



2-3-2
COHESIVE
STRATEGY
PARTNERSHIP

Full Partnership Meeting: MEETING NOTES Wednesday, February 7, 2024

Where: St. Thomas the Apostle Parish Hall; 1 Church Plaza, Abiquiu, NM

When: Wednesday, February 7, 2024

Time: 8:45 am – 4:00 pm

PAGE CONTENTS & OVERVIEW (Navigate using hyperlinks or PDF bookmarks)

[In Attendance](#)

[Welcome and Introductions](#)

[2-3-2 Partnership and Rio Chama CFLRP Recap](#)

[Watershed Program Development](#)

[Rio Arriba County CWPP](#)

[Communications](#)

[Partner Perspectives on the Unique Challenges and Impacts of the 2-3-2](#) (Lily Calfee)

[Navigating collaboration across boundaries: the influence of policy and science translation](#) (Noah Haarmann)

[Monitoring Update](#)

[Adaptive Management](#) (Break out Discussion)

[Closing and Next Steps](#)

[Upcoming engagement opportunities and meeting dates](#)

In Attendance (in person):

1. Gabe Kohler, *Guild*
2. Collin McElroy, *Guild*
3. Eytan Krasilovsky, *Guild*
4. Krista Bonfantine, *Guild*
5. Esme Cadiante, *Guild*
6. Cody Dems, *Guild*
7. Dana Guinn, *Guild*
8. Melissa May, *MSI*
9. Alex Handloff, *MSI*
10. Bill Smith, *MSI*
11. Anthony Culpepper, *MSI*
12. Will Joy, *TNC*
13. Jon Waconda, *TNC*
14. Matt Picarello, *TNC*
15. Melissa McLamb, *TNC*
16. George Ducker, *NMED*
17. Daniel Guevara, *NMED*
18. Catelyn Ruell, *NMDGF*
19. Carrie Parris, *NMDGF*

20. Jeremy Marshall, *USFS-CFLRP*
21. Steve Del favero, *USFS-CFLRP*
22. Sandee Dingman, *USFS-CFLRP*
23. Brandy Richardson, *USFS-CFLRP*
24. Lorenzo Gurule, *USFS-CANF*
25. Aaron Johnson, *USFS-CANF*
26. Shaun Kelly, *USFS – SJNF/RGNF*
27. Josh Peck, *USFS-SJNF*
28. Ron Perry, *USFS-SFNF*
29. Tyler Cole, *USFS-SFNF*
30. Kristen Pelz, *RMRS-FIA*
31. Anna Jaramillo-Scarborough, *USFS-R3*
32. Jon Branum, *Bureau of Reclamation*
33. Alejandro Collins, *NMFWRI*
34. Natalia Shaw, *NMFWRI*
35. Crystal Medina, *NMFWRI*
36. Noah Haarmann, *NAU*
37. Lily Calfee, *CSU*
38. John Ussery, *Northern New Mexico College*
39. Matt Miller, *NM Representative Leger-Fernandez*
40. Virgil Trujillo, *Abiquiu Community Member*
41. Andie Manzanares, *Abiquiu Community member*
42. David Manzanares, *Abiquiu Community member*
43. Donald Serano, *Community member, Range Manager on Cibola NF*
44. Kevin Spitzer, *Community member, shuttle service*
45. Luis Torres, *Community Member, Activist*
46. Martha Graham, *NM Rural Water Association*
47. Darien Fernandez, *RMVCC-Taos Town Council Member*
48. Steven Fry, *Amigos Bravos*
49. Fred Marks, *Wright Ingraham Institute*
50. Rich Shrader, *RiverSource*
51. Karen Menetrey, *Rio Grande Return*
52. Garrett Hanks, *TU*
53. Charles Curtin, *Sange de Cristo Restoration Initiative*
54. Gloria Edwards, *Southern Rockies Fire Science Network*

In Attendance (Virtual):

1. Julia Ledford, *MSI*
2. Andrea Jones, *USFS-RGNF*
3. Micheal Tooley, *USFS-RGNF*
4. Chris Griffith, *USFS-CANF*
5. Tallyn Donati, *USFS-CANF*
6. Bella Mollard, *USFS-CANF*
7. Sam Scavo, *CSFS*
8. Alon Hook, *City Santa Fe Water*
9. Kathy McKim, *Pheasants Forever, IWJV, BLM*
10. Bill Trimarco, *WAP*
11. Alicia Marrs, *NWF*

12. Caleb Stotts, *CPLA*
13. Casey Ish, *Middle Rio Grande Conservancy District*
14. Toner Mitchell, *TU*

MEETING NOTES

Welcome and Introductions

- Andie and David Manzanares and Virgil Trujillo (Abiquiu Community Members) welcomed the 2-3-2 Partnership to the Pueblo of Abiquiu, thanked participants for their stewardship of the lands and forests, and asked “our creator [to] grant you a good day”
 - Visitors encouraged to stop by the Abiquiu museum/library to see historic artifacts and get a better understanding of place
 - The Pueblo of Abiquiu is a Genízaro pueblo
 - Originally an ancient Tewa pueblo that had a second renewal by the Genízaro community
 - Genízaro culture welcomes people of all kinds. Abiquiu has long been a meeting place for and community of different groups of people from many places. We continue this tradition today.
 - Genízaro community sustains its ways through food, dance, and music. While that can’t all be shared at once, David and Virgil welcomed participants by playing guitar and singing Des Colores - Welcome to Abiquiu!
 - Modern Abiquiu includes Ghost Ranch and the community is seeing an influx of tourists following the release of the Oppenheimer Movie
 - Residents and community members want to be included and to help in the land management space
 - Local experience on the land is seeing fire after fire after fire, and seeing the damage get worse and worse. More needs to be done.
 - Understand that resources are limited and the community wants to share local strategies, stories and observations about managing the land
- 2-3-2 engagement and consensus

COLLABORATION

2-3-2 Partners and participants commit to working towards consensus and finding ways to move forward together. We show up in good faith to learn and grow together.

- Show respect for the personal integrity and values of all participants, in and outside of meetings
- Be hard on issues, but not on people; offer critique of ideas, not humans.
- We can't address issues if we aren't aware of them. The 2-3-2 Partnership will provide multiple avenues (communication channels) for issues to be raised.
- Regard disagreements as problems to be solved, rather than as battles to be won.
- Stay solution-oriented: follow statements of disagreement with suggested alternatives.
- Commit to search for opportunities and alternatives: the creativity of the group will often lead to the best solution.
- Listen with an open mind.
- Reflect: consider how our ideas may impact others.
- When considering blocking decisions, to discern if the resulting actions would be something that **can be lived with** despite some aspects being disagreeable and to also only block when very foundational principles for the Collaborative's work would be compromised.

WHEN IT COMES TO MEETINGS, WE WILL

- Abide by the Basic Rules of Collaboration (previous slide)
 - Come to meetings prepared and on time
 - Refrain from side conversations during the meeting
 - Voice your concerns during meetings and take the time to resolve those concerns
 - Monitor your participation and limit or expand your contributions as appropriate; no lectures
 - Seek consensus by examining solutions that meet the needs of all participants, while also recognizing this may not always be possible
 - Respect the role of the facilitator or coordinator and their commitment to a fair, effective process, which will include: encouraging compliance with ground rules, serving as a confidential channel of communication for members and observers, and remaining neutral with respect to the outcome of the deliberations
- Meeting objectives: Setting the stage for adaptive management
 - What does it mean to adapt and be flexible, while keeping our eye on established goals?
→ all within a swiftly changing environment (both ecologically and socially)
 - How can the 2-3-2 engage with change and uncertainty
 - On the land, in our sentiments, in our relationships with one another, in our relationships with communities, in our relationships with the land
 - We all have biases around what it means to manage a landscape successfully, flexibility is challenging, and there is a lot we cannot control BUT when we ask questions with humility and commit to constant learning, we can do better

- The right thing to do isn't always the easiest thing to do
- Collaborative adaptive management
 - When leaving for a hike, you prepare and pack (develop plans, individually and as a group)
 - While route finding, you're discussing options (determine which tools/approaches to use)
 - While out, have a social agreement with fellow hikers that "if you see something, say something" to keep the group on track and safe (Within 2-3-2, we're working to create social agreement where everyone feels comfortable speaking up to say something when they see it, and remain comfortable after they've said something)

2-3-2 and Rio Chama CFLRP Recap

- Structure and function of the 2-3-2 and role of the Rio Chama CFLRP
 - 2 Watersheds - 3 Rivers – 2 States Cohesive Strategy Partnership formed in 2016 to better manage connectivity across jurisdictions
 - Water, wildlife, fire, economies, etc. do not stop at jurisdictional boundaries

Landscape Context

We are learning about, discussing, planning, carrying out and monitoring work in ecologically, topographically, culturally, socially, and historically diverse landscapes.

- Consider how to find compromise and shared values that lead to successes as we define them
- Identify and highlight windows of opportunity to work together in real time
- Where can we agree on why, how, and when to take action and on the kinds of actions to take?
- Learn from one another and open the door for future conversations

- The 2-3-2 is a network of people and organizations that supports partner autonomy, enabling individuals and organizations can make the connections they need to address challenges at appropriate scales and in meaningful contexts
 - Decentralized with a dispersed leadership structure by design
 - Everyone engaging today is a participant and/or member of the 2-3-2
 - There is a 2-3-2 Executive Committee and US Forest Service Board of Supervisors group (for the CFLRP) that help guide decision making
 - Additional sub-committees meet as needed (monitoring committee, biomass committee, etc.)
- Forest Stewards Guild (Guild) is the fiscal agent for the 2-3-2 and works with Mountain Studies Institute (MSI) to support and expand Partnership coordination and communication

- Rio Chama Collaborative Forest Landscape Restoration Project (CFLRP) is a US Forest Service program and currently the largest project of the 2-3-2
- Questions?
 - Direct questions about 2-3-2 Partnership to: Dana@forestguild.org and/or Alex@mountainstudies.org
 - Direct questions about the Rio Chama CFRLP to: jeremy.marshall@usda.gov , sandra.dingman@usda.gov , and/or brandy.richardson@usda.gov
- 2023 CFLRP work, accomplishments, challenges
 - US Forest Service national communications program created short video introducing the Rio Chama CFLRP. Available to watch online: <https://www.fs.usda.gov/features/common-ground-rio-chama>
 - Rio Chama CFLRP covers 3.8 million acres and receives \$3 million annually (2021 – 2031) for coordination, monitoring, and implementation of landscape restoration activities
 - 2023 Successes:

2023 Successes

In 2023 the people of the Rio Chama CFLRP successfully:

- Executed a 10-year Master Agreement w/ Forest Stewards Guild (FSG) for Watershed Restoration
- Finalized and implemented the 2-3-2 Partnership Multiparty Monitoring Plan, including year 1 of field monitoring for ecological and socioeconomic indicators
- Executed a TFPA Workforce Development Agreement with Santa Clara Pueblo for watershed and forest restoration treatments
- Permanently staffed two remaining Rio Chama CFLR positions
- Finalized and implemented joint communication strategies for the 2-3-2 and Rio Chama CFLRP
- Completed prescribed burns across the landscape on 6,399 acres
- Completed 16,634 acres of fuels treatments and 16,201 acres of watershed and wildlife habitat improvement across the landscape
- Facilitated cross-boundary CFLRP treatment planning
- Hosted three 2-3-2 Partnership tour meetings with combined total attendance of 170 individuals including Tribal, federal, state, non-profit, legislative representatives and research partners
- Supported the Wood for Life Program in partnership with the National Forest Foundation to supply 60 loads of firewood to the Torreon, Ojo Encino, and Counselor Navajo Chapters.

- 2023 Financial highlights include successful leveraging of partner funds to stack and build CFLRP money, exceeding the required 1:1 match requirement.
 - Rio Chama CFLRP funds spent: \$3,095,899
 - US Forest Service Discretionary Match: \$4,272,147
 - Partner Leverage: \$4,713,542
- Limited CFLRP dollars are casting a long shadow with 89% of funds staying within the local impact area.
 - \$713,000 in Tribal Forest Protection Act funding to Santa Clara Pueblo for Workforce Development to support the restoration economy

- \$54,000 contract to local, woman-owned small business to conduct invasive plant inventory on the Rio Grande National Forest
 - \$39,000 in reforestation funding to Rocky Mountain youth Corps through the Indian Youth Service Corps to conduct a Seed Tree Re-inventory Project
 - New Maters Participating Agreement for Watershed Restoration
- Restoration accomplishments on National Forest System (NFS) managed lands exceeded 2023 planned acres and included prescribed burning, watershed restoration, and mechanical thinning.
 - Still a need to look at cumulative treatments, not just those on or off NFS managed lands
- 2023 Challenges:

2023 Challenges

Differences in FS regions, available data and competing priorities with multiple landscape scale initiatives

Cross boundary challenges-different states, regions, harvesting challenges and transport of material across state lines

Deciding on and applying a prioritization and optimization model to support informed, collaborative decisions and to ensure these models are available early and often in a meaningful way with partners.

Hard to know what to report, who to report it to and when across all lands, no database that exists that covers all our bases

- The Rio Chama CFLRP currently has good communications and are building the base to overcome these challenges
- While data is useful, people are the central focus and there is lots of work going on behind the scenes.



- Fiscal year 2024 priorities include:
 - Subset of US Forest Service staff and partners are participating in National Conservation Finance Team to learn about ways to better manage private-public partnerships to expand beyond federal funding sources
 - CFRLP efforts to expand connection with communities in the San Luis Valley
 - Continued funding for collaboration and monitoring
 - Funding identified projects across the four national forests
 - Year 2 of 3 for Bipartisan Infrastructure Law (BIL) funding to support watershed and workforce development with Santa Clara Pueblo
 - Funding and executing Indian Youth Service Corps crew to conduct Seed Tree Re-inventory Project on Carson National Forest
 - Needs assessment to prioritize and optimize watershed restoration
 - Adjust and expand across decisions making and strategic spaces
 - 2-3-2 Partnership ambassadors and connectors
- What's in motion: 2-3-2 watershed focus, communicating our story, community wildfire planning
 - Watershed Programming
 - Krista Bonfantine, Watershed Restoration Program Manager with Forest Stewards Guild (krista@forestguild.org) personal background and dedication to connecting water, fire, and people
 - Watershed Ecologist by training – studied freshwater systems at CSU, then moved into science communications.
 - Began to weave fire and water after wildland fire training
 - Managed community water co-op in the Sandia Mountains and learned the intricacies and challenges of managing water in NM
 - Owned private consulting company that led Collaborative Forest Restoration Project (CFRP) on the Cibola National Forest to expand education and outreach and bridge fire and water science
 - Moved to Australia to conduct PhD using community science studying algae DNA

- Currently wrapping up a post-doc studying the smoke microbiome (DNA of smoke)
- Krista’s Role within 2-3-2 and with Guild: Finding individual lanes might not work in watershed work because of their inherent connectivity
 - Krista’s three principles for watershed restoration are Heal, Hydrate, Hurry
 - Building upon the work of other 2-3-2 Partners to “plug-leaks” in upper catchments in terms of water storage and security, and workforce capacity. Mountains are our water towers, so managing our forests is key to managing our water future
 - Be a central node to compliment and connect various 2-3-2 watershed restoration planning and implementation efforts
 - Explore how to qualify watershed health OFF NFS managed lands
 - Working towards a 2-3-2 focused modeling effort to better plan watershed restoration across all-lands. Looking to increase and diversify perspectives that inform this process
 - How do we determine who gets a say in what are the “values at risk”?
 - Many community water management systems are driven and sustained by volunteers. Will be leaning into working with these local systems
 - Focus on bringing more money into the 2-3-2 landscape for water work
 - With water, its not all science, there is a sacred aspect too
- Rio Arriba Community Wildfire Protection Plan Update - contact sarah@forestguild.org for more information

Rio Arriba County Community Wildfire Protection Plan Update

A CWPP helps residents and emergency managers of Rio Arriba County set priorities to prepare for wildfire.



We need your input!

Upcoming Public Meetings

- February 28th, 12:30pm - 2:30pm - 1122 Industrial Park Rd, Espanola, NM
- March 1st, 4pm - 6pm - Upper Chama Soil and Water Conservation District, Tierra Amarilla, NM
- April 11th, 5:30 - 7:30pm - USFS District Office - El Rito, NM

If you can’t make it, please take a short survey and find info at: foreststewardsguild.org/rio-arriba-county-cwpp/



For more information contact:

Sarah Demay- sarah@forestguild.org - 505-780-1236



- The 2-3-2 Partnership works to manage from local to landscape scales and Community Wildfire Protection Plans (CWPPs) are key to county-scale planning for cross-boundary wildfire risk reduction

- CWPPs and designated projects are required for many new federal funding opportunities
 - CWPP process is important to formally document the aspects of a community at risk from fire
 - Please help spread the word – public engagement opportunities are this spring!
 - Communicating Our Story – contact alex@mountainstudies.org for more information
 - The Dirt and Dust, a podcast about the 2-3-2 Landscape and the people in it – access online at <https://232partnership.org/>
 - Aims to reach different audiences and use different vocabulary than we use in meetings to spark curiosity
 - Partnering with radio stations in Chama, Taos, Alamosa, Albuquerque, and Durango to play podcast
 - Share podcast feedback with Alex if you have it
 - This effort is ongoing and you may be contacted in the future to be featured
 - 2-3-2 Newsletters are bi-monthly – sign up at 232partnership.org
 - History of the 2-3-2 (a new storymap that tells the story of the 2-3-2 through audio and pictures)
 - Access online at <https://232partnership.org/>
 - Partners can reach different audiences than US Forest Service
 - There are internal and external audiences that are both important to successful communications of the 2-3-2
 - Working on different resources for 2-3-2 members to be able to share with different audiences – stay tuned
 - Iterative learning for our processes; peer learning regionally and nationally
 - 2-3-2 Partners are hosting and attending events regionally and nationally – there is a lot of interest in what is being done within the 2-3-2
 - Every 2-3-2 Partner is entitled to this shared space and is encouraged to bring perspectives forward – having a variety of voices is key
 - If you have interest in engaging with communities and sharing more about your experience in the 2-3-2, please contact dana@forestguild.org

Partner Perspectives on the Unique Challenges and Impacts of the 2-3-2

- *Lily Calfee, Graduate Research Assistant, Public Lands Policy Group, Department of Forest and Rangeland Stewardship, CSU*
 - Grew up in rural logging community in Vermont and have strong interest in understanding what makes rural communities function and thrive
 - Started project to review 2-3-2 Partnership with hopes of promoting national policies that support efforts like this one
 - Producing academic papers and overview summaries of findings and will share with 2-3-2 Partnership soon
- Landscape-scale governance and partnerships in the 2-3-2: hurdles that come with scaling up to increase the pace and scale of forest restoration
 - Research project was funded to look at examples of shared stewardship and large-scale collaborative efforts, and how policy can facilitate this type of work
 - Research objectives:
 - Understand what prompted the formation of the 2-3-2 Partnership
 - Identify perceived success and impacts that are unique to the scale of the effort

- Understand the unique challenges faced by the 2-3-2 Partnership
 - Research Methods
 - Conducted 29 confidential interviews with 2-3-2 Partners over the course of 1.5 years
 - Followed a “snowball sampling” approach where each interviewee suggested additional people to talk with
 - Asked questions about
 - Motivating factors in formation of the 2-3-2
 - Quality of relationships within the group.
 - Impacts of the 2-3-2 on the region at large.
 - Recorded and transcribed interviews to pull out key findings
- Results and Recommendations
 - All take-aways are based on what people said during interviews (i.e., “according to interviewees...” prefaces all results)
 - Formation of the 2-3-2
 - Formed in 2016 to attract National Cohesive Wildland Fire Management Strategy funding and to work at landscape-scale
 - Interviewees had shared goals of:
 - Stewarding the landscape for long-term benefit
 - Practicing adaptive management of holistic systems
 - Increasing workforce capacity on the landscape
 - Structure of the 2-3-2
 - Partnership benefits from strong leaders across NGOs and agencies
 - 2-3-2 is decentralized by design, and focused on relationships between people rather than relationships between organizations
 - 2-3-2 benefits from having power and responsibility distributed, which makes the Partnership more resilient (i.e., there is no “top” that can get knocked off and cause the partnership to lose direction)
 - Impacts of the 2-3-2
 - Organization is having positive impact on larger region
 - Brings investments and improvements to social context more so than the ecological context
 - 2-3-2 creates a complex, layered web of relationships and is a “container” and network for forming resilient partnerships (i.e., supports relationships between partners that wouldn’t usually communicate)
 - Interviewees pointed to importance of CFLRP funding and programming, and the ability to bring funding to an area that may have otherwise been overlooked at the national-scale
 - Challenges and Recommendations - To be taken with “a grain of salt”, interviews ended 1+ years ago and some work to overcome these has already begun
 - Storytelling and education
 - Partners struggle to demonstrate the value of the 2-3-2 to the public and potential new partners
 - “Why does the 2-3-2 matter to me and why should I get involved?”
 - *Recommendations*
 - *Change the story based on the audience*

- *Spend more time asking questions and listening. Consider hosting listening sessions to understand community values and/or host field trips with students and policy makers.*
 - Diversity and Inclusion
 - 2-3-2 could engage more effectively with Pueblos, Tribes, and land grant communities
 - *Recommendations*
 - *Create intentional, consistent relationship-building between 2-3-2 and Tribal and Land Grant communities. This requires “soft” leaders (people who are not in charge but are willing to consistently engage and follow through on projects)*
 - *Consider the needs and values of each community individually*
 - Restoration Byproducts
 - 2-3-2 success requires large-scale removal of large-scale removal of forest restoration byproducts typically identified as “low-value”
 - *Recommendations*
 - *The major barrier is lack of industry involvement and ability to conduct large-scale NEPA analyses (from federal-level interviewees)*
 - *2-3-2 should do more to connect with smaller, local business to innovate their use of byproducts (from local interviewees)*
 - *2-3-2 could step back from utilization and focus on increasing social license around prescribed burning*
- Conclusions
 - Partner Perspectives
 - Primary success of 2-3-2 is the creation of a complex, layered web of relationships
 - 2-3-2 has elevated expectations about the level and depth of collaboration required to address challenges in a changing climate
 - 2-3-2 has attracted federal funding to a landscape that might otherwise have been overlooked
 - Recommendations
 - Increase focus on the utilization of restoration byproducts
 - Strengthen relationships with Pueblos, Tribes, and land grant communities
 - Develop a comprehensive communications strategy with storytelling campaigns tailored to the intended audience
 - Reflections
 - 2-3-2 landscape is socially and ecologically diverse
 - Interviews suggest there is little dissent between partners which could mean things are going well, or dissenting voices are not being heard
- Discussion/Q&A
 - The mention of “low-value” byproducts is misleading in our landscape. Firewood is often categorized as “low-value” but firewood is a lifeline here and truly HIGH-VALUE to our communities.
 - What was the breakdown of the 29 interviewees?

- Researchers deliberately decided to withhold identifying information to protect the anonymity of interviewees – in an interconnected space like this, any identifying information could be tracked back to an individual
 - Hard to say if the 29 interviewees fully represent all current 2-3-2 Partners
- The 2-3-2 originally came together because of common goals, how does this square with the recommendation to bring in dissenting voices?
 - Shared goals from interviewees were broad (such as “manage holistic ecosystems”) and broad goals help people move in the same direction, however dissenting voices are important for negotiating and incorporating various values in the “how to get there” discussions
- How does the formation of the 2-3-2 compare to, or was it informed by similar efforts in the Flagstaff area approximately 20 years ago?
 - Unknown. There have been many landscape collaboratives in the southwest and the 2-3-2 is the current iteration of the collaborative cycles occurring here. 2-3-2 learned from and evolved from previous and simultaneous efforts regionally and nationally
- Although there is often limited tribal and land grant representation at 2-3-2 meetings and events, partners collectively have relationships with indigenous communities and we can make progress by pulling those relationships together
 - Last week’s Tribal and Fire Forestry Summit (hosted by Trees, Water, and People) is the start of creating a tribal network and collaborative which will help our two networks/web better connect
 - Time and resource commitments for every Pueblo to attend events like this are difficult, but if we stand up the networks and maintain those connections, we will keep building
 - Opportunities to connect wood byproducts and tribal and traditional community engagement are there and exciting and we should explore these further
- When we say “we” should work on this, that means we each share the responsibility to make the partnership function.
 - *Encourage everyone to think about YOUR role within the partnership and moving towards our shared goals. We can’t just say “somebody fix this”, we really have to “all fix this”*
- Forming relationships is important before the crisis happens, are there examples that demonstrate how crises/challenging decisions were successfully navigated because of previously built relationships?
 - Harney County Coalition (in Oregon) had established framework, governance structure, and relationships in place before the Bundy family rolled into the Malheur Wildlife Refuge. Harney’s structures helped navigate the community response and coordinated public statements
 - US Forest Service has used 2-3-2 network to put together large, successful proposals on quick deadlines. For example, the RMYCC tree seed reinventory proposal came together in an afternoon and the Santa Clara TFPA came together in a couple days
 - 2-3-2 Partnership explored a potential tribal engagement tool last year and because of the existing relationships amongst partners, people were comfortable sharing their honest feedback and helped with course correction to move toward a more meaningful and respectful route

- Bighorn state line prescribed burn happened because of the 2-3-2 relationships in existence
 - Partners and contacts missing from the 2-3-2
 - DOI
 - A lot of funding that comes through DOI and we might miss opportunities if we don't build relationships with them
 - Other reasons to engage?
 - Abiquiu land grant is a significant land holder and doing work around Ghost Ranch – they don't have a specific contact person and have limited funding to engage but consider them in 2-3-2 efforts
 - At CSU, what are perceptions, questions, and discussions among colleagues and researchers around the 2-3-2?
 - No one else is working on project similar to the 2-3-2 and academic colleagues are curious
 - Many hypothetical questions are discussed such as “how would hermits peak/calf canyon have played out differently if it occurred within the 2-3-2?”
 - Mora is a largely private landscape, how does the large presence of federal lands in the 2-3-2 allow for collaborative work to be more or less effective?
 - Has the management of the Upper Rio Chama dropped off the government's radar? There seems to be less federal work than before. How are Jicarilla Apache included in the conversations around land and water management in this area?
 - Who cares what the federal government's plan is for this watershed – what is OUR master plan? We need to identify what has been done to us, versus what we can do to respond and how we can be proactive
 - Thinking about the “conglomerative” nature of the 2-3-2, is this still true or has the 2-3-2 “swallowed-up” smaller collaboratives? Are there watch-outs around this? Are collaboratives engaging and having their voices heard?
 - One strength of 2-3-2 is ability to scale up and scale down. The Partnership may benefit from a comprehensive plan to determine where certain brainstorming and actions can occur at different levels
 - We are doing self-reflection today-> think about what is YOU can do within the web of the 2-3-2, so that we can lead into our strengths and not participate in gobbling up or getting gobbled up

Navigating collaboration across boundaries: the influence of policy and science translation

- *Noah Haarmann, MS Graduate Student, NAU School of Forestry*
 - Funded by Joint Fire Science Program to explore how an increase in national policies meant to encourage collaboration in the natural resource space fits with interests/goals of incorporating science into decision making
 - Research is ongoing and these are preliminary findings
 - Research Methods
 - Interviewed 26 2-3-2 Partners in 2023 using “snowball sampling”
 - Interviewees had varied experience, some were active members and some were peripheral
- Preliminary findings: Member perceptions on 2-3-2 creation and continuation, differentiation between best available science and best available knowledge within policy processes, positioning relative to emergent policy-driven funding opportunities

- 2-3-2 Evolution and Strengths
 - Partnership's formation supported growth and development
 - Formed before a singular project or policy required a formal collaboration
 - Grassroots emergence
 - People self selected to be involved and there was no single policy requiring the check-box of work together
 - 2-3-2 is formed around geographic boundaries, not socio-political ones
 - Partnership has stayed focused but flexible
 - Set sight on goals but did not chart a specific path, which allows for adaptation to current and future needs
 - Built a structure, not a process
- Single Policy Structure
 - National Cohesive Wildland Fire Management Strategy gave early identity to 2-3-2 and there is clear alignment between the 2-3-2 and this singular strategy
 - Structure of the 2-3-2 allows for pivoting towards other policies, like CFLRP
 - Remained flexible to pivot to emerging opportunities
 - Should Partnership respond to policy or help shape policy?
 - The 2-3-2 initially responds to policy but as relationships grow, the Partnership can help shape policies
- Best Available Science versus Best Available Knowledge
 - Best Available Science (BAS) largely focuses on information source, location, recency, diversity, and agency policy
 - Interviewees identified that BAS isn't necessary the appropriate strategy – knowledge comes from different sources, and we need to use both science and place-based understanding (Best Available Knowledge (BAK))
 - BAS is a top-down approach and can be used as a point of litigation against an agency whereas BAK is opposite and starts on the ground and filters up
- Scaling Up
 - Unique geographic and social size of 2-3-2 creates complexities to navigate (i.e., concise messaging, meeting locations, etc.)
 - Applying science at large-scales is challenging
 - Research available on one side does not necessarily mean its applicable to other side of 2-3-2).
 - 2-3-2 leadership has counteracted challenges by moving meetings around the landscape and supporting smaller place-based collaboratives by bringing voices together to speak at a larger scale and in an amplified way when appropriate
- Transferrable best practices and applications in Northern NM, Southern CO, and other landscapes
 - Best Practices that can be used by other and future collaboratives
 - Set up collaborative and process before they are needed to address policy or projects
 - Flexibility over time enables groups to adjust to and take advantage of new policy and develop projects (such as CFLRP)

- Recognize both BAS and BAK to navigate local and socio-political systems
 - Scale is a double-edged sword: creates challenges and opportunities
 - Conclusion
 - Partnerships willingness to support the best available knowledge and best available science attracts new partners to the collaborative
 - The novelty of the Partnership's size pushes the boundary on existing ideas of collaboration
 - The large scale of the partnership creates a lot of complexities but uniquely positions the partnership to accomplish landscape-level objectives
- Discussion/Q&A
 - Lily and Noah's conclusions are oriented slightly differently
 - Lily's has focus on interpersonal connections, Noah's is policy oriented
 - Including KNOWLEDGE, rather than just science to inform action
 - How do we create a filter or screening process for knowledge, similar to scientific peer-review? Does the collaborative create space for this process or dialogue?
 - The integration of science and knowledge is a self-correcting process when people talk to one another and share information. There are different ways we can understand and think about things, and the peer-reviewed process has its own flaws
 - Scientific process often validates the traditional knowledge when the two are incorporated
 - Did research attempt to include those less inclined to participate in partnership meetings, but who have deep landscape knowledge?
 - Willing to talk to anyone, but there is a bias when selecting folks that are willing/able to sit for 45 minutes or more.
 - Do our best but there are certainly problems with it
 - How do you reach those that may not come to a meeting or want to sit for an interview, but have the most intimate land knowledge (e.g., outfitters, ranchers, Tribes, members of other land-based communities)
 - How to design science in midst of radical change? Our past is no longer informative of our future. How to develop a collaborative to be forward thinking and not based only on past experience?
 - We're all in this school bus together, careening down a mountainside, but, by showing up we are saying that together, "this is scary, put on your seatbel.t" We are developing the courage to speak up. In addition, we are developing the compassion for one another to forgive mistakes
 - We'll never have all the information at the exact right time
 - We have an idea that science/knowledge is something we go get, but it's also something we are creating
 - Coming from the academic world, how do you shift from thinking about Best Available Science versus moving into use of Best Available Knowledge? And how does this get presented back to academia?
 - Present on successes like the 2-3-2 to show that BAK is what is working on the landscape and getting work done.

- There is movement in academia towards taking the inherent power-dynamic into account. Thinking about how to create benefits for the people who someone is “studying” – there is pressure to create benefits for study subjects first, and academics second

Monitoring: where have we been, what have we done?

- How is the 2-3-2 collecting and aggregating information?
- History of monitoring plan development and implementation
 - Completed development of MPM plan in spring 2023
 - 23 questions (13 from WO CMS, 1 from R3, 9 from 232)
 - Socioeconomic and ecologic monitoring underway
 - First year of monitoring activities focused where treatments were occurring
 - Capturing and communicating information collected based on the 2-3-2 Monitoring Plan
- 2/6 Monitoring committee workshop overview and highlights
 - ~60 2-3-2 Partners participated in breakout groups to review monitoring questions, approaches, and available information
 - Still flexible and changing
 - Not just monitoring to monitor, seeking to address questions that concern us and are based on partner values
 - The monitoring workshop was a trial, but had a good turnout and was an overall success
 - Monitoring Workshop Take-aways
 - As the 2-3-2, we need to clearly uncertainty, assumptions, and caveats of the data to better scrutinize
 - Need to incorporate climate change directly into plans and interpretations
 - Wildlife – reconsider what species of concern are to the 2-3-2 and why. How to monitor them? What is role of 2-3-2 in capturing new data on those species and tapping into existing research
 - Data – good job of capturing mean, but need to understand range and variability particularly in forest treatments. Can’t just measure the middle
 - Action items:
 - Better promotion of restoration economy activities to prevent economic leakage
 - Consider opportunities for boot camps, workshop to help contractors in the 2-3-2 navigate complex systems
 - Lean into community science networks that already exist. Get more people involved
 - Within 2-3-2, select watersheds to focus planning, work, and monitoring in that best align with goals and values of this group.
 - As collaborative has grown, some ambiguity in phrases we use. Beneficial to define those phrases (i.e., sustainable, resilient, Adaptive Management, wood processing, desired conditions)
 - Remind everyone of existing tools (such as shared stewardship portal) that benefit 2-3-2 projects and lower barriers to use. Engage with existing

tools as opposed to 2-3-2 creating something new unless gaps are identified and the capacity and knowledge is present to create a useful tool or framework

- Continue to develop relationships with tribal and traditional communities
- Better highlight case studies of specific projects to help tell the story of the Partnership
- Questions/Discussion:
 - Is there a way to monetize participation for those who wouldn't normally be able to participate? What is the value of those who aren't being paid?
 - There is support from Environmental Defense Fund for stipends.
 - Discussion at Tribal and Traditional Communities Working group meeting on 2/6/24 about how to create full-time positions with multiple supporters of those positions
 - Community navigators program launching through Coalitions and Collaboratives and will bring some capacity to Rio Chama landscape
 - What's the most effective way to share out information and data?
 - Still learning. Annual report was submitted. From there, we have leaflets, and then will distribute further from there. Moving to a better way to share and support 2-3-2
 - How can monitoring play into other policy level initiatives at state and federal levels?

Adaptive management: What information do we have, and what should we do with it?

- Introduction to breakout discussions
- Breakout discussions
 - Incorporating the data and knowledge we currently have into current and future efforts
 - How is and could adaptive management play out effectively in the 2-3-2 landscape
 - Considerations of socioeconomic and ecological monitoring
- Takeaways
 - Similar themes emerged across the breakout groups
 - Group Definitions of Adaptive Management
- Breakout group notes available separately

Ongoing engagement with adaptive management processes

- Getting engaged and staying up to date
- Evaluating and applying the right tools in the right place

Close and Next Steps

- What is your responsibility? What is our responsibility?
 - We can each only DO/APPLY about 10% of what we discussed today
 - Challenge to participants-> think about the 1-2 things that YOU CAN DO moving forward, based upon what we discussed today
- ***In-person participants shared their 1-2 things with their neighbors and online participants noted them in the chat.
- Continued work together

- Upcoming 2-3-2 Meetings and Events: Full 2-3-2 meetings are about connecting/building relationships. Virtual Picnics are for partners to share specific ideas or efforts to work together on.
 - Meetings/tours
 - May 15 in El Rito
 - September 17-19, location TBD
 - Meetings move around the landscape
 - All meeting updates are shared via the bimonthly newsletter and email/calendar invite
 - Virtual picnics will happen in next 2-months
 - Reach out to dana@forestguild.org or julia@mountainstudies.org to get on the schedule.