



2-3-2
COHESIVE
STRATEGY
PARTNERSHIP

Full Partnership Meeting

Where: Rio Grande Hospital Wellness Center, Del Norte, Colorado

When: September 18, 2024

Time: 8:30 am – 4:30 pm

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In attendance:

1. Eytan Krasilovsky, Forest Stewards Guild
2. Esme Cadiente, Forest Stewards Guild
3. Lily Bruce, Forest Stewards Guild
4. Cody Dems, Forest Stewards Guild
5. Gabe Kohler, Forest Stewards Guild
6. Luz Selinas, Forest Stewards Guild
7. Christi Bode, Forest Stewards Guild
8. Elijah Small, Forest Stewards Guild
9. Naomi Engellman, Forest Stewards Guild
10. Julia Ledford, Mountain Studies Institute
11. Alex Handloff, Mountain Studies Institute
12. Jocelyn Catterson, Colorado Cattlemen’s Agricultural Land Trust
13. Jenny Nehring, Wetland Dynamics
14. Cary Alora, Wetland Dynamics
15. Anna Greenberg, Bird Conservancy of the Rockies
16. Michael Dax, Wildlands Network
17. Dani Robben, San Luis Valley Great Outdoors
18. Justin Henderson, Adams State University
19. Katie Dalsaso, Adams State University
20. Paul Formisano, Adams State University
21. Alejandro Collins, New Mexico Forest and Watershed Restoration Institute
22. Amber Pacheco, Rio Grande Water Conservation District
23. Connor Born, Rio Grande Headwaters Restoration Project
24. Daniel Boyes, Rio Grande Headwaters Restoration Project

25. Kelly Jones, New Mexico State University
26. Darien Fernandez, Taos Land Trust and Taos Town Council
27. Erwin Young, SEED
28. Jonathan Gabel, SEED
29. Adrian Parrot, Mano Y Ola
30. Patrick Ortiz, U.S. Senator John Hickenlooper's office
31. Erin Minks, U.S. Senator John Hickenlooper's office
32. Lindsay Riggs, Navajo Nation and Coalitions and Collaboratives
33. Therese Ryley, Coalitions and Collaboratives
34. Jedidiah Lomax, Coalitions and Collaboratives
35. Owen Hablutzel, Landscape Function Management
36. Joe Simms, Rio Grande Headwaters Land Trust
37. Cassandra Doyan, Rocky Mountain Timber Products
38. Randy Cooper, San Juan Water Conservation District
39. John Waconda, The Nature Conservancy
40. Heidi Sherk, The Nature Conservancy
41. Liza Marron, Saguache County
42. Jim Bryant, Cereus Biotechnology
43. Evelyn Farish, Del Norte
44. Caleb Stotts, Chama Peak Land Alliance
45. Max Modern, Dolocek Enterprises Inc.
46. Glen Miller, SEED
47. Alan Hook, City of Santa Fe
48. Juliet Smith, Trout Unlimited
49. Garrett Hanks, Trout Unlimited
50. Mannie Lopez, National Forest Foundation
51. Tyler Off, South Fork Fire Department
52. Madeline Wilson, CSU Extension
53. Bill Trimarco, Wildfire Adapted Partnership
54. John Ussery, Northern New Mexico College El Rito
55. Erin McElroy, New Mexico State Forestry
56. William Foster, New Mexico State Forestry
57. Adam Moore, Colorado State Forest Service
58. Rod Ruybalid, Colorado Parks and Wildlife
59. Josh Peck, San Juan National Forest
60. Michael Tooley, Rio Grande National Forest
61. Casey Coombs, Rio Grande National Forest
62. Daryl Kohut, Rio Grande National Forest
63. Rosalee Reese, Rio Grande National Forest
64. Halley Leg, Rio Grande National Forest
65. Andrea Jones, Rio Grande National Forest
66. Jason Reinshmidt, Rio Grande National Forest
67. Nessa Rasmussen, Carson National Forest
68. Angie Krall, Carson National Forest
69. Renee Hollowell, USFS Rio Chama CFLRP
70. Brandy Richardson, USFS Rio Chama CFLRP
71. Jeremy Marshall, USFS Rio Chama CFLRP
72. Sandra Dingman, USFS Rio Chama CFLRP

73. Matt Tuten, USFS State Tribal and Private Forestry
74. Dana Guinn, USFS CFLRP

In attendance (Zoom):

75. Daniel Denipah, Santa Clara Pueblo
76. Chris Canaly, San Luis Valley Ecosystem Council
77. Haley Perez, Mountain Studies Institute
78. Fred Marks, Wright Ingram Institute
79. Michael Roberts, New Mexico Forest and Watershed Restoration Institute
80. Rachelle Wilson, Foxfire WUI
81. Collin McElroy, Forest Stewards Guild
82. Ford Van Fossen, National Forest Foundation
83. Fay Hartman, American Rivers
84. Tal Beery, WII
85. Sarah Burch, San Juan Citizens Alliance
86. Gabriel Lopez
87. Maureen Mullen, USFS
88. Sarah Pesquera, USFS
89. Tim Leishman, USFS
90. Steven Del Favero, USFS Rio Chama CFLRP

MEETING NOTES

Welcome and introductions

Welcome to Del Norte, *Jocelyn Catterson*

- Jocelyn works for the Colorado Cattlemen’s Agricultural Land Trust, is an artist, naturalist and life-long lover of this place.
- Once upon a time, the San Luis Valley was full of water and there were lots of frogs. Eventually, the water disappeared but the frog’s spirits stayed in the Valley. Those spirits attach themselves to certain people, making it impossible to leave. Jocelyn has the frog’s spirit.
- This is a place of extremes, and it isn’t an easy place to live. It takes a particular type of creature to live here, whether it’s a plant, animal or human. But people do a great job taking care of each other. They show up and they work together.
- Jocelyn’s art, displayed around the room, depicts groundwater and sustainability issues in the Valley, and how everything is connected.

Welcome to the Wellness Center, *Tyler Off*

- Chairman of the Rio Grande Hospital
- The CEO of the hospital wanted to create a push toward wellness for the community, which inspired the Wellness Center.
- The Wellness Center is used for community events, trainings, and fills other needs.
- Tyler is also the Chief of the Fire Department in South Fork, which is a fire-based EMS system.

Meeting goals

- Center ourselves in the San Luis Valley and learn from local collaborative restoration efforts.
- Continue evolving the restoration economy by sharing ideas, resources and solutions.
- Encourage each other to integrate our current projects and resources in new ways.

How we collaborate in meetings and between meetings

- Listen with an open mind
- Be hard on issues, but not on people: critique ideas, not humans
- Share concerns to increase our awareness and enable us to take action
- 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

Agreements

- Listen openly and reflect inwardly
- Raise the issues and share ideas
- Critique the idea, not the person sharing them
- Search for opportunities and solutions

What is the 2-3-2? What is the 2-3-2's role in the San Luis Valley?

What is the 2-3-2? *Andrea Jones, Rio Grande National Forest*

- Andrea is the District Ranger on the Conejos Peak Ranger District. She is also a long-time resident of the 2-3-2 landscape, a mother, hunter, fisherwoman and member of the Executive Committee of the 2-3-2.
- Andrea was one of the original members and founders of the 2-3-2 Partnership, which started with common interests.
 - This area doesn't get a lot of attention and resources. It's not the Front Range or Santa Fe.
 - We have problems that span jurisdictional boundaries, like spruce dying from beetle kill across large chunks of public and private lands, and fires that burn across boundaries.
 - The 2-3-2 came together to address these issues.
- It began with 10 people sitting in a parking lot, talking about how to get this started and how to bring resources to the area.
- The Partnership hosted a tour for Legislative representatives early on to show off projects that were happening in the landscape. At that time, partners were aware of the work that each other were doing, but hadn't started working together yet.
- Now, the 2-3-2 Partnership is going on 10 years.
 - In those 10 years, we have had a lot of meetings, and we have done a lot of hard work.
 - Partners are working together now and strong relationships have developed.
- The variety of values and perspectives within the 2-3-2 is one of the strongest components of the Partnership.
- The Rio Chama Collaborative Forest Landscape Restoration Project (Rio Chama CFLRP) has made the Partnership even bigger and stronger.
- We are planning another Legislative tour, where we will show representatives what we are doing together.

What is the 2-3-2, and what is the future of the 2-3-2? *Cody Dems, Forest Stewards Guild*

- The 2-3-2 has been inspired by something that looks like a Bob Ross painting. We see a beautiful meadow with cabins where the people work together to build a community.
- The 2-3-2 has many goals, including:
 - Improving watershed function
 - Reducing the risk of wildfire
 - Supporting diverse communities
 - Expanding workforce and wood utilization

- We are building bridges and pathways between the cabins, and we are building the cabins themselves.
 - We are building the bridges so we can improve watershed function AND reduce the risk of wildfire AND support diverse communities, rather than improving watershed function OR reducing the risk of wildfire.
- The CFLRP is bringing in \$3 million/year for 10 years, which is a huge investment and shows that there is national interest in this landscape.
 - The money is great, but it is limited to use on lands managed by the USFS. And it's not enough money to do all of the work we need to do.
 - The CFLRP is the foundation for our cabins.
- There has been successful leveraging of CFLRP dollars to bring in more financial resources to build these cabins, including state, corporate, private and federal funding.
 - This can help to start framing the cabins. But just having money isn't enough.
- The plywood for the walls is the treatments that are occurring on private and tribal lands, the monitoring of impacts across all lands, the community meetings and training opportunities.
 - The Forest Stewards Guild just hired Christi Bode to coordinate 2-3-2 activities in the San Luis Valley. The Rio Chama CFLRP doesn't include the San Luis Valley, so this added capacity helps fill in gaps across the landscape.
- We are building pathways between the cabins to share these stories. These pathways enable:
 - Creative communication channels like newsletters and podcasts
 - More formal communications like reports
 - Informal but critical communications like coffee chats and phone calls
- The 2-3-2 is the people that get all of this work done – the engineers, architects, framers, electricians and the plumbers. We aren't all working on the cabin at every step, but we all play an important role. We all need to know who's up next and who does what.
- The cabins aren't done yet, but we are getting there. Someday, we'll have a dinner party.

Panel of Del Norte and San Luis Valley partners: challenges, successes and opportunities to collaborate

Panelists

- Daniel Boyes, Executive Director of the Rio Grande Headwaters Restoration Project
- Adam Moore, Supervisory Forester at the Alamosa Field Office for Colorado State Forest Service
- Jocelyn Catterson, Conservation and Outreach Manager at Colorado Cattlemen's Agricultural Land Trust

How do you know each other?

- The Rio Grande Basin Roundtable, a venue for discussions about water in the San Luis Valley.
- Community – it doesn't take long to get to know folks here in the Valley.

What kind of work are you doing in the Valley?

- Colorado State Forest Service (CSFS)
 - Four mastication projects using the Good Neighbor Authority
 - 520-acre project near Summitville with beetle kill trees that are being harvested
- Rio Grande Headwaters Restoration Project (RGHRP)
 - 2019 San Luis Valley wetland assessment
 - Basin implementation plan
 - Rio Grande National Forest (RGNF) land management plan
 - Community Wildfire Protection Plans (CWPPs) and Watershed Restoration Assessment Plans (WRAPs) coming soon in Conejos and Costilla counties

- Conejos Meadows Resilient Habitat Project and Conejos Winter Flow Program
- Conejos River Partnership Project
 - Rectify fish barriers
 - Restore aquatic and riparian habitat
 - Enhance sediment transport and reduce maintenance
 - Improve water administration
- Wet meadows and headwaters stream restoration
 - Characterize habitat
 - Implement process-based restoration (PBR)
 - Pilot beaver translocation program
 - Engage our local community, particularly water stakeholders
 - Focus species: Rio Grande cutthroat trout and sucker
 - Colorado Parks and Wildlife (CPW) and Trout Unlimited (TU) collaboration
 - Long-term PBR: 58+ houselog
- Colorado Cattlemen's Agricultural Land Trust
 - Working with agricultural lands, keeping working lands in working hands and preserving heritage.
 - In order to be perpetual stewards of the land, we have to do restoration
 - Additive Conservation Program:
 - Working with other organizations and agencies to implement restoration projects on easements
 - Currently working with Daniel and RGHRP on projects along Saguache Creek and San Luis Creek
 - Fire mitigations efforts in the Pagosa area
 - Private landowners need to be involved in landscape-scale efforts. In general, the land trust community is starting to focus more on restoration efforts.
 - Most of Cattlemen's projects are tied to ditch infrastructure, stream restoration and fire mitigation.
 - Landowners can apply for internal funding to help with projects.

How do partnerships and relationships play a role in the work you are doing?

- Jocelyn is not a specialist in restoration, she represents the landowners. Her organization works with specialists to do the restoration, but these projects wouldn't happen without the landowner.
- RGHRP relies on partnerships with CPW, TU, RGNF and Rio Grande Headwaters Land Trust. They have learned that collaboration leads to better projects.
- Entities within the valley are good at collaborating on funding opportunities.
- All partners have something to bring to the table. For example,
 - RGHRP needed poles for restoration projects, so CSFS collected them from a project they were working.
 - Another project needed juniper bows for restoration, and CSFS was able to provide those as well.
- CSFS doesn't own any land, they rely on partnerships to get any work done on the ground.
- Need to have open discussions to come up with opportunities for collaboration.

What are your challenges?

- CSFS
 - As a state entity, funding can move slow and indirect rates are high.

- The scheduling and timing of treatments is challenging, due to wildlife restrictions and insect spread prevention.
- RGHRP
 - Capacity
 - Applying for big grants takes expertise and lots of time
 - Permitting (on both ends)
 - Funding for restoration projects
- Colorado Cattlemen's Agricultural Land Trust
 - Capacity
 - It takes a long time to plan a restoration project and find funding to support it. Sometimes landowners can't wait to have a structure fixed or installed so that it is multi-benefit because they need it immediately to sustain their operation.

How has the Valley changed you? How has this work changed you?

- Jocelyn is inspired by this place and the work that people do here.
 - The Valley has a very collaborative nature and everyone gets along surprisingly well.
 - Looking across the landscape or a conserved property or a restoration project brings a tear to her eye.
- Daniel hadn't seen how collaboration can lead to successful projects until working here. This has changed how he operates.
- Adam had to learn how to collaborate – they don't always teach you that in school! This place gives you the opportunity to make a difference.

How could projects be enhanced by bringing in additional partners? Who is missing?

- A GIS specialist who could prioritize where treatments occur and tell a better story of the work being done.
- A grant manager, someone to fill the capacity holes.
- Private landowners aren't actually here at the table, although Jocelyn is representing them.

Update from Socioeconomic Working Group: building common understanding of a restoration economy

Cultivating a restoration economy in the 2-3-2 landscape

- How do we provide opportunities to support the growth of a restoration economy in the 2-3-2 landscape?
 - Continue to think about private and tribal lands in addition to public lands.
 - There is a lot of volume coming off public lands and they tend to provide more employment opportunities.
- How is the work on public lands different from the work on private or tribal lands?
 - Create a diversity of employment opportunities through the all-lands perspective.
- How do we account for formal (40-hour week, benefits, etc.) vs. informal (selling fuelwood, building furniture) employment opportunities?
 - Not everyone is looking for a full-time job. Not everyone is looking for work on public land or with the federal government.
- How do we account for quality of life?

A helpful, but incomplete way of understanding economic conditions in the 2-3-2 landscape:

- Using census data to understand where we have economic need in the landscape
- Community types:
 - Low-income and public assistance communities
 - Workforce non-participation communities

- Unemployed communities
- Elderly populations
- There is an ongoing analysis that looks at where we have high proportions of these populations in the same place.
 - Where do we have opportunities for outreach? Where do we have opportunities for engagement of these communities in workforce development?
 - The 2-3-2 is using this analysis to guide where we do outreach and offer employment opportunities.
- A mill capacity analysis shows us where there is existing infrastructure for a wide variety of processing facilities (formal employment opportunities).

A restoration economy includes:

- Diverse contracting mechanisms:
 - Subcontracts with intermediary organizations (e.g. Wood For Life, IRA funding for private lands)
 - Good Neighbor Authority, timber sales, SAM.gov, blanket purchase agreement (e.g. Embargo Creek)
 - ¾ of contracts for the Rio Chama CFLRP went to local contractors and owners/operators last year.
- Wood processing:
 - Small-scale, informal (e.g. furniture makers, fuelwood, Leñero programs)
 - Large-scale, formal (e.g. sawmills, large-scale treatments)
- Riparian restoration:
 - Low-tech (e.g. beaver dam analogues)
 - High-tech (e.g. culvert replacement)
- Workforce development:
 - Technical training (e.g. certifications, youth conservation corps)
 - Academic programs (e.g. Ecological Restoration Institutes)

Socioeconomic Working Group takeaways from yesterday's meeting

- Workforce development
 - Build awareness of existing employment opportunities through the 2-3-2 Partnership.
 - Provide resources for and train contractors, owners and operators on how to access federal opportunities through SAM.gov and blanket purchase agreements.
 - Provide opportunities through youth conservation corps and vocational training programs.
 - Technical certification programs in high schools and colleges in the project landscape (e.g. CDL programs, equipment simulators, etc).
 - Promote interest in natural resource work
 - 2-3-2 marketing of opportunities for training and certification
 - Explore connections with public libraries to promote opportunities – see libraries as launch pad programs
- Contracting
 - Provide trainings for land management officials (state and federal) on how to use various contracting mechanisms to support supply of wood products.
 - Support awareness and training of treatment design that accounts for current and anticipated wood product needs.
 - Continue to communicate examples of successful industry engagement in the Rio Chama landscape.

- Provide coaching for contractors to have comfort with various contracting mechanisms and to increase the number of bidders.
- Supply
 - Increase forest product outlook beyond current year outlook.
 - Improve landscape communications to connect excess product with market opportunities.
 - Tie together current project planning efforts (e.g. NMSF portal, SLV riparian project list).
 - Explore opportunities for supply forecasting without making broken promises.
 - It's important to be aware of the boom and bust legacies of natural resources.
- Wood utilization
 - Assess community level needs – build beyond environmental justice maps to identify needs (e.g. water infrastructure).
 - Build a network/platform for industry to opt in and share resources (e.g. share a chipper on the weekend, share personnel on saw crews).
 - Include riparian/aquatic experts on site when planning forest treatments – identify opportunities and process for tracking in-stream use of logs.
- Wood processing
 - Support mills in gaps on the landscape (co-ops, appropriate distance, etc)
 - Equipment sharing co-op – support for initial investments in equipment
 - Support contractors to access loans/grants
 - Coordinate space for industry to consider opportunities
 - Internal rental sharing program – inventory equipment and willing partners
- Hauling
 - Utilize rails (SLV local rails, reduced carbon emissions)
- Markets
 - Small-diameter processing that fits with broad contracting (wood and LTR)
 - Support awareness and access to Source Verified Goodwood for wood products grading.

Small group discussion: how do we fill capacity gaps to funnel funding to local pockets?

Responses synthesized from participant handouts

Missing partners from restoration economy

- Local community members – landowners, recreationists
- Youth – 4H, FFA, etc.
- Industry – small operators, contractors
- Extension agents
- Local government officials – municipalities, county commissioners, etc.
- Soil and water conservation districts
- Local educational institutions – high school, colleges, vocational trainings, etc.
- Rural economic development representatives – small business administration, social services, housing authorities
- Banks and financial subject matter experts
- Utility companies
- Philanthropists
- Real estate and construction entities
- SLV GO!
- Indigenous partners

- Bureau of Land Management (BLM)
- US Fish and Wildlife Service
- Natural Resources Conservation Service (NRCS)
- Colorado Water Conservation Board
- Colorado Department of Public Health and Environment

What is the role of the 2-3-2 in supporting private industry?

- The 2-3-2 is a driving force for the Rio Chama CFLRP, which currently provides employment opportunities related to: mastication, weed management, wildfire resiliency, habitat restoration, archeology surveys, timber marking and fuels treatments.
- Clarifying contracting processes, including bidding processes, blanket purchase agreement, sam.gov, etc.
- Facilitate connections between government and NGO entities and private businesses.
- The 2-3-2 supports the administration of federal government contracts to partner organizations.
- Help industry partners navigate short-term fluctuations in job availability by supporting awareness and access of public and private lands work.
- The 2-3-2 supports dialogue about how treatment design can account for industry needs.
- The 2-3-2 connects restoration activities to support local markets for woody byproducts (e.g. local wood for BDAs).
- The 2-3-2 can provide accurate information through socioeconomic monitoring and five-year planning to support investment in the landscape.
- The 2-3-2 supports the development of part-time and seasonal jobs for people that may not be seeking year-round, full-time employment.

How can the 2-3-2 improve its ability to support private industry?

- The 2-3-2 can facilitate information sharing and coordination amongst industry partners by supporting outreach and relationship building.
- Provide technical assistance to small contractors (e.g. sam.gov, insurance, microgrants, etc).
- Subsidize labor cost through specific workforce development programming. Specifically, engineering, contractors, log truck drivers, heavy equipment operators, diesel mechanics, etc.
- 2-3-2 landing page of opportunities for small businesses and individuals related to workforce development, RFPs, etc.
- The 2-3-2 can help understand localized markets and work across public and private land to ensure supply of a variety of species, size classes, etc. for industry partners.
- The 2-3-2 can support outsourcing of NEPA work to consultants and other firms.
- The 2-3-2 can support employment opportunities related to seed extraction and storage, willow cutting costs, etc.
- Reclaiming the narrative around wood processing – can we tell stories about sawmills and loggers that depict them as allies rather than the stories and narratives from the days of clear-cutting and spotted owl regulations?

What are our blind spots related to restoration economy?

- Involvement of recreational users that may be able to support “multi-use” projects
- Insurance for contractors and owner/operators is a major hurdle and limits opportunities of local owner/operators.
- More landowner or contractor involvement in the 2-3-2
- Housing and staffing issues
- Smaller properties or disconnected projects in the landscape – how do these get accounted for?

- Partnership opportunities with forest-dependent communities needing advocates (example – San Luis Valley, La Sierra Madre/Cielo Vista Ranch)
- Tighter coupling of forest and wetland projects can create efficiencies
- Policy barriers – archaic valuation of all wood by the Forest Service, FEMA/DHSEM policy of calling wood felled on ash as “contaminated”

Morning closeout: takeaways, actionable next steps and upcoming 2-3-2 happenings

Discussion

- How is this work scalable to small private properties for folks that want to do forest and watershed restoration?
- How can universities better serve and address the need of their communities?
- A major workforce development need includes training folks to operate heavy machinery for logging.
- This is a group of many people who are trying to maintain and improve the beautiful places that they live and work.
- Folks are trying to figure out how to use their existing skillsets to contribute to this place.
- How can we promote end usership for wood products?
 - CSU Extension offices can help run numbers for feasibility of the agricultural component.