they would like "documents to be made available throughout the revision process," both online and hard copies. Accessibility to the process was a common expectation, and along with good communication.

Several participants expressed their desire that communication remain open throughout the process – that there are consistent points of communication/contact, that responses to emails and phone calls are timely, and that the website is kept up-to-date. Some attendees requested that materials available for download be tested for usability when posted. Participants wanted to be able to give feedback and receive a response; in short, they wanted "back and forth communication."

Participants also expressed that they would like more information about the "life cycle of the project" and the long-term vision. Several attendees stressed the importance of using "plain-speak" rather than "plan-speak" or technical jargon. Participants also emphasized the importance of advance notice of public meetings, in order to facilitate and increase participation.

Public Participation

Stakeholders hope to be full participants in the process, and be able to be involved *before* decisions are made. One participant stated an expectation of "collaboration of stakeholders with USFS throughout the planning process, including preparation of the final Plan." Another attendee expects that the "SFNF incorporate our concerns and suggestions where possible." Participants also said they wanted the Forest to give stakeholders "space and time to work through differences."

Many attendees would also like more information about how their comments and input will be addressed in the process. They want to know how their input is being considered and what impact it can have on Plan revision. Along these lines, several stakeholders expressed their desire for the Forest to provide greater clarity about how decisions will be made. Through the process, stakeholders would like to understand "the best method of expressing their vision or desires for the resources they consider important" and, in regard to the scope of decision-making, "what aspects are open to revision."

It was also an important expectation to several attendees that all voices are heard in the process. Organized groups should not have a disproportionate voice in the process, and volunteer groups should receive as much attention as formal groups.

Planning Process

Participants said they wanted the Forest to base planning decisions on what is realistic. Some attendees emphasized the need to base planning on science; others focused on local knowledge. One attendee expressed an expectation that decisions be based on facts, input, and requirements – not on fear of litigation. Another attendee wishes that "all legitimate forest uses will be recognized as important."

Stakeholders also expect that the Forest Service will move "steadily through the planning process."

Consistency is another expectation mentioned – that the Forest be consistent in its administration of plans, rules, processes, and so forth.

Planning Impacts

Several attendees expect to know how the Plan Revision process will impact the well-being of communities and ecosystem services. Another common theme is that the Forest will take local economic and social values and input into account in the planning process.

Overall, there is an expectation that the Forest will balance multiple uses and keep an "eye on the big picture" by considering these multiple uses and long-term impacts. Stakeholders want the Forest to "manage our public land in a sustainable manner, balancing desires for multiple use in a transparent and inclusive [way]." One attendee also pointed out that the "Forest Plan can't solve everything," and that the Forest needs to manage the expectations of stakeholders.

Some attendees gave input more focused on resource-based topics rather than public participation, asking the Forest Service "not to sell our forests," to have "no pollution," and to move away from "commodity extraction."

Forest's Expectations of Community Stakeholders

Public Participation

A common theme expressed among attendees was the expectation that the community participates in the process – early on, throughout, and in a meaningful way. Some Forest staff expressed the hope that participants not only talk with them (the Forest Service), but also talk to and learn from each other about the different ways they use and enjoy the forest: "Stakeholders come to the table with open minds and listen to other stakeholders' ideas and values." Some staff members expressed that they want the Plan not to be "Our Plan" but "Their Plan" (i.e., that of community members and other stakeholders).

The staff of the Forest Service hopes to move forward toward *solutions* with the public participation process. They also desire a process in which members of the public can "freely express ideas" and "share openly and honestly."

Increasing Capacity

Some Forest Service staff said that they are also hopeful that community stakeholders can help get the word out about Forest Plan Revision to their communities, organizations, agencies, etc., and help "as appropriate or able." Some staff members also hope that participants will define what their expectations of the Forest Service are and what they want to get out of the process. One attendee asked community stakeholders to "let the Forest know how best to communicate with [them]."

Defining the "Decision-Space"

Forest staff would also like the public to be aware of and understand that they have to work in the "bounds" – that there are "laws, regulations, and policies that [they] have to comply with" and "legal authorities [they] can't give away." Forest Service staff asks the public to be patient. Several employees noted that the Forest Plan is not a "magic bullet," and is "not an appropriate place to address every Forest management concern."

Community Stakeholder's Expectations of Other Community Stakeholders

Respect Others' Views and Needs

A common expectation expressed by community members for other community members was that stakeholders be civil and respectful of "input from stakeholders who may be at cross purposes to one's own interests" and to "acknowledge needs and requirements of all Forest users." Another attendee voiced an expectation that "stakeholders will work together with a willingness to compromise on issues and concerns."

Be Involved

In addition to respecting the viewpoints and needs of others, community stakeholders asked one another to attend meetings, to share information, to follow through with commitments to participate, and to stay focused on the long-term. Community stakeholders also asked each other to be educated about the issues. In addition, they asked one another to "provide information pathways."

On a more resource-based note, some community members asked for others to shift focus to long-term restorative efforts and non-destructive Forest uses, and to respect ecological balance.

Forest Staff Expectations of Other Forest Staff

Engage the Public

Forest Service staff members asked each other to engage with other communities and agencies, spread the word about public opportunities, and assist with "public education, relationship building, and

information gathering." They would like for their colleagues to participate in a meaningful way, understand the process, and contribute to public discussions. FS staff members asked one another to "take time to really learn and understand the unique local situation here." Several staff members simply asked their fellow colleagues to "listen."

Communicate

Forest Service employees asked one another for enough lead time to provide information and feedback. They also expect to have clear definitions of their roles and responsibilities. They agreed that "communication [should] be clear and consistent to all." Staff members would like for their colleagues to "be knowledgeable about limitations and expectations," and along those lines, to "be clear about what [is meant] by collaboration and what [is wanted] from the public." Staff members also asked each other to "be open to being more open" and "accept new approaches."

Work Together

Santa Fe National Forest staff members would like other FS employees to recognize and understand the different areas of expertise and kinds of experience fellow staff have, and to leverage and take advantage of those diverse strengths.

Tribes, Agencies, and Local Government Expectations of the Forest

Communicate

Tribes, agencies, and local government officials asked the Forest to communicate with them in an open and responsive manner. Field trips to see examples of forest thinning methodologies, successful restoration, etc., were suggested as a means to provide "diversified education." Participants also asked the Forest to provide early notices of upcoming meetings.

Work Together

Tribes, agencies, and local government officials also asked the Forest to understand respective agency responsibilities, goals, and objectives. Participants representing this viewpoint asked that the Forest Service review other agency management plans to seek information. They also asked to work together to share data and information, and more broadly to ensure that mutual goals are met. One participant said that the "Santa Fe NF [should] treat agencies as cooperators in the process." The Plan should not conflict with any state or local rules or regulations. Finally, Tribes, agencies, and local government officials asked the Forest to consider budget and time constraints for all entities.

On a more resource-based note, one participant asked that "range management be based on amount of grass and sustainability of riparian areas and not solely on traditional uses." Another asked for rehabilitation and water diversion after catastrophic wildfire to be more long-term. Yet another asked the Forest to "strive to manage its water to meet State Water Quality Standards" and to help the State develop realistic standards as appropriate.

Forest Expectations of Tribes, Agencies, and Local Government

Communicate

Keep open and honest communication. Understand the "objectives and overlaps," and tell each other about planning and other efforts that may impact Forest Plan Revision. Also keep in mind that this is a long process, and so we need to be patient with one another. We also must understand each other's "decision-space."

Be Involved

The Forest staff asked their counterparts in Tribes, agencies, and local governments to stay active and engaged, and to work together on shared interests and common goals. Staff members hope that they will participate with other stakeholders in the process, and keep an "open mind and understanding of everyone's expectations and needs from the Forest."

Other Key Expectations

There are two tiers of outcomes: the Forest Plan, and "improved relationships and understanding of goals and desires outside of the Forest Plan." The Forest should "reflect its position as a national agency that serves national and global values." It also needs to "recognize communal land rights."

Additional public participation ideas offered here will be covered further in the next section.

Developing Public Participation Ideas – Part I

In the afternoon sessions, participants once again broke up into small workgroups. Each participant was given a "techniques and methods" worksheet to complete. This worksheet asked participants to choose a "topic" that interests them most in Forest Plan Revision (this could be a resource-based topic, like ecosystem health, or more process-based, like reaching out to rural communities). Participants were then asked to think through what information is important to understanding that topic and where it can be found. Next the attendees provided participation ideas about how residents could get involved with their topic, and then identified leadership and coordination roles. Participants shared their ideas with the table and discussed them.

Please see the Appendix for a summary of the topics and ideas shared by participants on the worksheets that they returned. For a response to the general themes and observations that emerged from these ideas, please see the Next Steps section (page 14).

Developing Public Participation Ideas – Part II

In Part II of the Developing Public Participation Ideas activity, participants from the public, agencies, governments, and Forest Service staff chose two of four questions posed by the SFNF (pertaining to areas where they could especially use some help/information from the public), and brainstormed with other attendees to answer these questions. They were also given a worksheet to provide input on all four questions if they wished. The questions given were as follows:

1. How can we sustain the involvement and energy with partners and/or the public over a long time and a large geography?
2. What communication methods would be most effective in the Plan Revision process?
3. How can we engage "hard-to-reach" or "underserved" audiences and communities (youth, rural communities, minority communities)?
4. How do we promote coordination between this plan and other planning efforts, such as those of Tribes, other agencies, or local governments? For example, how do we coordinate our planning efforts with those of our neighboring national forests (the Carson and Cibola)?

Again, please see the Next Steps section below (page 14) on for a general response to the themes and observations that emerged from the ideas that were produced.

Question 1: How Can We Sustain Involvement?

Incentives

Use "a reward system/ incentive for participation."

- Free food ("better cookies!")
- Free music
- Prizes/raffle
- Awards, recognition
- Enticing lectures

Meaningful Meetings

"Expend more effort to define expectations for public input prior to engaging the public. Unless you (USFS) know how you will utilize the answer, don't ask the question. . . . A meeting without focus will be poorly attended!"

- Meetings should be focused, interactive, and educational
- "Inform people of how the meeting topic affects them to arouse their interest and motivate them to come"
- Utilize a facilitator (an outside entity not directly associated with USFS)
- Meeting frequency

    - Some said not to have too many meetings: "Meeting quarterly or two times a year is enough to keep a person involved; too much will turn you off"
    - Others said it was acceptable to have many meetings: "More meetings are OK as long as there's a focus"
- Smaller subcommittees or working groups may be useful, where people have commitments and assigned tasks
- Everyone should be represented
- Stakeholders can "adopt-a-meeting" to host on various specific issues/topics related to Plan Revision
- "Keep closed issues closed" at meetings
- "Have local meetings – in places where people are affected"

Educate

"Educate stakeholders as to why the Plan is important to them and the importance of remaining part of the planning process."

- Use diverse educational tools, from visual tools to field trips; be "flexible and imaginative"
- A timeline is a useful tool for informing the public about the Plan Revision process

Follow Through

"*Be clear about where you are in the process: show it visually and communicate it. Make it clear how this phase differs from the next and how you are building on public work."*

- Keep a visual track record of progress
- Be honest about not starting the process over
- Information provided or generated at meetings should be used, and it should be clear to participants how that information is being used
- The Forest should not say that something will be available, and then not produce

Question 2: What Communication Methods Are Most Effective?

Multiple Methods for Different Audiences

- Radio PSA's, interviews, call-in shows
- Local newspapers
- TV/video/YouTube
- Social media (Twitter, Facebook)
- Web
    - Blog/online forum to discuss topics (verified identities, managed by SFNF)
    - Online forum with op-eds for stakeholders to "sell" their point of view
    - Link to documents directly and make them downloadable (could use changeable "QR" code)
    - Maintain calendar of upcoming events

- Issue a regular Forest Plan Revision newsletter
- Circulate mailing list so people can add names
    - Have contact lists at district offices
- Provide flyers, brochures, and other hard copy materials in dispersed locations: water company billings, stores (e.g., Sportsman's Warehouse, REI, OHV sales, mountain bike shops, feed stores), post offices, churches, schools, visitor's center, VFW's, senior centers, colleges and universities, nonprofits, parks, etc.
- Staff information booths at community events and locations (e.g., Knights of Columbus, farmers markets, arts and crafts fairs, other fairs, PTA meetings, Patron Saint Days, Feast Days, car shows, gun shows, etc.)
    - Create own community event (like Fire and Ice)
- Have a timeline of goals and phases within the Forest Plan Revision process
- Strategic face-to-face communication: word-of-mouth and daily interactions are an important way to get the word out
    - Meet with stakeholder constituent groups (e.g., land grants, acequia associations, soil and water conservation districts, site stewards, NM Cattle Growers Association, NMSU County Extension agents, Oil and Gas Association, NMFIA, range associations, State Energy Mineral and Natural Resources, EQIP)
- Take better advantage of volunteers
- Use maps

Existing Networks

- Partners and stakeholders can send out Forest Plan updates and notices via newsletters and post on their websites
- Ask elected officials to help spread the word
- Meet with stakeholder constituent groups – "visit *them*"
- Use email and phone trees to get the word out

General Guidelines

- Be proactive vs. reactive – create a strategic communications plan beforehand to help guide
- "*Listen* to stakeholders – don't talk, but listen"
- Provide meeting notices and reminders
- Discussion and input obtained from public meetings should be available for review afterward
- Don't eliminate ideas
- Need ways to get input from people who aren't "in the room" (i.e., at public meetings and events)

Question 3: How Do We Engage Hard-to-Reach Communities?

*In addition to the ideas previously mentioned above

Outreach to Rural Communities

- Post on bulletin boards and have "kiosks" or "reading rooms" with information
- Go door-to-door for personal communication: mayors, County Commissioners, and formal and informal community leaders can be your guide in communities
- Organize meetings in smaller communities (Cañones, Coyote, Gallina, Mora, Cuba, etc.)
- Be educated and sensitive to local histories, resources, and uses
- Use bilingual (English and Spanish)radio and local newspapers
- Work through formal groups/umbrella organizations to get the word out and disseminate to a much larger membership
- Identify community liaisons to help reach out to "hard-to-reach" communities
- District staff should spend more time in the field to engage with Forest users

Engage Youth

- Give assembly presentations at schools
- Develop a curriculum about who and what the Forest Service is
- Social media is an important way to reach youth
- Have events for kids (include Smokey Bear)
- Work with colleges and get their feedback
- High school students can help by doing interviews to gather information
- Reach out to Youth Conservation Corps, Rocky Mountain Youth Corps, County Extension 4H offices

Outreach to National Organizations

- Include national groups – national hiking associations, AARP, RV clubs, mountain bike clubs, eco groups, etc., and ask them to send out FPR information via their newsletters
- Create interactive web-based platforms (such as blogs or discussion forums)

Additional Important Groups

- Urban centers (Albuquerque, Santa Fe, etc.)
- Foreign nationals who recreate in the Santa Fe NF

Question 4: How Can We Coordinate Planning Efforts?

"FS needs to be proactive and go to people, actively engage them rather than expecting them to come to us."

Regular Communication

- Attend each other's meetings – "take better advantage of existing networks/ successes/ relationships" (e.g., State Forestry Watershed Health Group, All Indian Pueblo Council, Eight Northern Indian Pueblo Council, Department of Indian Affairs, Board of County Commissioners)
- Make communication personal – so agencies have points of contact
- Create coordination meetings at the district level
- Host mini-workshops with other national forests and state forestry districts
- National Park Service needs to be involved
- MOU's with Tribes can support regular communication
- Reach out to Tribal administrators once or twice a month to maintain communication
- Create contact list of participants

Share Information

- Send staff to local offices to "collect and gather specific information such as Comprehensive Plans, Healthy and Safety, development ordinances"
- "Share successful projects"
- Know about NMED and Santa Fe County Open Space Plans, and collaborate with them on upcoming public meetings
- Plan information-sharing meetings with Tribal councils
- Look at State Watershed Action Plan (WRAPS) - "Can the FS use the same framework for planning?"
- Address the planning elements in EPA's Nonpoint Source Program Guidelines
- Train PIO's from Tribes and local governments to educate the public about Forest Plan Revision 101 – "If you are lacking in participation from any groups they can help you figure out why"
- Liaison positions can help to share information between agencies
- Get on each other's mailing lists
- Leadership must buy in at all levels, and leadership must talk to one another

Synergize

- Combine planning meetings when possible
- Create a government-to-government implementation group after the Plan is developed
- Decrease "stovepiped" outlook – need to work together and share information
- Shared funding for projects
- Create interagency working group to meet about land management issues
- Coordinate NMDGF Property Division and USFS Realty Division and habitat improvement with NMDGF and BLM
- Take a regional approach and cross Forest boundaries
- Shorten time needed to complete Revision process – "the rest of the world won't wait"

Next Steps - What Are We Doing With This Information?

Workshop participants generated a wealth of ideas, suggestions, and feedback to begin to develop a public participation strategy for Forest Plan Revision. The Santa Fe National Forest - Forest Plan Revision Core Team will be incorporating these ideas into public participation strategies as progress is made in the multi-year Revision process. They will be creating a "Public Participation Plan," which will be shared on the website (www.fs.usda.gov/goto/santafeforestplan). It will outline key guiding principles, timelines, and actions for public participation and will reflect many of the ideas participants shared.

Thank You

While the Forest Plan Revision Core Team will be able to implement many of the ideas that were provided in the workshop, they cannot implement all of them. Since participants said that they would like to have a better understanding of how their input is used and what impact it can have, the Santa Fe National Forest has generated responses to the key overall themes they heard at the workshops about what can be done, what can't be done, and why.

Many of the ideas shared at the workshops will continue to inform the public in participation activities throughout the multi-year process. However, not everything shared and documented will be carried forward as part of Forest Plan Revision.

The "raw notes" from the meetings in the Appendix were not censured, but there are four common reasons why some specific statements may not be carried forward to Plan Revision:

1. **The Forest Plan Revision Process and Timeline**
   These listening sessions were intended to focus on stakeholders' ideas about public participation. Some comments were focused on specific resources/management activities more related to the content of the plan, like the size of elk herds or managing for State water quality goals. These comments are more appropriate to phase 2, "Revision," in which we develop desired conditions for resources and accompanying Plan components. The FPR process is currently in phase 1, "Assessment." The goal of this phase is to rapidly compile existing information about trends and conditions impacting the Forest to provide a baseline for phase 2. With this in mind, the FPR Core Team will keep ideas related to Plan content on file to consider after the Assessment phase. (For more about the process, visit www.fs.usda.gov/goto/santafeforestplan and click on "Timeline.")

2. **The Scope of Forest Plan Revision**
   The Forest Plan will serve as the "vision" for forest management and provide broad guidance for how future on-the-ground projects can help achieve that vision. It will not resolve all land management issues, but it will provide a framework for decision-making on site-specific projects and activities.

3. **Time, Resources, and Capacity**
   The Santa Fe National Forest is limited in terms of what it can and cannot do. While Forest Plan Revision is a Forest-wide effort, there are only four staff members committed to Plan Revision full-

time. Revision is a Forest priority, but not the only priority. Constraints of budget, time, resources, and capacity must be considered when determining which ideas are most effective and efficient.

4. Laws, Regulations, and Policy

The Forest Plan and the Plan Revision process must comply with the laws, regulations, and policies that govern our agency, which limit what can and cannot be done in terms of public participation in some cases. One example specific to public participation includes restrictions from spending government money for food at meetings.

With these general limitations in mind, please see below for a response to some of the key themes heard at the workshops. The responses below are by and large limited to what is within the scope of Forest Plan Revision, as defined above. For instance, the responses do not include "next steps" for reducing staff turnover or adding district locations, as this is outside of the Forest Plan scope. Individual comments transcribed from the activity worksheets and table paper can be found in the Appendix.

Communication

Open and Transparent

- The SFNF is committed to a clear, accessible Forest Plan Revision process. For instance, it will provide documentation related to public meetings, such as this document, to summarize and respond to general themes heard. All documentation from the "project record" (the record of activities related to Forest Plan Revision), can be requested through the Freedom of Information Act (FOIA) process. You can learn more about that process here: http://www.fs.fed.us/im/foia/makearequest.htm.
- Key documents will be posted on our website at www.fs.usda.gov/santafeforestplan. There are some kinds of information that cannot be shared, or that can only be shared on a limited basis (for example, information disclosing archaeological site locations and documents still in draft form).
- The SFNF staff heard from attendees about the importance of maintaining a feedback loop to demonstrate to participants that their input has been used. Summary documents, like this one, will be provided to meeting attendees whenever possible. The FPR Core Team will also develop informational materials that explain how input and comments are received and analyzed, especially for formal comment periods that occur as part of the National Environmental Policy Act (NEPA) process.

Timely Responsiveness

- The Forest Plan Revision Core Team recently set up a phone number (505-438-5442) and email address (SantaFeForestPlan@fs.fed.us). All Core Team members have access to the phone line and email, and they aim to have a live person pick up whenever someone calls. At times, however, all Core Team members may be attending the same meeting (perhaps with the public); so if no one answers, please leave a message and a member of the Core Team will respond later.

- Forest Service employees are limited in their ability to respond to issues as quickly as they would like, due to processes they must adhere to by law and regulations, and the time available for limited staff. For public meeting notes and related materials, an average time before posting will be about 3-4 weeks. The SFNF welcomes stakeholders to check in with them in the meantime.

Language

- The SFNF will work to use "plain-speak" rather than "Plan-speak" so that materials are accessible and readable. While they will strive to use plain-speak, there are some "Plan-speak" elements that cannot be avoided because they refer to specific components of the Plan. The SFNF will create a glossary of key terms, as suggested by workshop participants, to help stakeholders understand these terms when they are used.
- The ability to understand Spanish and Native American languages (written and oral)is limited for SFNF staff. If an individual or group requires translation, advance notice is requested so SFNF employees can do their best to accommodate this need.

Multiple Communication Methods

- The FS will use various methods of communication to reach out to different audiences at different scales with different preferences and ways of accessing information. This will include the following:
    - Face-to-face communication – The SFNF will meet with local groups, organizations, and communities to provide informational presentations about Forest Plan Revision. This includes using existing networks to get the word out. To request a 20-minute presentation for a group, email santafeforestplan@fs.fed.us or call 505-438-5442.
        - SFNF employees are limited in their capacity to go door-to-door in all the communities that have an interest in the Santa Fe National Forest due to limited staffing. However, they will strive to bring meetings *to the communities* so that they are as accessible as possible.
    - Local media outlets – The SFNF will utilize local radio and newspapers to help get the word out, as time and resources allow. The staff is grateful for specific suggestions from participants about important stations, newspapers, and other media outlets.
    - Website – The SFNF will post information on its website for individuals that cannot attend meetings (www.fs.usda.gov/goto/santafeforestplan).
    - Bulletin boards/Kiosks – The SFNF will provide key information to communities in hard copy at all USFS district offices and community "hot spots," as time and resources allow.
    - Informational bulletins – The SFNF will keep interested parties updated about Forest Plan Revision, its status in the process, and how public input and feedback has been utilized, via a quarterly (or as appropriate) informational bulletin.
    - Visuals and graphics – The SFNF will provide visual depictions of key processes and stages of Forest Plan Revision to help communicate its progress. See the timeline at http://www.fs.usda.gov/detail/santafe/landmanagement/planning/?cid=stelprd3791618. The creation of technical videos "using experts," can be time- and resource-intensive,

but the SFNF will explore the possibility of taking of doing this on a Forest-wide (not just Forest Plan Revision-focused) basis.

- Field trips – Several attendees expressed their desire to participate in (or even help organize) field trips. Looking at the Plan Revision process, phase 2 ("Revision") seems to be the best point to have these field trips, in order to examine and discuss desired Forest conditions. The FPR Core Team will explore the use of field trips when phase 2 draws near. Potential volunteers are welcome to express their interest in helping to organize future trips.
- Phone tree – The SFNF recognizes that phone contact is sometimes the most effective means of communication. However, the FPR Core Team does not have the resources to call everyone on its mailing list. Some attendees expressed an interest in calling neighbors, friends, and colleagues to get the word out about upcoming meetings and events. That offer would be appreciated and welcomed.

Youth Outreach

Social Media

- While National Forests can utilize "Twitter," we are currently restricted from having our own Forest, project, or plan Facebook pages. However, other organizations, agencies, and groups that have access to a Facebook page are welcome to post materials related to Forest Plan Revision on Facebook to make materials available through that channel.

Schools and Youth Groups

- The SFNF will reach out to organized youth groups and clubs in the area to provide them with information about Forest Plan Revision, and how they can be involved. The suggestion is appreciated.
- The SFNF will work to dovetail Forest Plan outreach with family-friendly events, such as farmers markets, community fairs, and so forth, to provide information to youth in a friendly and accessible way.

Colleges and Universities

- Some participants suggested doing presentations on Forest Plan Revision to interested classes or groups on campuses. The SFNF is open to ways to collaborate on these efforts. To suggest a specific opportunity for a school or class presentation, please email santafeforestplan@fs.fed.us or call 505-438-5442.

Incentives

- Unfortunately, the Forest Service is restricted by law from providing food at public meetings; this has to do with limitations around the use of taxpayer money. All food provided at meetings is at the personal expense of Forest Service staff.

- While not all meeting formats are conducive to having enticing lectures, speakers, or music – not to mention budget limitations – the SFNF will strive to have meetings that are interactive and meaningful for participants (see the next section below).

Meaningful Meetings

Third-Party Facilitator

- The SFNF plans on having a local third-party facilitator at future meetings to help keep them efficient and effective.

Clear Focus and Purpose

The SFNF will work to provide clear, concise information about the purpose and format of upcoming public meetings ahead of time.

- SFNF staff members will work to provide clarity about how information and input generated at meetings and other venues will – and won't – be utilized. For instance, the March workshops generated information critical for the public participation plan that will be developed.
- Several attendees suggested forming working groups to meet on specific topics, resources, or geographic areas. The FPR Core Team will explore the idea of working groups and other public participation approaches as the next phase (phase 2) of the Forest Plan Revision process approaches.

Inclusivity

- All public meetings, workshops, open houses, etc., will be open to all members of the public. Some workshop attendees offered to host meetings or field trips, and the offer is appreciated. These and other groups may consider hosting a meeting or field trip if they are interested in a specific topic related to Forest Plan Revision.
- "Volunteer groups expect as much consideration as formal groups." The SFNF agrees that volunteer groups, as well as unaffiliated individuals and loosely-formed groups, should receive as much consideration as more formal groups. The SFNF aims to treat everyone equally, whether they are affiliated with a large nationally-organized group, or if they are interested local residents representing themselves. The FPR Core Team welcomes groups and individuals who want to become involved and spread the word about Forest Plan Revision.
- The SFNF will strive to have meetings in areas throughout and around the Forest to make them accessible. For instance, there will be Assessment meetings in 13 locations throughout the Forest, from Cuba to Mora and Abiquiu to Albuquerque. While there is insufficient staff and facilitator time to visit every community that is interested in the Santa Fe National Forest, input from stakeholders will be considered about doing the best and broadest outreach possible.
- The SFNF will work to do effective outreach about upcoming meetings to different communities and audiences beforehand (see "Communication" above).

Meeting Frequency

- Feedback from workshop attendees varied widely regarding how often the SFNF should hold public meetings. Some stakeholders at the workshop suggested having engagement opportunities "three to four times a year," while others stressed that there should not be "too many," and another stakeholder said that "more meetings are OK as long as there's a focus." The FPR Core Team will strive to balance having enough meetings and stakeholder events to keep them informed and involved, while not having so many that it becomes a burden on people's time and resources. The SFNF staff will maintain communication throughout the process by keeping its website up to date and sending out periodic informational bulletins. They are exploring the possible use of online communication tools like blogs or discussion forums.

Coordinate and Synergize

Coordination with Other Forests, Governments, Tribes, and Agencies

- The Forest Plan Revision Core Team will attend agency, local government, and Tribal government meetings and events to provide information about Forest Plan Revision when possible. The Team would appreciate help from stakeholders in letting them know about upcoming meetings that may provide good venues for informational presentations.
- The FPR Core Team has met with Tribal government representatives from many of the Tribes whose lands border the SFNF. Tribal governments and citizens will be invited to all public meetings. Their participation in these meetings would serve as a supplement to formal consultations with the Tribes.
- The FPR Core Team has reached out to nearly all of the national forests that began their Forest Plan Revision using the 2012 Planning Rule first, using the rest of the agency to learn about other public participation approaches and strategies. The SFNF maintains regular communication with other national forests in New Mexico currently undertaking Plan Revision (the Carson National Forest and the Cibola National Forest). The Carson and the Santa Fe National Forests coordinated together to bring in the USDA-Collaboration Cadre to help them kick off public participation for Forest Plan Revision together. The SFNF will continue to look for ways to synergize with neighboring forests on Forest Plan Revision.
- The SFNF will sign up for mailing lists regarding relevant planning projects. Stakeholders are welcome to suggest any mailing lists that might be appropriate.
- The SFNF cannot shorten the time taken for Forest Plan Revision. One of the aims of the US Forest Service's 2012 Planning Rule (http://www.fs.usda.gov/planningrule) is to streamline the Revision process. The estimated four year Plan Revision timeline is relatively short compared to those of some national forests that followed the 1982 Planning Rule. Public participation processes also take time, and SFNF employees want to do their best to make sure public participation and involvement is meaningful and effective.

Appendix

Workshop Attendees

(list of attendees who signed in)

First	Last	Affiliation (if listed)
Kenneth	Alcon	USDA-NRCS
Michelle	Aldridge	USFS Region 3, Regional Planning
Annie	Apodaca	Santa Fe National Forest - Recreation Program Manager
Juan	Archuleta	
Carmen	Austin	NM Forestry Division - Las Vegas District
Anne	Baldwin	Santa Fe National Forest - Supervisory Archaeologist, Española and Coyote RD
Rita	Bates	NMED AQB
Lynn	Bjorklund	Santa Fe National Forest - Recreation Specialist, Española RD
Mike	Bremer	Santa Fe National Forest - Heritage Program Lead/Forest Archaeologist
Lindsay	Buchanan	Santa Fe National Forest - Collaboration Specialist, Forest Plan Revision Core Team
Jennifer	Cramer	Santa Fe National Forest - Forest Planner
Patricia	Dominguez	Senator Heinrich
Abe	Franklin	NMED
Mike	Frazier	Santa Fe National Forest - Staff Officer, Recreation, Heritage, Lands, Minerals and Engineering
Ron	Frenier	Tesuque Pueblo
Eric	Frey	NM Game & Fish
Michael	Garcia	Rio Arriba County Planning and Zoning
Maria	Garcia	Santa Fe National Forest - Forest Supervisor
Elaine	Gorham	
Corky	Green	Girl Scouts of NM Trails
Sandy	Hurlocker	Santa Fe National Forest - District Ranger, Española RD
Michele	Jacquez-Ortiz	Senator Tom Udall
Tom	Jervis	Audubon
Amy	Kaplan	
Shannon	Kelardy	Santa Fe National Forest - Planning Specialist, Forest Plan Revision Core Team
Paul	Lisko	NM State Parks Division, Fenton Lake State Park
Jennifer	Manzanares	Congressman Ben R. Lujan
Andrew	Martinez	Rio Arriba County Planning and Zoning
Leonard	Martinez	Land Grant/Land Grant Council, San Joachim del Rio de Chama
Jason	McInteer	Santa Fe National Forest - Assistant Archaeologist
William	Mee	Agua Fria Village Association, Santa Fe River Traditional Communities Collaborative
Reuben	Montes	Santa Fe National Forest - Tribal Liaison

Kevin	**Naranjo**	**Carson National Forest - Forest Planner**
Donna	**Nemeth**	**Santa Fe National Forest - Acting Public Affairs Officer**
Joe	**Norrell**	**Santa Fe National Forest - Deputy Forest Supervisor**
Roger	**Norton**	**Santa Fe National Forest - Lands Specialist**
Mary	**Orr**	**Santa Fe National Forest - Wildlife Biologist, Forest Plan Revision Core Team**
John	**Otter**	
Pete	**Prince**	**SFFTS**
Kent	**Reid**	**NM Forest Watershed Restoration Institute**
Eldon	**Reyer**	**Backcountry Horseman**
Peter	**Rich**	**Carson National Forest - Assistant Forest Planner**
Lisa	**Roach**	**Santa Fe County**
Rusty	**Rodke**	**public member**
Steve	**Romero**	**Santa Fe National Forest - District Ranger, Pecos/Las Vegas RD**
Matt	**Ruybal**	**Congressman Ben Ray Lujan**
Donald	**Serrano**	**Santa Fe National Forest - Range Management Specialist, Española RD**
Maia	**Snelson**	**Santa Fe National Forest - Recreation, Cuba RD**
Joanne	**Sprenger**	**SAR**
Alexis	**St. James**	**Upper Pecos Watershed Association**
David	**Strip**	
Matt	**Turner**	**USFS Region 3, Regional Planning**
Andy	**Vigil**	**Santa Fe National Forest - District Ranger, Coyote RD**
Art	**Vollmer**	**Truchas Chapter, Trout Unlimited**
Charlie	**Wilson**	**Sandia Jeep Club**
Bill	**Zenger**	**Truchas Chapter, Trout Unlimited**
John	**Zent**	**Energen Resources**
Bill	**Zunkel**	**VP, Friends of Santa Fe NF**

Workshop Agenda

Santa Fe National Forest
Organizing for Public Participation
Forest Plan Revision Community Workshop
March 11, 2014 – New Mexico National Guard Armory, Española
March 12, 2014 – Santa Fe Community College, Santa Fe

Workshop Objectives

1. Increase knowledge of Forest Plan Revision (FPR)
2. Build and enhance relationships between the Santa Fe National Forest, its Tribes, communities, and stakeholders
3. Identify values and expectations for public participation
4. Explore opportunities and preferred methods for engagement in FPR
5. Encourage shared learning

Agenda

(times approximate)

8:30 am	Arrivals, registration, coffee
9:00 am	Welcome and workshop plan
9:20 am	Headlines: Introductions and imagining the future of the Santa Fe NF
9:50 am	Overview of the Santa Fe National Forest Plan Revision process (presentation and question/answer)
10:30 am	Break
10:45 am	Listening Session summary
11:00 am	Shared values
11:20 am	Expectations about public participation
12:00 pm	Lunch
1:00 pm	Developing public participation ideas – Part One
2:15 pm	Break
2:30 pm	Developing public participation ideas – Part Two
3:20 pm	Reporting/sharing results
3:40 pm	Wrap up, next steps, and evaluation
4:00 pm	Thank you and safe travels

Raw Notes

The Santa Fe National Forest transcribed notes from the worksheets, flip charts, and butcher-block paper that they received from participants at the Española and Santa Fe workshops to the best of their ability. As the Santa Fe National Forest reviewed the notes, a number of key themes and common ideas emerged – the workshop summary is organized by and responds to these themes.

The transcribed notes can be found below. Not all attendees submitted their worksheets, and not all written comments were legible. Some worksheets included the individual's contact information – this information has been removed from the notes below. Please keep in mind that the feedback shared is not comprehensive and reflects the views and opinions of those who attended the workshops, and may not necessarily reflect the larger community.

Not everything shared and documented below will be carried forward as part of the Plan Revision process. Please see the "Next Steps" section above for information about why some kinds of statements may not be carried forward.

Expectations Exercise

Community Stakeholders' Expectations of the Forest

- How public health, safety, and well-being of communities will be considered
- How Forest will participate in local economic, social, and traditional values
- Openness before decisions are made
- Understand FS has a mission and a set of rules to follow
- Balance multiple uses for enjoyment
- Openness, heads up, coordination
- Local economic and social values
- Not tunnel vision about goals
- Decision based on what's realistic
- Patience
- Ability to give feedback and explanations with a personal response
- Forest Plan can't solve everything – manage expectations
- Manage land for multiple uses
- Public wants to know how their comments were considered and how comments were dealt with (use Comment and Response Document – CARD)
- Make various documents produced through Revision process available in reading rooms in local communities as well as on the FS website
- Plan based on facts, community input, NEPA requirements – not fear of litigation
- Move steadily through planning process
- Long view of resource management
- Minimize abuse of NF
- Communication – multiple uses so everyone has access
- Respond in a timely manner to inquiries in and out of meetings

- Provide accessible info in a timely manner
- Follow through
- Offer opportunities for local use of Forest resources
- Be consistent in administration of plans, rules, permits, processes, orders
- Value of transparency
- Use plain English
- Access to info
- Glossary
- Test how documents load from website
- Independent editor for planning document
- Revert to ecosystems services view of Forest instead of commodity emphasis
- Be honest (FPR 101 doesn't mention timber, major budget component)
- Organized, consumptive uses should not have disproportionate voice
- Commodity extraction doesn't equal multiple use
- Give adequate notice of meetings so more people can come
- Have a consistently working phone and website
- Don't do toxic burns
- Don't sell our forests
- Ecological health, restoration for long term, full community well-being, no pollution, recreation, community resources (water, fuel, wildlife viewing)
- Create a list of contacts available at all offices
- Information about lifecycle of project needed (communicate this) -> long term vision
- Manage land in public – transparency, multiple use
- Expectation of response from SFNF
- Back and forth communication
- Feedback on how to get people to show up
- Eye on the big picture
- Expect to be a full participant in the process
- Expect to be more involved in what's going on
- Collaboration of stakeholders with USFS throughout planning process, including preparation of final plan
- All legitimate Forest uses will be recognized as important
- Manage our public land in a sustainable manner balancing desires for multiple use in a transparent and inclusive manner
- Good communication w/ the public
- Transparency (willingness to share information), timely responsiveness, sticking to their mission
- Consider total resource use and needs
- SFNF not get tired of talking to us
- SFNF incorporate our concerns/suggestions when possible
- SFNF give us space and time to work through our differences – SFNF will honor agreements working through
- Invite wing-nuts

- Stakeholders want to understand the best method of expressing their vision or desires for the resources they consider important
- Go to communities and hear priorities

Forest's Expectations of Community Stakeholders

- Community participates
- Provide entry to other stakeholders – peers – to help get them engaged
- Come prepared to explore interest – solve problems – not simply state positions
- Present concerns, visions, level of involvement
- Be courteous, respectful of other viewpoints
    - Talk to each other, not just FS
- Understand and work within bounds of Plan Revision
- Engage early, positive input, realistic expectations
- Learn and listen to other users
- Help as appropriate or able
- Proactive vs. reactive
- "Our Plan" vs. "Their Plan"
- Representative involvement
- Seek common interests – each probably won't get everything they want out of the Plan
- Understanding of laws/regs/policy we have to comply with
    - Legal authorities we can't give away
- Participate in meaningful way – not just about the past
- Be clear about what they want/expect from us
- Be patient
- Let us know what your limitations are
- Freely express ideas
- Share openly and honestly
- Mutual respect
- Let Forest know how best to communicate w/ you
- Recognize that Plan is not magic bullet and not appropriate place to address every Forest management concern
- Acknowledge some in room have polar opposition opinion
- See as opportunity to improve Forest, don't lose sight of big picture
- Provide input
- Talk to each other
- I don't think it's appropriate for us to have expectations of community. It's up to us to listen/learn – even if the message is uncomfortable. How right is it for us to expect anything from the public?
- Be honest and forthright
- Stakeholders come to the table with open minds and listen to other stakeholders' ideas and values

- Stakeholders respect each other and understand government restraints (laws, policies, etc.)
- Stakeholder be part of the solution – don't just show up and complain – help solve
- Don't show up as a "FS hater," come with the idea that we are working together
- The Forest wants the stakeholders to come to the table and participate to help shape the vision for the next 15 years
- Acknowledge the sometimes conflicting desires of stakeholders

Community Stakeholders' Expectations of Other Community Stakeholders

- Be available for community meets and cross training of different land use practices
- Follow through with commitments made to participate and collaborate
- Stay focused on long term
- Share information
- Shift focus to long-term restorative efforts
- Civil and respectful of input from stakeholders who may be at cross purposes to one's own interests
- Acknowledge needs and requirements of all Forest users, not reserve the Forest for own exclusive use
- No surprises – willing to state the basis for our position
- Be inclusive of all community members and their interests
- Respectful communication
- Willingness to collaborate
- Be educated on the issues
- Respectful of other interests
- Stand up and save the FS from destroying our Forests
- Communication with each other – accommodate the variety of interests.
- Non-destructive use, respect for other uses, respect for ecological balance
- Stakeholders will work together with a willingness to compromise on issues and concerns
- Fair compensation of public for value received by business and commerce (e.g., skiing)
- Provide information pathways
- Don't be a bomb thrower
- Acknowledge the interests of others, SFNF focus on the long term
- Involvement, be concise, respect other viewpoints and needs
- Not let the process get in the way of process
- Listen to and hear what we say
- Ecosystem services should be prime product. Back off from commodity management
- Respect, balance. No surprises at end, acknowledge other views
- Consider and RESPECT diversified uses of the Forest
- Volunteer groups expect as much consideration as formal groups
- That we work out our differences. That we are willing to say what we think as we do when asked

Forest Staff Expectations of Other Forest Staff

- Engage with other community members and agencies
- Provide clear expectations of roles and responsibilities
- Provide lead time when asking for information/feedback
- All will participate and contribute expertise, knowledge, experience
- Spread word about public opportunities
- Assist with public education, relationship building, information gathering
- Transparency
- Education and outreach
- Accept new approaches
- Be open to being more open
- Participate in meaningful way – not just about the past
- Be knowledgeable about our limitations and expectations
- Be patient
- Understanding of different levels and experiences and ability to leverage that
- Not be sabotaged by fellow staff
- Honesty
- Explain decision space
- Expertise differs
- Listen
- Recognize importance of FPR
- Proceed with due diligence
- Be clear about what we mean by collaboration and what we want from the public
- Take time to really learn/understand the unique local situation here. Not sympathy – education – open mind.
- Communication will be clear and consistent to all, not just line officers (it does not always work its way down)
- Other staff will fully engage in understanding the FPR process and contribute to the public discussions and final document
- Open to new ways
- Listen to concerns
- Consider forming committees, to increase commitment of participants

Tribes, Agencies, and Local Government Expectations of the Forest

- Clear understanding of respective agency responsibilities, goals, and objectives
- Range management based on amount of grass and sustainability of riparian areas and not solely traditional uses
- Rehab and water diversion after catastrophic wildfire needs to be more long-term, and monitoring more than just re-seeding.
- Cross-agency management should be consolidated and streamlined to diminish bureaucratic inaction

- Communicate /open communications
- Engage local leaders and ask them to engage in their communities
- Forest will strive to manage its waters to meet State Water Quality Standards; Forest will assist State in developing realistic Water Quality Standards, as appropriate
- Contact/seek input from all users and not just special interest groups. Input should be weighed appropriately. This includes public and agencies. Work together to insure same goals since resource is the same (habitat and wildlife). Review other agency management plans to seek information. Provide/share valid data and cooperative management. Advise FS of our customers' needs
- Open communication; answer the phones, respond to emails
- Field/site visits – humans are visual creatures. We need to see it to understand it (different examples of forest thinning methodologies hugely important, examples of successful restoration projects, examples of problem areas, diversified education)
- Notice of public meetings
- Consider budgets and time constraints, especially over 4 years
- Info provided by SFNF is complete and accurate. SFNF plan will not conflict w/ any state or local rules/requests. SFNF will communicate early regarding meetings and opportunities. SFNF will treat agencies as cooperators in the process

Forest Expectations of Tribes, Agencies, and Local Government Officials

- Come ready to talk interests not just take positions
- Stay engaged
- Tribal government share concerns about areas of Tribal importance
- Work together on shared interests
- Work together for common goal
- Think outside the box/own responsibilities
- Active participation and feedback
- Open, honest communication
- Ongoing communication about planning and other efforts that may impact FPR – understand objectives and overlaps
- Understand our decision base
- Participate and collaborate with other stakeholders
- Expecting stuff from others is too arrogant. Hope? Sure.
- Open minds and understanding of everyone's expectations and needs from the Forest
- Patience – the process is long and involved
- Meet us at the table
- Tribes to work with Forest specialists to make sure their issues and concerns are addressed if given the opportunity

Other Key Expectations

- Two tiers of outcomes – Forest Plan and improved relationships and understanding goals and desires outside of the Forest Plan
- SFNF reflect their position as a "national" agency that serves national and global values
- Recognition of communal land grant rights
- Public participation ideas:
    - Kiosks (Sportsman's Warehouse, REI, OHV Sales, mountain bike Shops) – try to incorporate those folks/user groups that cannot make the regular weekday sessions -> weekend kiosks at key businesses)
    - Eye on NM and public TV spots
- Respect, active listening, open minds/willingness to hear other points of view
- Field trips
- Aggressively seeking community input
- Volunteering
- Plain English – understandable Plans

Techniques and Methods Worksheet

(summarized responses)

TOPIC	IDEA/SUGGESTION
Water Quality	Develop Watershed Restoration Action Plans with public participation.
Improving public outreach	"Lead Participants" (those participating in early meetings) can help get the word out. For example, provide periodic updates in newsletter (e.g., "Clearing the Waters").
1) Restoring a material ecology, 2) environmental assessments	1) Create a comprehensive list of the facets of Forest health and planning, 2) Show and tell on Forest planning, 3) List of all stakeholder entities, 4) Maps showing current resources and uses throughout the Forest, 5) Information on expected changes impacting the Forest.
Recreation	Have a method/procedure for assessing trails and conditions - hold public meetings and keep website updated.
Management area boundaries	Assess Forest trends and conditions to determine boundaries, involving public with charettes, participatory GIS, and community vision statements.
Collaboration and identifying 4WD trails	Identify trails with 4WD enthusiasts, like Sandia Jeep Club, and co-sponsor trips to trails recommended for inclusion.
Backcountry trail conditions for hikers and equestrians	Assess trails and provide maintenance schedules for safe use, using a field trip in the backcountry.
Discovering the Forest from horseback	Interactive group sessions.
Common sense use of Forest thinning to create open space, fire break, and sustainable wood supply	Researchers from NMSU/UNM/NMHU and community college should do a study on tree/acre sustainability, spacing, etc.

Permittees and grazing	Understand needs and knowledge of permittees and science of climate change impacts - workgroups to bring FS and permittees together using impartial facilitator in neutral locations. Post offices and other community hot spots for information.
Balancing resource protection with accessibility	Outside facilitator to balance multiple interests, provide opportunities for comment periods, online access, and in-person meetings.
Ecosystem services/benefits people obtain from National Forest	Invite people to share their knowledge with us in a structured way (one-on-one to avoid competition and to effectively record information)
Ecological functions of Forest and component parts	Gather scientific and cultural practices and stories, make available in library format
Preserving the Rio Grande and Gila Cutthroat range	Involve fishing clubs and chapters - just have to ask for participation
Increase number of NEPA-cleared areas to increase treatments for decreased fire intensity, sustain forest industry, and protect private lands	Attend local conferences and host industry utilization/marketing workshops - tag team with NM Forestry Division, NMFIA, and USFS District offices
Traditional uses, OHV uses/enforcement, property inholdings, lands issues, wildlife management	Meet in smaller communities, focus on 1-2 issues, use local radio outlets, and work with Land Grant forum, Tribal entities, and environmental groups
Forest restoration	Provide "desired conditions" field trips and involve forest industry. NMFWRI can help with field trip.
Sustainable recreation	Recreation summit with different agencies, organizations, individuals to talk about what's needed and what's available.
Collaboration between USFS and private landowners regarding thinning	Forest thinning fieldtrips with grassroots groups (including SWCDs)
Restore/repair efforts relating to fires	Trainings and informative workshops - and provide electronic means to submit feedback, with clear guidelines. Work with Tribal governments and local elected officials.
1) Healthy sustainable forests for multiple uses, 2) Establish watershed to sustain Rio Grande Cutthroat Trout	Use all available media (meetings, reading rooms, webpages, bulletins, radio + TV), work with NGOs and points of contact to help disseminate to memberships.
Untapped volunteer energy to help with resource work	Update lists of projects and have available at districts.
Create economic opportunities (smallwood forest products)	FS participate in NMFIA meetings and offer companies tours of NM forests and what they have to offer - work with existing business owners in operation and communicate successes to policymakers, commissioners, environmental groups.
Rural community sustainability	NM First could sponsor a workshop to bring people together on common interests to go forward.

Integrate local community interests with the laws, regulations, requirements, restrictions, and national priorities that govern Forest Service actions	Attend local meetings and invite all to FS meetings, work with local media to get the word out, and develop relationships - integrate into FS work load (e.g., discuss at permittee AOI meetings)
Dealing with historical and cultural issues as well as management of cultural resources	Do targeted public meetings to identify issues and feed issues back to participants - educate volunteers to go into schools and have Forest go to the community.
Fundamental ecosystem utility	Visual representation of Forest conditions and educational opportunities - provide information at weekend kiosks aimed at diverse user groups.
Local community input	Learn how local communities use the Forest and how local knowledge was developed - survey users, have smaller workshops, participate in local events. Work with groups like Santa Fe River Traditional Communities Collaborative. Include expected outcomes with a charter.
Recreation user conflicts	Understand users' perceptions of conflict - could work with Friends group on objective survey.
Sustainability - balance public desires with resource concerns.	FS should openly share resource management difficulties they encounter and basis for decisions - have a third party facilitator and use multiple, diverse venues. Work with interest groups, organizations, Tribes, who can "host" meetings and use many tools to reach various audiences. Do not rely solely on one means of communication.
Incorporating national interests into the planning process	Work with experts on best available science and evaluations, and communicate basis for proposed actions to local communities via presentations/videos from experts.
Managing expectations	FS should be clear about what they're looking for and why when they solicit input - be upfront if there's information that can't be used.
Feedback loops to demonstrate what FS does with input from public	Provide information to the public (web, document drafts, newsletters, updates) on what we've heard and what we've done.
Reasonable expectations for successful Plan implementation	Draft a concise Plan outline, set expectations for public input, justify outline to public and seek comment - contain the scope.
Ecosystem services, fact-based processes	Know key issues to identify scientific literature - provide web-based forum with verified users.
Outreach to rural communities	"Road show" - go out to communities to inform and interact about Forest Plan Revision. Work with community leaders and liaisons. Important to have multiple users and managers at the table talking with each other.
Educate the public	Field trips, interpretive signage, education in schools - so people see trashed overgrown areas and thinned cleaned up areas.
USFS collaborate and work with Land Grants with understanding that each has its own distinct mission	Openness and transparency on both sides - community meetings, posting in Spanish and English - multiple methods of communication.

Communication/outreach in rural areas	Web is good venue but can't be only venue - schools, churches, local stores - identify people who can be counted on as reliable information sources and can access web and disseminate information.
Working with traditional stakeholder communities	Go to communities for meetings. Plan should include language about how to work with these unique stakeholders. Use collaborative, inclusive approach.
Make sure all voices are heard	Go to others as much as possible - go to their events, use charettes to define management areas.
Being visionary and forward-thinking about how we will adapt to changing conditions.	Collaborating to develop plan components. GIS interactive maps to play out different scenarios at meetings.
Communication and transparency	Use eye-catching advertisements and indicate possible effects on local stakeholders. Keep aging community members in mind, Spanish speakers, and local hotspots at County Assessor's Office, Local Parish - visit with people.
Involving silent, preoccupied public - especially youth	High school students can gather information, newsletters, podcast/YouTube channel with interest group viewpoints.
User conflicts, trail maintenance, ach-wild-rec-graz	Have meetings with multiple users to find shared interests - group activity to experience common group interests (ex. bike groups go on hikes, OHV ride with horses, etc.) - could be held by neutral party.
Recreation and ecosystem services more important that traditional commodity uses/abuses	Know historic and current conditions and trends. Open houses, individual meetings, and so forth. Be clear about fact vs. fantasy, respectfully.
Communication with rural areas	Explain steps and end goals for long, complex process. Multiple methods to share information - public schools, stores, post office, health clinics in rural areas. Local groups can participate and help share info.
Improve collaboration between SFNF and SF County Open Space and Trails	Identify ways to improve and interconnect trail access - piggyback on upcoming open space efforts for targeted discussions with stakeholders to ID these places (multiple trail users should be involved). Open Space and Trails Planner willing to coordinate effort.
List of stakeholders and contact information for Friends groups	Groups will have their own focus - but there is common ground. Attend Friends of SFNF Board Meetings.

Public Participation Design Questions

Question 1: How Can We Sustain Involvement?

- What are the incentives?
- Make meetings meaningful and purposeful; provide more options; use the information
- Once or twice a year have local meetings – in places where people are affected and make it an occasion
- Make meetings available in the local communities or where stakeholders reside
- Timing as well as ease of accessibility for stakeholders

- Food!
- Educate stakeholders as to why the Plan is important to them and importance of remaining part of the planning process
- Use mailing list to share agency news, announcements, etc.
- Utilize a facilitator – outside entity that is not directly associated with USFS
- Periodic meetings, spread out so that those interested don't become fatigued….e/ subject matter
- Keep from stagnating
- Keep closed issues closed
- Clear agendas
- Give people updates
- Flexibility and imaginative
- Engage visually
- Schools
- Keep engaged w/ latest social media
- Expend more effort to define expectations for public input prior to engaging the public. Unless you (USFS) know how you will utilize the answer don't ask the question. The public will quickly reach a point of frustration if they don't see how their input is processed. When they come to a meeting with unreasonable expectations what are you going to do with their input? Will the result be frustration? A meeting w/o focus will be poorly attended!
- Simplify! Push decisions down to the lowest level possible
- Better cookies!
- Multi-vote participation consensus building
- Field trip for half-day – meet at ski basin and take a hike
- Show the progress often
- Do not say "will be available" and not produce
- Continue interactive (more focused) meetings BUT moderated and seed as educational opportunities; but not TOO MANY meetings. Maybe every couple of months
- Visual track record
- Constant communication
- Video or Powerpoints
- Field trips – bonding & showing – standing in a thicket is a lot different than seeing it on a screen
- Interactive meetings that are focused AND short. More meetings are OK as long as there's a focus
- Meeting quarterly or 2x/year is enough to keep a person involved. Too much will turn you off
- Be honest about not starting over
- Web and printable product (story board) to keep people up
- Quarterly – or as needed – newsletter
- Public meetings are necessary but maybe not too useful
- In-field meetings or workshops
- Some take home "prizes" to walk away with. Incentive to keep people engaged and participating (marketing)

- Invitation letters to this meeting were effective
- Personal connections
- Subcommittees – smaller, personal commitments with assigned tasks
- Field meetings – places of user conflicts
- Blog
- Make the meeting personal/local
- Proactive leader
- Award/reward system/recognition
- When I know I am making a difference and can track my issue and personal interest's process outcome
- Well-phrased paragraph about why you should attend this meeting
- TV and radio
- Sandia Lab News
- Los Alamos Now
- Intel has a newsletter?
- Free food
- Create contact networks
- Free music
- Provide enticements like a short lecture on local geology/archaeology/forestry
- Provocative questions
- Raffle
- Green Fire Times, ALIBI, daily newspaper, weeklies in communities, Las Vegas Optic
- Los Alamos County Trail Volunteer Coordinator
- Maps
- Make sure all parties represented
- Music video of what Plan is
- Adopt-a-meeting
- Question/answer session
- Kids version overview:
    - 1st part – kids event
    - 2nd part – Forest Plan
    - Smokey Bear will be there!
- Adopt a trail for special interest or club
- Reward system for participation/recognition for participation
- Ask other forests what they did
- Door prizes/raffle – present to win (in some areas)
- Rural post offices
- Refreshments
- Local groups have bit influence in village (acequia associations, fire department)
- Eric Green, Channel 7
- Church bulletin

- Water company billings (flyer)
- Neighborhood association newsletter
- Green Fire Times, ALIBI
- Develop a contact list and proactively inform people of the meetings and their topics
- Inform people of how the meeting topic affects them to arouse their interest and motivate them to come
- A workshop titled How the FS is attacking climate change to draw environmentalists and community activists interested in climate change
- Engage stakeholders 3-4 times a year
- Meet with the local communities where they can easily attend
- Timing within the year and seasonal activities
- Feedback. Inform
- Use and provide information back to the public
- Food (not just cake and coffee)
- Use daily interactions to get the word out
- Meetings must be purposeful. Not too many!
- Demonstrate to meeting participants that their input has been used – update with post card or email. Feedback loop
- Tap into the grapevine to get the word around, Make it personal. Post office notices
- Use fire trap line concept for communicating with people
- Thermometer graphic
    - Be clear about where you are in the process – show it visually and communicate it – make it clear how this phase differs from the next and how you are building on public work

Question 2: What Communication Methods Are Most Effective?

- NM history (including lost centuries) and cultural sensitivity training for all new USFS employees, and current (land grants, acequias, Hispanic farmers/ranchers, Native Americans, and generational land users)
- Strategic communications plan
- Strategic face-to-face communications with stakeholder constituent groups
- Tribal council presentations
- Presentations to land grants, acequia leaders
- Ask elected's to help spread the word
- Door-to-door where email, mail, or phone is not accessible
- English and Spanish
- LISTEN to stakeholders, don't talk but listen
- Radio, Facebook, Twitter
- Calendar of events for those who cannot make every meeting
- Word-of-mouth
- Notice of meetings and REMINDERS

- Announcements via email, postings, social networks via stakeholder networks (each district knows who the players are)
- All discussion and input should be obtained through public meetings to provide transparency and who said what. This provides for a type of peer review
- County commissioner webpages, legislators, congressional office websites
- One-on-one contact with older generation. Electronic media should not be the only means of contacting a broad population
- Develop USFS teaching material on what/who the Forest Service is. Start with public education. 4th grade is a good age to start with
- Internet updates, more workshops
- Some open houses but more interactive than usual
- Reach out to national hiking associations, mountain bike clubs, RV groups, AARP, national eco groups, Sierra Club, Audubon Society
- Send someone to go door-to-door in small communities with a set of open ended questions
- Make and disseminate brochures about SFNF and process (airports, visitor's centers, schools, etc.)
- Pointers on other websites
- Link to specific document you are referring to (use QR code to keep current)
- Radio PSA's (NPR, KSFR, KUNM, KKOB, KNME, PBS/KANW, KFUN)
- Online forum for discussing all related topics. VERIFIED user identity is essential. Someone from FS must monitor site to answer questions, etc.
- Online forum for invited op-eds for people to "sell" their point of view
- Technical videos on SFNF website. Using experts too!
- Post office – post notices
- SFNF newsletter
- Permittees
- Interim docs on website
- Blog
- Bilingual notices
- Don't eliminate ideas
- Reminders
- Subscribe/unsubscribe email options

Question 3: How do We Engage Hard-to-Reach Communities?

- Land Grant Council
- Northern NM Consejo – more grassroots outreach to land grants
- Community land grant meetings annually
- Ask land grants to post on website
- Work through formal groups/umbrella organizations/HUB agencies to reach out to community members and disseminate information to a much larger membership
- Network groups/discussion groups

- Identify community members as liaisons or points of contact to open communication
    - County commissioners may be able to help identify informal community leaders
- Students – via YCC programs
    - School assembly presentations
    - Work with classes re: public administration project
- Soil and Water Conservation Districts (48 offices statewide)
- Create a local Facebook page
- Reach out to NM Indian Affairs Department to local Tribal government and local organizations
- Participate in watershed group meetings
- County Extension 4H offices (each county)
- Rocky Mountain Youth Corps – Taos
- Must have social media availability for youth
- Target grade school groups. FS could (should) develop public education material like National Park Service. Field trips to THEIR National Forest will start to education the future generation to respect THEIR National Forest
- Bulletin boards at businesses, VFWs churches, stores senior centers, school gyms
- Phone trees /calling trees for more engagement in rural communities
- Develop network groups to get the word out
- Social events at Knights of Columbus, arts & crafts, farmers markets, community fairs, PTA meetings, acequia meetings, neighborhood association meetings
- Patron Saint days, Pueblo Feast days
- Car shows, gun shows
- Organize meetings in small communities (Cañones, Coyote, Gallina, Mora, Cuba, etc.)
- Radio stations
    - AM and FM, throughout the area
    - PSA's, interviews, call-in shows
- Newspapers *(Rio Grande Sun)*
- Ghost Ranch as meeting forum
- Office Hours in conjunction w/ rural stakeholders
- Town Halls
- Coffee talks
- Mailing list
- Weekend kiosks (Sportsman's Warehouse, REI, OHV Sales, mountain bike shops) – try to incorporate those folks/user groups that cannot make the regular weekday sessions -> weekend kiosks at key businesses)
- Enable your Rangers and coordinators to spend more time in the field where they can gain awareness of who are the stakeholders
- Reach out of Forest boundaries to where stakeholders are – NM Livestock Board, Cattlegrowers Association, NMSU County Extension Agents by County, Oil & Gas Association, timber interests and associations

- Face-to-face, but with adult supervision: scientific facts are FACTS not opinions. The FS has to be clear about conditions on the Forest, their causes, and the implications of management actions
- Site Stewards Meeting (5/15)
- Tree planting
- East Jemez Resource Council Meetings
- Weekend kiosks everywhere; use existing groups "we don't know about"
- Circulate monthly lists to add names
- Foreign National (Mexican) recreationalists; make meetings close by (Mora – Friday night)
- FS can come out to meetings: SWCD, EQIP, local workgroups
- Ways to get comments without having folks in the room
- Urban contacts in Santa Fe and Albuquerque
- Public access TV
- Social networks
- Engage local radio stations and newspapers (Jemez Thunder, the Cuba, Rio Grande Sun, LV Optic, KDCE, KSWV, KNMX)
- Promote SFNF in school curriculum
- Identify key people in community
- Identify community centers
- Community events, acequia associations, café table groups, range association
- Stakeholders see public in general as hard to reach – lack of respect for NF lands
- They want to see more/better education to change public behavior. Environmental education!
- These stakeholders take it upon themselves to clean up messes by others: Why the lack of respect?
- While public needs to change behavior – so does FS – we need to adjust our priorities – get more time in the field – demonstrate presence – actively engage Forest users, not wait for them to come talk to us; if we put ourselves out there, we can generate more environmental education.
- We are missing opportunities to engage volunteers – especially equestrian users – they could help us do trail maintenance, pack out trash
- Like National Trails Day – get FS people out of the office and on the ground. Openly advertised opportunity – why don't we take advantage of this? Not just a recreation problem. All have responsibility
- Local papers in smaller communities
- Reading rooms
- Phone/email trees
- Downloadable documents
- Email
- Word-of-mouth/web
- FS district office maintains listing of user groups and contacts lead in each group
- Make reference documents available to stakeholders early in the process
- State Energy Minerals + Natural Resources

- YCC Coordinator – Executive Director
- Bilingual radio stations
- How to reach the foreign national, Spanish-speaking communities who recreate on the Forest a lot?
- Weekend kiosks at businesses such as Sportsman's Warehouse, REI, OHV sales, mountain bike shops, nonprofit group outings, community colleges and universities, community centers, farmers markets, feed stores, SWCD offices, school functions, city parks/state parks, senior centers, power tool – chainsaw sales, county extension 4-H offices, county fairs/state fairs, youth corps
- Work with colleges (Northern NM for example) to engage youth in the policy/plan development
- YCC get presented w/ process. Ask their opinion.
- Feast Days, Community Days, Patron St. Day -> booths
- Farmers markets in summer
- Use social events (like Fire and Ice in Jemez) – Core Group will share organization
- Knights of Columbus can be a contact for youth and others
- Network groups can be discussion groups and disseminate information
- Have map showing Forest boundaries
- Have high school students to interviews and gather information
- For youth – use schools and churches, have a presentation
- Develop a system of interest to local communities
- Article in local paper/purchase ad space in local paper
- Phone tree, church bulletin
- County commissioners are good contacts – will provide meeting area ideas and point of contact
- Who is going to be a point of contact?
- Posters, flyers
- Facilitator for a community
- Community contact or liaisons
- Point of contact
- VFW as community center
- Health centers, senior center, churches, schools

Question 4: How Can We Coordinate Planning Efforts?

- Ask! Send a rep to local offices to collect and gather specific information such as Comprehensive Plan, Health and Safety, development ordinances. Make it more personable so the local agency can have a specific contact to relay information
- Coordinate with Carson NF – both are so similar
    - Plans should mirror each other
- Attend Coordination Meetings in ABQ
- Create local level coordination meetings on the district
- Share successful projects

- Mini-workshops with respective USFS staff at SO and District level and State Forestry District Offices
- Plans to know about: NMED, Santa Fe County Open Space Plan
- Combine planning meetings when possible
- Join in on State Forestry Watershed Health Group and All Indian Pueblo Council (to reach lots of leaders all at once)
- Have an implementation group – government to government – after the Plan is developed
- Plan information-sharing meetings with Tribal and local governments with the USFS. This will give administrators "101" type of understanding so they can transmit this to others on a continuous basis
- When practical, SFNF should address the nine planning elements in EPA's Nonpoint Source Program Guidelines (which have been adopted in the NM nonpoint source management program) in Watershed Restoration Action Plans developed under the watershed condition framework. More generally, the Forest Plan should consider and try to help implement the NM Nonpoint Source Management Plan
- Why are we not going to stakeholders' meetings? It's about follow through. Take better advantage of existing networks; successes; relationships; combining meetings
- All Indian Pueblo Council
- Shorten the time required to revise the plan. 4 years w/ delays will be stale by the time the ink dries. The rest of the world won't wait!
- Don't pay your employees enough so they will go to other agencies for a raise. Keep track of your "alumni" so you will have someone who speaks your language in the agency
- Don't forget NPS – Pecos National Historic Park – Bandelier NM – Old Spanish Trail – Santa Fe NT
- Do you know what a stovepipe is? Your organization is stovepiped at every level. Lock up all the district rangers in a room and don't let them out – ever!
- Why does FS want to be called by another agency? Why don't FS call to ask to go to their meeting?
- Santa Fe Watershed Health office has a quarterly meeting of higher-ups in agencies; good opportunity for discussion, priorities. Could be repeated at Forest level
- How are CWPP's integrated? Is this necessary?
- BOR/Sandia Labs Climate Change Study
- MOU's with Tribes
- Take better advantage of existing networks; successes; working relationships
- Look at NM State Watershed Action Plan – (WRAPS) – can the FS use the same framework for planning?
- SF County is beginning a replacement of Open Space Trails and Parks Space. There are opportunities to collaborate on improvement/access of trails/signs/etc. This process will go on for the next year, plus. How can we best engage? Our public meetings will begin soon. Forest Planner can attend meetings to do a presentation
- Gather PIO's from Tribes and local government and provide training on the FS planning process so that they are familiar with the project and can share with constituents. Provide "FPR 101"

briefing so that individual PIO's can share consistent information with a larger group. If you are lacking participation from any groups they can help you figure out why

- Word-of-mouth is key for information sharing
- Tribal administrators are new every 2 years – reach out to them to network on a regular basis – once or twice each month to maintain communication. Not all parts of NM have web access so you need to make an effort to go in person. The mayor may be your contact person
- NMED has a state plan for non-source pollution control. FS staff should review this and adopt portions of the document that would fit into the Forest Plan – What goals are compatible?
- Liaison positions can share information between agencies for air issues – What other liaison positions are there?
- Shared funding for habitat improvement and getting projects initiated. NEPA assessments, etc., can be shared to get projects moving
- Create contact list of participants
- Create working group that continues to meet about land management issues and provide continued, ongoing interagency conversation to implement ideas
- Game & Fish biologists are assigned regionally. To share ideas take a regional approach and cross forest boundaries
- Each agency has a lot on their plate – How can coordinating for Forest Plan Revision take priority? How do we elevate this?
- FS needs to be proactive and go to people, actively engage them rather than expecting them to come to us. Leadership must buy in at all levels
- Have follow-up and let people know how you're using their information
- Give presentations to groups and county commissioners. Visit them
- Restore NM/BLM/NRCS success story – thousands of acres treated. No need to reinvent the wheel – build on what is already working. Example is a good rapport between NRCS and BLM
- Are leaders talking to each other? Leaders need to talk
- What is your source for gathering info about meetings? Visit different offices. Request getting on their email list, let them know you want to be involved, take the initiative. Accountability for leaders. Disseminate information; all should be accountable
- State Forestry – Watershed Health has quarterly meetings. Good representation from all agencies on a State level. We need something similar at the Forest level.
- Have a conversation with all people who are "around the fence" of the Forest
- Friends groups need more input. Cooperation from city/town/council/agencies; have a quarterly meeting that includes updates from local agencies
- Tribes – enter MOU with Tribal governments, Meet quarterly. Recurring agenda item -> the status of Forest Plan Revision
- Some Tribes are more internal than others. Gov-to-gov relations are important between Tribes and federal agencies
    - All Indian Pueblo Council, 8 Northern Indian Pueblos, etc. Get on the agenda for these Councils
    - Dept of Indian Affairs (state government) may be another way to reach out

- NMDGF – Property Division with Wildlife Management Areas -> USFS has a realty division -> do these two offices communicate?
- NMDGF -> Habitat Improvement on Public lands w/ USFS and BLM
- NRCS -> EQIP/WHIP -> coordinate into USFS projects and plans?
- Form a public lands management working group (inter-agency, nonprofit, public) for ongoing collaboration
- To coordinate efforts: reach out to local, state, Tribal government officials to include USFS updates into newsletters, we updates, etc. Find out what way is best suited to each community. Doing this on a monthly/bimonthly basis is helpful in building a plan on information sharing
- Attend Board of County Commissioners Meetings – get on the agenda
- Create "local level" coordination meetings on the districts to understand respective plans and planning efforts
- Why is the management plan different from the Carson/Santa Fe?
- ABQ coordination mtg Executive Board
- If Carson being the same, why not do the same?
- April 3 – cultural subcommittee for Jemez Coop
- Increase interagency communication
- Be flexible
- Board meeting, County Commissioner
- New Mex Assoc of Counties
- County websites planning and zoning