



**2-3-2**  
**COHESIVE**  
**STRATEGY**  
**PARTNERSHIP**

# Full Partnership Meeting

**Where:** Santa Claran Hotel, Española, New Mexico

**When:** Wednesday, February 25th, 2026

**Time:** 8:30 am – 4:00 pm

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**In attendance:**

1. Govenor James Naranjo, Santa Clara Pueblo
2. Lily Bruce, Forest Stewards Guild
3. Shannon Maes, Forest Stewards Guild
4. Anna Stearns, Forest Stewards Guild
5. Cody Dems, Forest Stewards Guild
6. Zander Evans, Forest Stewards Guild
7. Sarah DeMay, Forest Stewards Guild
8. Gabe Kohler, Cadence Ready LLC
9. Jeremy Marshall, Forest Stewards Guild
10. Andreas Wion, Forest Stewards Guild
11. Apple Snider, Rio Chama CFLRP
12. Julia Ledford, Mountain Studies Institute
13. Clark de Schweinitz, New Mexico
14. Amara Szrom, National Forest Foundation
15. Karen Menetrey, Rio Grande Return
16. Monica Nigon, San Juan Headwaters Forest Health Partnership
17. Caleb Stotts, Chama Peak Land Alliance
18. Jessica Johnston
19. Stephanie Mladinich, South Central Climate Adaptation Science Center
20. Mathew Cuze

21. Jocelyn Catterson, Rio Grande Headwaters Land Trust
22. Tracy Stephens, National Wildlife Federation
23. Michael Roberts, NM Forest & Watershed Restoration Institute
24. Brooks Letchworth, San Juan Mountain Association
25. Aaron Kimple, Southwest Ecological Restoration Institutes
26. Garrett Altman, EPIC/Santa Clara Pueblo
27. Tal Beery, Wright-Ingraham Institute
28. Jared Wood, Ecotone
29. Payton Garcia, Santa Fe Indian School/San Felipe Pueblo
30. Hyatar Denipah, Santa Fe Indian School/Ohkay Owingeh Pueblo
31. Taylor Sanchez, Santa Fe Indian School/San Felipe Pueblo
32. Brett Baer, KCAA Lower Rio Chama Watershed Project
33. Jonnah Frugua, Santa Fe Indian School/Jemez Pueblo
34. Matt Peterson, Rio Grande Headwaters Land Trust
35. Leah Clayton, Carbon Containment Lab
36. Ehina Srivastava, Carbon Containment Lab
37. John Waconda, The Nature Conservancy
38. Sarah Smith, Teddy Roosevelt Conservation Partnership
39. Matt Miller, US Rep. Leger Fernandez
40. Kurt Schumacher, Brazos Firewise
41. Angie Mestas, CSU Extension
42. David Woodbury, New Mexico Highlands University
43. Valene Gallagher, Brazos/Chama Volunteer Fire Department
44. Karen Herman, Sky Mountain Wild Horse Sanctuary
45. Mickayla Hodgman, Rocky Mountain Youth Corps
46. Dwayne LeftHand, Taos Pueblo/RMYC
47. AJ Jones, Rio Grande Water Fund, The Nature Conservancy
48. John Ussery
49. Maya MacHamer, I-S-E-T International
50. Anthony Culpepper, Mountain Studies Institute
51. Grace Powell, Taos SWCD
52. Rob Hagberg, San Juan Water CD
53. Aneva Hagberg
54. Lindsey Quam, NM Forestry Division
55. Anne Maurer, NM Interstate Stream Commission
56. Alaina Osimowicz, NM Environment Department
57. Rachel Grey, Trout Unlimited
58. Karl Buermeyer, Jemez Mountains Firewise Association
59. Elliot Hendry, Amigos Bravos
60. Quinn Mendelson, Rocky Mountain Youth Corps
61. Adam Moore, Colorado State Forest Service
62. Juliet Smith, Trout Unlimited
63. Chandler Callahan, Rocky Mountain Youth Corps
64. Eva Stricker, University of New Mexico
65. Martha Graham, NM Rural Water Association
66. Toner Mitchell, Trout Unlimited
67. Tristen Tenorio, Santa Fe Indian School/Navajo/Santo Domingo Pueblo
68. Nataani Pino, Santa Fe Indian School/Laguna Pueblo

69. Ayden Casiquito, Santa Fe Indian School/Jemez Pueblo
70. Lucas Snije, Santa Fe Indian School/Zia Pueblo
71. Luis Torres
72. Jason Scullion, The Nature Conservancy
73. Lucius Capitan, Santa Fe Indian School/Navajo/Kewa Pueblo
74. Kait Blue-Sky, Cochiti Pueblo
75. Ezekial Bird, Santa Fe Indian School/Santo Domingo Pueblo
76. Dominic Pancho, Santa Fe Indian School/Laguna Pueblo
77. Evan Romero, Santa Fe Indian School/Cochiti Pueblo
78. Melissa Roxanne, Juan Bautista Valdez Land Grant
79. Aiden Manning, New Mexico Wild
80. Carina Bracer
81. Rebecca Samulski, Fire Adapted Colorado
82. Michael Remke, New Mexico Highlands University
83. Bill Trimarco, Wildfire Adapted Partnership
84. Frida Foberg, Wright-Ingraham Institute
85. Laura Hand, Ghost Ranch
86. Jan-Willem Jansen, Ecotone
87. Reuben Montes, Santa Fe National Forest
88. Joe Carrillo, NM Forestry Division
89. Emery Veilleux, EMNRD
90. Jasper Colcord, USFS
91. Ben Chavarria, National Park Service
92. Sandra Dingman, USFS Rio Chama CFLRP
93. Loretta Lynne, USFS
94. Sarah Otero, USFS Rio Chama CFLRP
95. Jordan Martinez, USFS
96. Jack Lewis, Carson National Forest
97. Sandra Jacquiz, USFS
98. Nessa Rasmussen, Carson National Forest
99. Peter Rich, Carson National Forest
100. Anthony Madrid, Santa Fe National Forest
101. James Duran, Carson National Forest
102. Andrea Jones, Rio Grande National Forest
103. Michael Tooley, Rio Grande National Forest
104. Shaun Sanchez, Santa Fe National Forest
105. Zach Parsons, USFS Rio Chama CFLRP
106. Angie Krall (Zoom), Carson National Forest
107. Frederick Marks (Zoom) Wright Ingraham Institute
108. Emily Wolf (Zoom) American Rivers
109. Rachel Wood (Zoom) Good Wood
110. Alan Hook (Zoom) City of Santa Fe Water Division
111. Tony M (Zoom)
112. Sinead Crotty (Zoom) Carbon Containment Lab
113. Anna Lee Vargas (Zoom), SLV Ecosystem Council/CU
114. Jeff Odefey (Zoom), One Water Econ
115. PJ Mileta (Zoom)
116. Michael Martinez (Zoom)

- 117. Paul Formisano (Zoom), Salazar Rio Grande del Norte Center
- 118. Olivia (Zoom)
- 119. Charles Curtin (Zoom)

### Meeting Goals:

- What does landscape resilience look like?
- Are we making progress towards it? What gaps exist in helping us get there?
- How does collaborating across boundaries make us more resilient?

### MEETING NOTES

#### Centering in Place: Welcome to Española *Governor James Naranjo of Santa Clara Pueblo*

- Our life and work today is possible because of the ancestors who stewarded this place.
- It is our responsibility to think holistically for the benefit of the life that comes after us, and to support the Earth as she recovers from the severe fire and floods.

#### What is the 2-3-2? What is the 2-3-2's role in the landscape? *Lily Bruce, Forest Stewards Guild*

- The 2-3-2 Partnership is “an intersection where ideas, identities, actions, and purpose meet”
- Vision: *Working collaboratively across all lands, agencies, and organizations, the 2-3-2 Partnership will coordinate efforts to reestablish natural fire regimes, promote resilient landscapes that protect and improve water and other natural resources for humans, wildlife, and plants, and support the economic and cultural resilience of communities within and connected to the 2-3-2 landscape.*
- The 2-3-2's goals include:
  - o Improving watershed function
  - o Reducing the risk of wildfire
  - o Supporting diverse communities
  - o Expanding workforce and wood utilization
- The Rio Chama Collaborative Forest Landscape Restoration Project (Rio Chama CFLRP) provides a foundation for the Partnership's work, bringing significant federal investment to the landscape and attracting further federal, state, and private investment.
- Partners work across all ownerships – federal, state, tribal, and private – covering a diverse landscape.

#### State of the 2-3-2: Committee and Partner Updates

- **ESS Valuation** – Jeff Odefy: update on ecosystem services valuation work and how it is being integrated into partnership communications and planning
- **Biomass Utilization** – Gabe Kohler: update on the Biomass Utilization Subcommittee, including the upcoming Wood Innovations grant program and feedstock forecasting in the 2-3-2 landscape
- **Strategic Communications** – Apple Snider: update on the Strategic Communications Working Group, which emerged from the September 2024 meeting; the group is refining messaging strategies around WHO the 2-3-2 is communicating with, WHAT they care about, and HOW to reach them

- **Contractor Workshop** – Jeremy Marshall: update on efforts to connect local contractors with federal opportunities
- **Santa Fe Indian School** – Student update on the school’s seedling project in partnership with Santa Clara Pueblo Forestry.
- **Rock Creek Vignette** – Jan-Willem Jansen: Ecotone developed a vignette to capture the story and impact of a project in Rock Creek on the Santa Fe National Forest; this model can document other projects across the landscape
- **CFLRP Report Highlights** – Zack Parsons: highlights from the Rio Chama CFLRP annual report, including treatment accomplishments and partnership milestones
- **RATS Overview** – Julia Ledford: overview of the Restoration Activity Tracking System, its potential uses in the 2-3-2, and questions about adoption and integration
- **Blanco Basin Fuelbreak** – Sarah DeMay and Josh Peck on a collaboratively planned fuel break in Archuleta County that crosses two private ranches and NFS lands.
- **Juan Bautista Valdez Land Grant** – Melissa-Rozanne Velasquez on community-level pathways to fire resilience.
- **Brazos Firewise Community** – Kurt Schumacher on Brazos Firewise community designation and wildfire preparedness efforts
- **Wildfire Adapted Partnership** – Bill Trimarco on the critical role that fire-adapted communities play in landscape-level fire resilience
- **Rio Grande Headwaters Land Trust** – Joceyln Catterson on RiGHT’s collaborative work with the Colorado State Forest Service to promote private land stewardship across the northwest quadrant of the 2-3-2 landscape in the San Luis Valley
- **Chama Peak Land Alliance** – Caleb Stotts on CPLA’s cross-boundary forest and watershed health work in southern Colorado and northern New Mexico, including private land thinning and prescribed fire treatments in the Navajo and Blanco basins

*A great deal of impactful work is being done across the landscape. We are especially honored to have the students from the Santa Fe Indian School join us to share about their work planting and caring for seedlings; the next generation of stewards caring for the next generation of trees. Also, Ecotone has developed a vignette to capture the story of a project in Rock Creek on the Santa Fe National Forest – this model can be used to document and share the impact of other projects.*

### **Resilience 101: Establishing a Measuring Stick** *Andreas Wion, Forest Stewards Guild*

Andreas focused on ecological resilience—what we can measure spatially—recognizing that the social and cultural resilience of this region is tied intimately with its ecology. One of the 2-3-2’s core goals is to reduce the likelihood that large-scale, high-severity wildfire will disrupt the ecological processes that normally exist on the landscape.

#### **Key concepts:**

- Resilience can be defined and measured along three dimensions:
  - o Composition: what species are present on the landscape
  - o Structure: how the forest is arranged spatially (density, size classes, spatial pattern)
  - o Function: how ecological processes are operating (fire regimes, hydrology, nutrient cycling)
- Forests demonstrate resilience through three mechanisms:
  - o Persistence/Resistance: the ability to withstand disturbances without fundamentally changing

- o Recovery: the ability to bounce back after disturbances
- o Reorganization: the ability to adapt and reorganize following major disturbance

### **Key finding – How much treatment is needed?**

- Research suggests that treating 10–40% of the landscape reduces the risk of high-severity fire
- Thinning combined with prescribed fire is the most impactful treatment approach—more effective than either applied alone
- Treatment longevity is approximately 10–20 years in the Southwest, after which retreatment may be needed. This varies by ecosystem.
- Strategic placement of treatments matters as much as total acres treated—where you treat is often more important than how much you treat
- The distribution of high-severity fire has changed over time—fires used to burn in smaller patches here and there, but now are more likely to burn all at once across a large area

### **Audience comments and questions**

- Most participants were not surprised by the 10–40% figure: noting that context matters enormously – the “where” is very important, and 10% can go a long way if strategically placed
- Is having a concrete goal for the 2-3-2 helpful?
  - o Does the 10–40% treatment goal reflect the specific needs of this landscape? No, these numbers are from global data about landscape resilience.
  - o Concern about specifying a single ‘acres treated’ goal – but it is helpful to recognize that we cannot feasibly treat even 40% of the total landscape; the key question becomes how to optimize and prioritize
  - o Individual actors can pick and choose where the 10% is treated, which may not result in landscape-level impact – coordination is critical
- We need a metric in order to continue to secure private funding for the partnership
  - o Having a goal to work toward is motivating and useful, even if imperfect
  - o Funding resources must be used as impactfully as possible, which is helped by having concrete goals
  - o It would be remarkable to have a single metric that ties this group together and captures the story of why this partnership exists and what it does
- Concern about conflating fire size with impact or intensity – a larger fire is not automatically more ecologically damaging
- ‘Acupuncture’ analogy: very strategic placement of treatments can have an outsized positive impact
- Collaboration is itself a valuable outcome of the 2-3-2; we need to hold onto that as a core measure of success
- What values are protected in the 2-3-2, and by how many dollars or what percentage of funding? How much would it take to meaningfully protect all of our values?

### **Morning wrap up**

Participants reflected on what stood out and what questions they were carrying into the afternoon session.

- A specific target to rally around is helpful – the group affirmed that having a measurable goal for the 2-3-2 is more valuable than not having one, even if imperfect

- The truth is that we are talking about prioritization – given that we cannot treat everything, we must make intentional choices about where to focus energy and resources
- Much of our current work is happening where it is easiest, not necessarily where it is most impactful – an important challenge to carry into the afternoon

*LUNCH served by the Santa Claran Hotel*

### **Where We Are Now: Applying the Measuring Stick** *Andreas Wion*

- Approximately 8% of the 2-3-2 landscape has been treated since 2005, averaging approximately 25,000 acres per year
- To reach and maintain resilience targets (10–40%), the landscape would need 0.5–2% treatment per year, or approximately 30,500–120,000 acres annually
- The Partnership is currently on track within the low range of treatment targets; however, most treated acres to date have been “low hanging fruit” – easier-to-access areas rather than the most strategically important ones
- Three big takeaways from the analysis:
  - o Many changes in the landscape are slow and subtle, but not all changes are bad
  - o We are doing good work, but realistically could double the volume of treatments on the landscape
  - o Strategically planned treatments require less overall effort and have greater impact – the critical question is: how do we plan treatments more strategically?

### **Partner comments and questions**

- How do we incorporate climate projections into the design of current treatments?
- The landscape includes more than forest – if the overarching goal of the 2-3-2 is resilience, we need to look at all the factors that influence the forest
  - o What seems to be missing is the younger generation of stewards – how does this area support economic resilience and keep knowledge and care flowing to the next generation?
  - o Snow-focused forest management feeds water to acequias, and grazing reduces woody encroachment; inter-landscape interactions determine the efficacy and ultimate impact of dollars and treatment efforts
- How can we leverage unplanned ignitions in a management context before fires happen? Can we classify areas by varying degrees of suppression effort – as Santa Clara Pueblo has done – to save money and fire managers’ energy?
  - o There are more opportunities for fuels reduction work tied to unplanned ignitions than are currently being captured
- Choices are based on values, which are expressed differently over different landscapes and communities – we need to consider the scales at which those values operate when taking effective action to protect them
- It should be noted that a policy change within USFS in 2018 allowed unplanned ignitions to be documented differently and counted toward landscape management accomplishments
  - o If unplanned ignitions are removed from the data, the trend actually shows a decline in treated acres – this underscores the significance of the 2018 policy change
- Regional water management planning in New Mexico has new rules that allow state funding for qualifying uplands forest projects, creating new opportunities for cross-boundary work in the 2-3-2

- Bringing these ideas and data to the community level for practical application is essential
- A landowner spoke up: the priority treatment areas identified within the 2-3-2 do not include his community – he asked what he should be doing to advocate for prioritization
  - o The benefits of upland treatments often go primarily to those downstream, sometimes more so than to areas immediately surrounding the treatment site

### **Breakout group discussions**

Building on Andreas’s three takeaways, participants broke into small groups to tackle the “so what?” and “now what?” questions. Each group’s job was not to solve everything, but to identify 2–3 concrete processes or opportunities their committee could pursue.

#### **Group 1: Cross-Boundary Coordination**

*Facilitated by Anthony Culpepper, Aaron Kimple, and Bill Trimarco*

This group explored HOW we coordinate – because Andreas showed us we are not always working in the most strategic locations.

- Need more “squishy” funding – flexibility with timelines and support for education, outreach, and collaboration activities that do not fit neatly into project-specific grants
- Maps are great, and we also need to dig into community context and values – we have seen the big picture and need to grow our work at the community level
- Do not let the “color of money” drive where we work – funding sources should not determine priorities; community and ecological need should
- Community buy-in and intentional engagement: ask what serves the community and work to avoid the peaks and valleys of intense engagement followed by absence
  - o Secure long-term, flexible money to ensure that various groups and communities can participate sustainably

#### **Group 2: Biomass Utilization**

*Facilitated by Gabe Kohler and Sandee Dingman*

This group explored WHAT we do with biomass – because we need utilization solutions to enable treatment of more impactful acres.

- Things that have not worked in the past may work now – previous limiting factors are not the same as today; context and available tools have changed
- Consider a “match.com” approach for biomass supply chains – create a platform or process for connecting wood to markets and sellers with buyers
- Support industry partners in trying new approaches, potentially with targeted funding; support entrepreneurship in this space
- A portable processing facility would lower costs and increase access – bring wood processing tools to the region rather than requiring wood to travel long distances

#### **Group 3: Data & Monitoring Optimization**

*Facilitated by Andreas Wion, Julia Ledford, and Colin Tucker*

This group identified WHICH data the 2-3-2 may be underutilizing – because Andreas’s analysis revealed potential gaps and underleveraged data.

- Water needs to be incorporated into the resilience framework – gather more information from water projects, identify which metrics should be incorporated into resilience assessments, and make use of knowledge that already exists
- Staff turnover can significantly hang up progress across organizations and the partnership – what is the resilience of our own organizations and agencies? What accountability and handoff processes exist?
  - o It could be helpful to have a 2-3-2 member chart and descriptor explaining what each organization does – this would support knowledge continuity across staff transitions
- Interest in socioeconomic data and its utility to local communities – how do we connect people and data in both directions? How do forest benefits get shared with downstream users? How can communities engage in monitoring and knowledge generation?
- 2-3-2 engagement and persistence in local communities is important – how can monitoring activities support and maintain youth engagement over time?
  - o Potential for a “match.com” style platform for youth to contribute meaningfully to monitoring in their local community
- Data gathering must remain relevant to current issues and questions in order to stay useful and maintain partner engagement with monitoring

### Report back and synthesis

- **Cross-Boundary Coordination:** The need for flexible, “squishy” funding to support community engagement emerged as a critical gap. The group emphasized that ecological prioritization and community values must be considered together – they cannot be separated.
- **Biomass Utilization:** The group highlighted the opportunity to adapt approaches that may not have worked in the past, given changed conditions. The “match.com” analogy resonated across groups as a model for connecting supply and demand.
- **Data & Monitoring:** The group surfaced the importance of organizational resilience and knowledge continuity alongside ecological resilience – connecting back to the morning’s resilience framework.

### Cross-cutting themes from discussion:

- All three groups converged on the need to connect data, dollars, and community values at a local level – landscape-scale data must be made relevant and actionable for specific communities
- The “match.com” concept appeared in both the Biomass and Data groups as a useful mental model for creating connections and reducing friction in complex systems
- Youth engagement emerged as a cross-cutting priority across both the Data group and the larger discussion

### Wrap up and next steps

- This meeting explored the 2-3-2 landscape through an ecological resilience lens. There are many ways to track values on the landscape – this meeting used ecological data to understand where we stand and where we need to go
- The 2-3-2’s meetings generate real action: the Strategic Communications Working Group formed out of the September 2024 meeting; the outcomes of this meeting will be carried forward by three committees
  - o Breakout group findings will be taken forward by their respective committees:

- Each committee will bring specific recommendations to their next meeting and report back to the full partnership
- Take the ecological data from today and look at it alongside the community values in your area – that synthesis will drive meaningful action
- “I carry a flame for the 2-3-2 in my heart; a flame that Aaron Kimple lit and many of you have stoked and fanned over the years. Today, I want to give you each a little spark from my flame; carry the 2-3-2 in your heart, and share it.”

**Upcoming 2-3-2 events:**

- Rio Chama Congreso – March 21, 2026
- Full Partnership Field Tours– Early June and July, 2026 (near Cuba, New Mexico)
- 10 Year Celebration and Full Partnership Meeting – September 23, 2026 (near Chama, New Mexico)