# **CFLRP Project Name:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

***Instructions for how to fill out the CFLRP Work Plan Template:***

*Per the CFLRP legislation, a Work Plan must be completed within 180 days of CFLRP project selection. Please note that a* ***Work Plan is not synonymous with developing a Monitoring Plan*** *for the social, economic, and ecological monitoring required by the Program. The purpose of the Work Plan is to formalize basic information about the CFLRP project strategy and expected outcomes that were initially provided as an estimate in the Project proposals.*

*Responding to the Work Plan is an opportunity to engage and connect with key partners and collaboratives who will be involved in proposal implementation. In completing this Work Plan,* ***the goal is to have a dialogue that helps you prepare for implementation.*** *In doing so, if you can use your CFLRP proposal, please do so. If you need to make any updates or would like to provide different or additional detail, this is an opportunity to do so.* *The Washington Office will review work plans to understand any changes made since the proposal was developed. While some updates and adjustments are expected, if changes have occurred that significantly alter the expected outcomes, approach, or collaborative nature of the project, the project may be required to complete a formal revision process. This process requires Deputy Chief approval and collaborative engagement.* *Successful revisions will clearly maintain the original intent and objectives of the approved CFLRP proposal.*

*We provide a page limit for each question to help you gauge the level of detail needed. It is not a strict limit.*

*Work Plan development is also intended to be an iterative process with opportunities for dialogue around CFLRP lessons learned over the last ten years of program implementation with regional and WO CFLRP staff, who will also bring in subject matter specialists for assistance as needs are identified. As such* ***we ask that you submit an interim draft to the RO and WO in advance of the final deadline for feedback.*** *The due date for the interim draft is flexible; the WO and RO staff will work with you to choose a date that makes sense for your work flow.*

*The Work Plan should serve as a foundation for project implementation and build on the CFLRP proposal submitted. However, in some cases projects may find they need to adjust their planned treatments or other aspects of their strategy (for example, if the area is severely impacted by wildfire). These changes to finalized Work Plans can be made through the formal revision process noted above.*

*The Work Plan and all attachments must be finalized by* ***October 14, 2022*** *and submitted to the Director of the Washington Office Forest Management, Range Management, and Vegetation Ecology staff. Note that the final Work Plan will be posted publicly to the CFLRP website.*

**Overview:**

If needed, please note if there are any changes proposed to the CFLRP Shapefile submitted as part of your CFLRP Tier 2 proposal package. If you are submitting an updated shapefile, please email that file to [Lindsay.buchanan@usda.gov](mailto:Lindsay.buchanan@usda.gov) and provide a brief summary of why this change is being proposed and how significant the change is (+/- acreage)

If needed, please briefly describe any changes to the area’s social, economic, and/or ecological context since your proposal was developed that are important to highlight.

If needed, please briefly describe any changes to the current NEPA-ready acres available and planning timelines described in your proposal. Please also note the risks you see to your planning timeline, and how will you mitigate them.

**Strategy:**

1. (***Complete using attachment*** ***Template\_WorkPlan\_PlannedTreatments\_2022.xlsx***) Given your desired conditions and priorities, what are the outputs you expect to see as indicators that you are moving towards those desired results? Please describe a *challenging but realistic* set of expected outputs (acres and miles treated) over the 10-year lifetime of the Project that tier to the planned treatments outlined in Attachment B of your CFLRP proposal. While the proposal forms a basis for planned treatments, this is an opportunity to update and refine if needed. Note that the Infrastructure Investment and Jobs Act requires that the program “discontinues funding for a project that fails to achieve the results included in a project proposal[…] for more than 2 consecutive years.” Projects are encouraged to be ambitious and realistic.

* These outputs are framed as a proxy for progress towards the stated desired outcomes in your proposal, and will tie to the monitoring plan you develop. These 10-year goals are part of the greater whole of what you are trying to achieve, in service to your desired conditions.
* The acres and miles will be tracked as an indicator of progress towards desired conditions.
* Note that the purpose is NOT to include every performance measure possible – it’s about aligning your expected outputs with what success looks like for you, and a realistic challenge over the next 10 years.
* Please note any key assumptions made to estimate expected outputs.

1. **What is your plan for prioritizing treatments across the landscape, and over time?** Please describe where, when, and what kinds of treatments will be implemented in the first 5 years, and/or how you will set criteria or a process for prioritizing treatments. CFLRP practitioners recommend this kind of implementation planning as a best practice – and there is recognition that this plan may need to be adapted over time. If desired, you may provide this information as a PDF map. (*If not using a map, please limit response to one page*)
2. **Please describe your plans to use prescribed fire and manage wildfire for resource benefit**. If unchanged from your proposal, please state that. What approach will you use to achieve these goals? What, if any, technical assistance, partner networks, funding, or other needs do you want to highlight for the Regional Office, Washington Office, and larger partner networks? (*Please limit response to one page*)
3. **In your proposal you described the tools you plan to use to carry out treatments (for example, stewardship contracting, agreements, timber sales, Good Neighbor Authority, etc.) Is there any remaining uncertainty or risk regarding the tools available that you need to work through?** If so, what is your strategy? (*Please limit response to half a page*)
4. **What is the plan to decommission any temporary roads established to carry out the proposal?** Please describe, and be sure to include the total miles of temporary roads you would expect to decommission by the end of the ten years. What risks do you see in your ability to reach these goals? How do you expect to mitigate them? (*Please limit response to half a page*).
5. **Unit treatment cost reductions: in what areas of work do you expect to see more efficiency?** This may be offsetting costs through restoration byproducts, economies of scale, leveraging technology at scale, etc. What are you going to be looking for to see signs of this? What data support or analysis is needed to track those signs? (*Please limit response to half a page*).
6. **What staffing and partner capacity is needed to implement this proposal?** *Note that starting in Fiscal Year 2021, CFLN covers discretionary costs but not salary and expenses. Regions should be prepared to cover the additional salary and expense costs associated with successful execution of a CFLRP project. Any increase in staffing should be considered in the context of sustainable, long-term operations and a ramp down after CFLRP.* (*Please limit response to one page*).
   1. What staffing do you currently have for implementing this strategy, both Agency staff and partner capacity? What additional capacity considerations are needed?
   2. Who will play the role of Forest Service CFLRP Coordinator? This is a key role (or roles) charged with coordinating CFLRP planning, implementation, and monitoring, including reporting and tracking, participation in national calls, and being point for communications with the Regional CFLRP Coordinator.
   3. What risks do you see to your staffing and partner capacity to implement this proposal? How do you plan to mitigate these risks? Are there additional skills, capacities, and/or training needs that you would like to highlight for the Regional Office, Washington Office, or larger partner networks?

**Community Benefits**:

1. Your proposal described **key desired community, social, and economic benefits.** Are there any changes or updates to those desired outcomes that you would like to note? What is your plan to move out on achieving these community benefits? What are the expected challenges and how will you adapt as needed? *Note that the CFLRP monitoring plan you will develop, which is related to but distinct from this work plan, will include establishing social and economic monitoring indicators.* (*Please limit response to half a page*).

**Utilization of Forest Restoration Byproducts**

1. In your proposal you described your **strategy for utilization of forest restoration byproducts**. Are there any changes or updates to be made to what’s described in that proposal? What are the key risk factors, and how will you mitigate these risks? (*Please limit response to one page*).
2. **Will the existing forest products infrastructure and local workforce meet the needs of this proposal?** If not, what additional infrastructure or workforce development is needed, and how will that be achieved? What are the plans to meet that infrastructure and workforce need, and who needs to be involved? What, if any, technical assistance, partner networks, funding, or other needs do you want to highlight for the Regional Office, Washington Office, and larger partner network? (*Please limit response to half a page*).
3. CFLRP projects can be funded for up to ten years. **Beyond the life of CFLRP, what’s the long-term sustainability of the supply of woody biomass and small diameter trees?** How will the CFLRP contribute to a long-term sustainable restoration byproducts economy? (*Please limit response to half a page*).

**Collaboration**:

1. **Please note any changes needed to Appendix D of your proposal if needed (collaborative membership).** If you do need to make changes, please include updated Attachment D with Work Plan package. *Note that while individual collaborative membership may shift over time and additional interests and parties may be added, to remain eligible, the attributes of the collaborative partners (in terms of the range of interests represented) must be maintained over time. If significant changes to collaborative structure or membership have occurred, a formal revision process may be required.*

In a review of the first 10 years of CFLRP project implementation and feedback from collaboratives, we have seen that many collaboratives were exposed to one (or several) disruptions which affected restoration progress and collaborative resilience[[1]](#footnote-2). Your responses to the following questions will inform follow up conversations to help identify key capacity building needs to highlight for the Regional Office, Washington Office, and CFLRP partner networks. (*Please limit response to the questions below to 1.5 pages*).

1. **Reflecting on your history of collaborative engagement, in what ways have you (or your collaborative) responded to disruptions or changes that affected your group** (e.g., turnover, litigation, wildfire, insect disturbance, policy changes)? Please list major disruptions you have experienced and how you have responded to them.
2. **Do you feel like you have the capacity to respond to these disruptions or changes? Why or why not?**
3. **What information needs or other resources (e.g., trainings, tools, peer-learning activities) would help you better understand and adapt to these disruptions, allowing your collaborative to better achieve its goals**?
4. **What do you think are (will be) the key risks or barriers to effective collaboration throughout CFLRP project implementation**?

**Monitoring:**

1. **In working with your Regional Office contacts, briefly describe next steps for developing a monitoring plan in alignment with the** [**CFLRP Common Monitoring Strategy**](https://www.fs.fed.us/restoration/documents/cflrp/CFLRP_monitoring_strategy_20201214.pdf)**, and indicate if there are trainings or other kinds of support that would be beneficial**. The CFLRP Common Monitoring Strategy supports capacity and consistency for ecological, social, and economic multi-party monitoring required in the CFLRP authorization. The Strategy is multi-pronged and includes 13 [core monitoring questions](https://www.fs.fed.us/restoration/documents/cflrp/CFLRP_monitoring_questions_core_indicators_20201214.pdf), with indicators standardized at the regional scale, and locally developed monitoring questions or indicators specific to your landscape and communities. More guidance and resources are available in the [CFLRP Monitoring Community of Practice Box folder](https://usfs.app.box.com/folder/123593307374).

**Funding Plan:**

1. **(Complete using attachment** **Template\_WorkPlan\_FundingPlan\_2022.xlsx)** Please update the project funding plan, noting the change in the Fiscal Year the funding is awarded and movement to the Agency’s new budget structure under budget modernization. Regional and Washington Office staff are available to assist as you work through this spreadsheet.

1. [See](file:///C:/Users/lindsaysbuchanan/AppData/Local/Temp/Temp1_Draft%202021%20Work%20Plan%20Materials-selected.zip/See) https://cfri.colostate.edu/wp-content/uploads/sites/22/2020/08/CFLRP-Developing-and-sustaining-collaborative-resilience.pdf [↑](#footnote-ref-2)