

**Columbine Forest Resilience Partnership**  
**Strategic Planning Agenda**  
San Juan Public Lands Center  
15 Burnett Ct., Durango, CO 81301  
Thursday, January 23, Noon-4 p.m.

**Anticipated Outcomes**

1. Collaborate to inform the development of a long-range strategic plan and organizational governance that is geared towards the specific goals of the Columbine Forest Resilience Partnership.
  - a. Affirm mission, vision, and objectives.
  - b. Identify and begin assessment of programmatic considerations, including measurable objectives, accountability structure and timelines.
  - c. Identify and set the stage for future assessment of infrastructural considerations, including optimal organizational structure, fiscal sustainability, fund development, governance, volunteer and staffing capacity.
2. Engage in a productive, enjoyable, and motivating discussion that positions stakeholders to proceed toward maximizing the opportunity and impact of the Partnership.

**AGENDA**

12 – 12:30 pm

**Welcome and Goals for the Day – Anthony**

1. Objectives and purpose of strategic planning process

**Introductions/Roles – Stacy**

1. *Anthony Culpepper (MSI), Emily Swindell (MSI), Dana Hayward (MSI), Charlie Landsman (WAP, La Plata County Coordinator), Danny Margoles (DWRP Collaborative), Lo Williams (SJNF, Partnership Coordinator), Adam Hershberg (Studs Lumber), Buck Skillit (Trout Unlimited), Adrienne Archuleta (Parks and Wildlife), Steven McClaugh ( ), Ryan Cox (CSFS), Jesse Ramieriex (BIA, Southern Ute Agency), Travis Broke (San Juan Renewable Resources, timber), Amy Schwarzbach (Natural Resource Manager, Durango), Andy Hawk (Timber Age Systems), Noah Daniels (Fuels Assistant Manager), Laura Trimboli (NRCS), Luke Klein (NRCS), Aaron Kimple (MSI), Stacey Bo (Strategic by Nature) James Semino (District Ranger, Columbine Ranger), Bruce Sevens (Upper Pine River Protection District), Gigi Richards (Fort Lewis College)*

**Agenda Review and Agreements – Stacy**

1. Overview of process
2. Evaluation criteria – for the *plan* and the *process*
3. Expected timeframe
4. Meeting Agreements
  - a. *Hard on ideas and soft on people*
  - b. *Listen respectfully, all ideas are appreciated*
  - c. *Disagree respectfully*
  - d. *Stay in room mentally and physically to help us stay on schedule*

- e. *Stay on topic*
- f. *Silence is acquiescence/tacit agreement, therefore dialogue is important to have an honest discussion*
- g. *Equalize involvement*
- h. *No side conversations*

12:30 – 1:00 pm

## **VISION FOR OURSELVES**

If we're all sitting in this room five years from now, what do we want the Partnership to look like and have accomplished such that we will consider ourselves/Partnership successful?

- Building off notes from July 2019

### 1. Our community

- a. *Community and stakeholder involvement add to our usual work*
- b. **Not paid**
- c. *Landowners*
  - i. *Inspire passion and drive in order to cultivate successful and engaged landowners who are ready to create change*
- d. *There are student-led monitoring and actions emerging from programs like this*
- e. *Our community has developed high awareness and a positive perspective*
- f. *We have positive coverage in newspapers and media outlets*
- g. *Relevance and trust*
  - i. *We have remained relevant to community and their needs*
- h. *We have positively affected public awareness and are engaging with upcoming generations*
- i. *Our collaborative is taking advantage of and utilizing those who have volume to help amplify a diverse range of voices that otherwise do not have volume*
- j. *Collaborative is a resource for the public and we have a strong education/outreach component where people come with questions and concerns*
- k. *\*Social, economic, ecological vin-diagram and we're at the center that's helped strengthen a healthy community*
- l. *WUI education*
  - i. *We've been better able to address how forest health comes into city limits where homes back right up to forests that aren't national forests*
  - ii. *We have helped to foster a fire-adapted community with more resilient business and transportation*
  - iii. *The public understands that Treatments are beneficial*
  - iv. *We've done the work to ensure the public doesn't panic and that they understand that fire will always be a component on the landscape*
  - v. *Fire could be viewed as something positive in the public*
  - vi. *We are known in our community to be respectful of the public's wishes when it comes to their choices involving their land and what they do with it.*
- m. *Education, as a whole, is consistent with mind-awareness*
- n. *Be able to take kids into treated area and show success of our work in healthy forests*
  - i. *Encourage conversations about fire with children and that fire is important*

- o.
- 2. Within the Collaborative
  - a. *We and partners are continuing to have easy and hard conversations with constructive dialogue*
  - b. *Collaborative is being utilized as an entity to achieve goals*
  - c. *There's passion and drive to continue engagement to create change - we have as much, if not more, energy as high as we did 5 years ago*
  - d. *There's continued momentum with relationships and accomplishments*
  - e. *We are a cohesive group that shares the workload and buy-in internally*
    - i. *We have an equally strong external and internal trust*
  - f. *Recognition and awards have been given to this collaborative that validates the merit of our work and accomplishments which shows that we are relevant beyond local issues*
  - g. *Our work is being used as a model elsewhere and can grow beyond what we're doing locally in our forests*
    - i. *Other places can hopefully experience the same level of success*
    - ii. *We have become a positive example in our community and beyond*
  - h. *We are aligned with other collaboratives across the region and San Juan Mountains*
  - i. *We have not lost sight of all of the costs associated with a cost/benefit analysis where costs are harder to quantify and are often ignored*
  - j. *We acknowledge our own biases as peoples who have little to no experience in knowing what a "healthy" forest looks like*
  - k. *We have a better established relationship with each other and communication has become easier and more fluid*
  - l. *There continue to be opportunities and responsibilities for us to lead the way*
- 3. Forest Health
  - a. *This collaborative no longer exists because forest is in perfect health rather than plowing same ground in 5 years*
  - b. *We continue to be committed to treating acres responsibly*
  - c. *Treatment sites are regularly revisited to see the positive effects of our work*
  - d. *We're able to measure the result of our monitoring efforts*
  - e. *Collaborative has developed desired forest conditions*
  - f. *We have been able to keep harvested wood fiber local and have helped develop an economy that benefits from our work*
  - g. *We've garnered more support from both the environmental and industrial side*
    - i. *Local mills have been revived*
  - h. *If treatments are planned, we have a local economy that can deal with that*
    - i. *Biochar*
  - i. *Our work continues to be based on the latest science that can help inform our collaborative and monitoring efforts*
  - j. *We've developed a pre-planning survey that addresses invasive species*
- 1. Water
  - a. *...does this collaborative want to increase water quality or demonstrate watershed and riparian areas are healthy?*

- b. *MSI: economically tie investment to the product – water quality, preservation of treatment in drainages, fire and our water sources*
  - i. *Committed investment, also time commitment from community in order to have right impact*
  - ii. *“All hands - All lands”*

1:00 – 1:30 pm

(5-year) **Strategic Planning Discussion – Stacy**

VALUES

- What are Partnership’s driving values/the collective values of the stakeholders? What principles guide our decision making and actions?
  1. Keywords from the survey as well as additions made today:
    - a. *Respect, education, integrity, collaboration, stewardship, knowledge, inclusiveness, flexibility, open mind, responsiveness, diversity, transparency, public participation, consensus, land owner involvement, shared decision making, team work, coordination, communication, accuracy, common purpose, accountability, continuous improvement, cooperation, trust, use sound science for decision making, landscape level, healthy forest watershed, fire ecology, sense of place, community-driven, community-benefit, concern for environment, assume positive intent, resilience and restoration, capacity for change (on the ground), drive to protect watershed and forest , do good for land and community, environmental quality, concern for economy, enhance recreation, effectiveness, wildlife, healthy community, triple bottom line (ecological, economic, and social health)*
  2. Response to narrowing it down:
    - a. *Felt torn as there seems to be some overlap*
    - b. *IE: “Triple bottom line” encompasses so many topics like education, healthy watershed, healthy communities, etc. - Not enough dots!*
    - c. *There appears to be a separation*
      - i. Who We Are
        - 1) *Diversity (means so many things)*
          - a) *Representation in community members, in people themselves, in thought, in science, etc.*
        - 2) *Transparency*
          - a) *Helps gain public trust and keep collaborative on track*
        - 3) *Trust*
        - 4) *Sense of place*
          - a) *Ability to tell a story is a strength of a collaborative*
        - 5) *Using sound science*
          - a) *Important to remember that science is not always in agreement*
        - 6) *Integrity*
          - a) *Internal and external operation*

- b) *We use community values by listening to each other and our community*
  - 7) *Education*
    - a) *Educating ourselves*
  - 8) *Knowing what our community wants*
- ii. *What We Want to Accomplish*
  - 1) *Sound science*
  - 2) *Effectiveness*
    - a) *Efforts produce tangible results*
    - b) *Helped sum up goals of having healthy forests, watersheds, communities, etc.*
  - 3) *Education*
    - a) *Providing education and outreach to community*
  - 4) *On the ground*
    - a) *Showing real change*
  - 5) *Eliminate distance between us and Denver to reduce isolation, stay connected, and show that we have a collective story to tell*
    - a) *There's a sense of urgency that these groups need to be more aligned and work across state lines*
    - b) *We want to retain cohesiveness but not lose our sense of identity here*
    - c) *There should be a balance of our sense of place that sometimes overlaps on the grounds of what's important across the landscape and we don't want to sacrifice what's important to our community but rather bring them to the table and allow them to be grow upwards*

1:45 – 2:30 pm

## **EXTERNAL AND INTERNAL ANALYSIS/STRATEGIC ISSUES**

### EXTERNAL

1. What are outside factors or situations that the Partnership can take advantage of to better fulfill its mission and create public value, assuming challenges are mitigated?
  - a. *Stream management planning*
  - b. *Pre/post fire planning*
  - c. *Local Forest products industry*
    - i. *Carry momentum and help grow*
    - ii. *Educate public to acres treated across landscape*
  - d. *WUI*
    - iii. *Education*
    - iv. *Funding*
    - v. *Attention*

- vi. *Connect with realtors and know their certifications for homeowners*
- vii. *Homeowners – standards*
- e. *Forest Health*
  - viii. *Funding*
- f. *Capitalize on our bubble economy*
  - ix. *Resort-town economy*
  - x. *Can carry forward*
- g. *State big game initiative – order number 3362*
- h. *416 is on peoples' mind, use that momentum*
  - xi. *“never waste a good disaster”*
    - 1) *IE: California*
  - xii. *Importance of fire*
- i. *CPAW – analysis of county community planning assistance for wildfire*
  - xiii. *Provide coordination for landscape idea of wildfire risk*
  - xiv. *Merging CWPP's, planning issues in current land use (won't dictate land use)*
  - xv. *Opportunities*
    - 1) *High value risk assessment, PODS, RMRI, state signed MOU for shared stewardship, environmental impact funding, don't waste recent successes of work we've been doing (let's blow our own horn!) – native fish populations, prescribed burn acreage, capitalize on economy that this can create (so much is steered by money) and investment of business, new farm bill – new opportunities for forest health and watershed health*
- j. *External opportunities for planning with Colorado Forest Restoration, Rocky Mountain Research Station, etc.*
- k. *Current political climate*
  - xvi. *Environmental topics*
  - xvii. *Bring in more community members*
  - xviii. *“trillion tree planting” from current administration*
- l. *Can spread word to tourists (eco-tourism)*
- m. *Existing research*
  - xix. *Vail: landscaping guide for landowners, zones and risk around houses, can share information*
  - xx. *Dr. Julie Korb*
  - xxi. *Climate change research into what changes are projected in our area and could bring this research to our community*
    - 1) *“Models are always wrong but sometimes useful” – we have to be careful not to turn public off or lose their trust*
  - xxii. *Let's keep away from trying to predict the future and rather just show trends*
- n. *Politics: trillion tree planting*
- o. *Our Remoteness can be a pro and a con*
- p. *Funding from RMRI*
- q. *Perhaps influence in development/construction planning*
- r. *Business development*

- s. *Can address public concerns together as a diverse group and help create a “collaborative mindset” in community*
- 2. What are outside factors or situations that can affect Partnership in a negative way – making it harder to fulfil the mission?
  - a. *Unfortunately, science can turn some people off*
    - i. *Let’s be inclusive, don’t make assumptions, be cautious, or politically correct*
    - ii. *There is a diverse group of people to work with – humility is important*
  - b. *Funding driving us rather than us seeking funding that will help us achieve our goals*
    - i. *Ensuring that we’re not being tempted to funding options that aren’t true to us or our goals*
    - ii. *Pressure-fast*
    - iii. *Know that there will be lots of eyes on us*
  - c. *Our remoteness*
    - i. *San Juan Mountains are not tied to a highway/freeway – this is a pro and a con*
    - ii. *Distance to Denver, ecotourism: “How do we get them here and how do we get them to go home?”*
      - 1) *Growth is exponential and is coming*
      - 2) *Maybe encourages a change of values?*
      - 3) *Prepare for growth and immigration*
      - 4) *223 and 160: 3 Springs-esque development planned*
        - a) *Stress on Florida River*
      - 5) *Where are they moving? - into the WUI*
      - 6) *Education*
        - a) *Maintenance component*
        - b) *Must maintain education in response to change and growth*
  - d. *There’s another disaster while we’re planning to be proactive*
    - i. *What are tangible goals (big picture fuels reduction)?*
      - 1) *Plan b: in case of disaster*
      - 2) *How can we keep our goals and advance them?*
      - 3) *Working together across multi-organization/agency boundaries*
        - a) *There are different operational plans and strategies*
    - ii. *How to work within dynamic of RMRI funding (diverse \$\$)*
  - e. *Straining capacity*
    - i. *Time commitments*
    - ii. *Amount of time at meetings*
    - iii. *We must be sensitive to commitments and capacity of all the partners in the room*
  - f. *Fear of fire*
  - g. *Fear of logging/product harvest*
  - h. *2 CFLR/RMRI*
    - i. *Lots of spotlights on these*
    - ii. *Accountability component*
      - 1) *Measure, monitor, and reports that need to be accomplished*

- 2) *Bring these into alignment so there's agreement rather than conflict (how do we do this?)*
- i. *Collaborative sometimes get grouped into environmental advocacy groups*
  - i. *Addressing public personal concerns of their economic health and growth and community safety*
- j. *\*Triple bottom line*
  - i. *How do we achieve this balance?*
  - ii. *We have to know how we measure success in each category*
    - 1) *Economic: how to measure social success in face of fire and articulate that to other organizations (PRO AND CON)*
    - 2) *Ecological: in acres treated*
- k. *Public tends to highlight failures rather than successes*
- l. *Local and non-local as well as international communities are going through the same things that we're going through*

## INTERNAL

1. What are the internal resources or capabilities that help the Partnership accomplish its mission?
  - a. *Our group is diverse*
  - b. *Large treatment opportunities*
  - c. *\*Triple bottom line*
    - i. *Can establish baseline of how we measure economic success (PRO AND CON)*
    - ii. *Early in development*
  - d. *Ability to highlight our successes*
    - i. *Public tends to highlight failures*
    - ii. *Track success*
  - e. *Can reframe story of differences in Missionary Ridge and 416*
  - f. *Working with other agencies*
    - i. *MOU's*
    - ii. *To utilize different fire mitigation strategies: mechanical vs fire*
    - iii. *Figure out how we align with other groups and how that can help us achieve goals fast/more efficiently*
    - iv. *We have great amount of experience in the field and ability to structure positive collaborative relationships*
  - g. *Ability to provide treatments across different land ownership boundaries for a diversity of landowners*
  - h. *Long history of collaboratives in our area – since early 90s*
    - i. *Opportunity to learn from what other collaboratives have done and where they've gone up and gone down*
  - i. *We all like each other*
    - i. *Good relationships internal*
    - ii. *Ability to be civil*
    - iii. *Shared respect*
  - j. *San Juan National Forest is a NEPA-ready forest*



- i. *Will help with momentum*
    - ii. *NEPA ready + infrastructure to do the work – important to components and capacity*
    - iii. *Treatments are cheaper than on the Front Range*
  - k. *Community buy-in to help facilitate projects on private side (but often want the work done until it backs up to their background)*
    - i. *Have to start somewhere and show community the positive changes*
      - 1) *Have local examples*
      - 2) *Visual aids*
  - l. *Outreach venues*
    - i. *Fort Lewis College: give presentations on campus highlighting our work and successes*
    - ii. *Green business roundtable*
  - m. *Fuels manager*
  - n. *Perception and philosophy of FMO and forest manager are aligned*
    - i. *Cross-agency collaboration*
    - ii. *Local forest managers and cooperators*
      - 1) *Revenue generation stays here, mitigation crew remain funded*
    - iii. *Perception important*
  - o. *Lot of false starts historically:*
    - i. *WUI code: building materials and landscape (water section probably not reachable)*
    - ii. *Workforce issue*
2. What are the internal deficiencies in resources or capabilities that hinder the Partnership's ability to fulfill its mission and create public value?
- a. *Funding*
  - b. *Burn-out*
    - i. *Partner capacity*
    - ii. *Strain on time – summer vs winter – seasonal commitments*
  - c. *Broad spectrum of stakeholders*
    - i. *Diversity of backgrounds*
    - ii. *Get new people*
  - d. *Remaining motivated*
  - e. *Staying on track – must always come back to mission and vision and goals*
    - i. *Managing tension, leaving egos at the door, and focusing on our shared vision*
  - f. *Developing charter or whatever structure to reflect process and define “process” so when there's conflict or tension, we have a document to fall back on*
  - g. *Keeping focused on goals*
  - h. *Communication*
    - i. *Staying on the same page*
  - i. *Attendance*
  - j. *Differing agendas among members*

- 1) *Be aware that trust among members is important and know that challenges will allow us to grow*
  - ii. *Ensuring we don't lose sight of shared and underlying values*
    - 1) *Embrace difficult conversations*
    - 2) *Being too agreeable is a threat – shake everyone's hand have respect (“Hard on ideas, soft on people”)*
- k. *Silence*
- l. *BIA: difficulty in timeline compared to other agencies' timelines*
  - i. *Working through this is difficult*
  - ii. *Timeline*
    - 1) *We want to see things move forward, but there's real value to balancing prioritization process and getting work done on ground while finding middle ground*
- m. *Mentoring*
  - i. *Succession and continuity of turnover*
  - ii. *Succession planning*
  - iii. *Boards need the same thing*
    - 1) *IE: project Merry Christmas collapsed*
  - iv. *Talking about support of other organizations in order to maintain support here at this collaborative*
    - 1) *Goal: be resistant of turnover*
      - a) *Need the right people and expertise*
      - b) *Personal commitment by those in organization to grab up-and-comers*
      - c) *Have a “welcome packet” to help welcome and save time when new partners come in*
    - 2) *Instead of people reaching out to group, have group reach out to person*

2:30 – 3:45

## **GOALS/PROGRAMMING**

1. FOCAL AREAS \*\*\*BLUE HIGHLIGHTS INDICATE AREAS OF MOST INTEREST/GREATEST IMPORTANCE
  - a. **Public education**
    - i. *Proactive education*
      - 1) *How to protect and conserve now – proactive vs reactive (will save money)*
    - ii. *Transportation*
      - 1) *Public awareness of IE: log trucks*
    - iii. *What is landscape going to look like after treatment?*
      - 1) *5, 10, 20 years after*
  - b. *Prioritize watershed” Florida River*
    - i. *How much we drink*
    - ii. *What would happen, financially, if there were a disaster*

**c. Economic Sustainability**

- i. Get public to understand how supporting us can put money in their pockets through industry growth
- ii. Use for small diameter wood
- d. Continued mitigation and prevention of human-caused issues (IE: no smoking)
  - i. Enforcement rules
  - ii. Fires at homeless camps
  - iii. Priority areas
  - iv. Consensus on how to be effective across contiguous treatments to be a successful as possible across boundaries with agencies and landowners
- e. Focus on next generation
- f. Inform and support decision-making processes
  - i. Collaboratives have capacity to inform and support entities that make final decision on our land
  - ii. Consensus on recommendations

**g. Coordination around treatments**

- i. Do treatments in same area: Forest Service, BLM, etc. so more work can get done on the ground
- ii. Cross-boundary work
- iii. RMRI
- iv. Spend money effectively
- v. Multi-tool approach: mechanical thinning, prescribed burn, restoration, all approaches and techniques
  - 1) Plan and prioritize areas based on nuances, IE: risks, genetic diversity needs, etc.
    - o Leaving, restoring, changing
  - 2) Protect fisheries
  - 3) Big-game migration areas
    - o Can still mitigate in these areas with minimal impact
- h. Outreach to build collaborative
  - i. To partners, community, stakeholders, etc.
  - ii. Inclusivity

• **FOCUS/PROGRAM**

- a. Needs in planning
  - i. Know values of risk people are concerned about
    - 1) IE: migration paths, watersheds, etc.
    - 2) Collate existing resources
    - 3) Assessment
  - ii. Where is alignment → Have map of what areas in the San Juan National Forest are NEPA ready
  - iii. Define priority areas
  - iv. Integrating RMRI and maintenance over time
  - v. Ensure balance between Forest service, private landowners, and state agencies

vi. *Beetle perimeter*  
1) *Shaded fuel-break*

- How does our current vision, mission and objectives align with all that has been discussed thus far?
- What are our key program areas and associated goals?
- What are 2-3 program goals we can identify for the next year?
  - How do we measure quality/success?
  - What geography does this program need to impact to be successful?
  - Who is going to drive/lead these components?
  - What are key infrastructural supports needed for these programs to be successful?
    - Facilities, equipment, technology
    - Budget, accounting, financial systems
    - Funding
    - Governance, management leadership
    - Relationships (coordinating with other collaboratives)
    - Marketing, outreach
    - Risk management
    - Other
- *BUILDING THE COLLABORATIVE (Dana & Emily)*
  1. *We're mostly here to learn and listen, so this has been an enlightening experience*
  2. *Strategically engage partners*
    - a. *Have an open door policy*
    - b. *Allow both active and passive engagement*
      - i. *We should both reach out and invite them to our meetings while engaging with them on their own "turf" to show our support*
        - 1) *Perhaps allow them to give presentation at one of our meetings – show them we care about their perspective and that we want to listen*
  3. *Invite everyone, on website*
  4. *Determine who is responsible*
    - a. *Have a growth committee or something we specifically talk about on a quarterly basis and figure out who to invite when*
  5. *Outreach and education to community and making sure that the community knows about us*
  6. *Measure of success?*
    - a. *Same faces that continue to engage with the collaborative and community*
    - b. *Additional/new faces that are engaging*
      - i. *Is it important to have same faces in 5 years?*
    - c. *Amount of events we are hosting and facilitating, etc.*
    - d. *Does the community know we exist?*

- **EDUCATION**
  1. *Outcome piece*
    - a. *2 parts*
      - i. *Landowners*
        - 1) *How to reach them*
        - 2) *Get benchmark survey of their baseline and knowledge of the forest, and then re-survey in next 3 years*
      - ii. *Entire community educations*
        - 1) *Healthy forests and watersheds*
        - 2) *Teach importance of fire*
        - 3) *We have a regular column in The Durango Herald*
        - 4) *Use radio*
        - 5) *Shows in theaters and airports*
      - iii. *Educating schools*
        - 1) *High school*
        - 2) *AP environmental class*
      - iv. *Website*
        - 1) *Get people involved*
      - v. *Use our breweries and hosting events there*
- **COORDINATION/TREATMENTS**
  1. *Depends so much on planning*
    - a. *Where do we want to prioritize?*
  2. *Level of coordination comes into planning too*
  3. *We 1<sup>st</sup> need to know:*
    - a. *What scale and how many landowners are we working with*
    - b. *Legal agreements, MOUs*
    - c. *Are we contracting fed employees, volunteers, etc.?*
    - d. *Options for treatment: mastication, fires, etc.*
  4. *Prioritizing funding*
    - a. *Where can we focus non-federal funds to most successful?*
  5. *Measures/success*
    - a. *Number of cooperators*
    - b. *Acres treated?*
    - c. *Will need to define as we move through*
      - i. *Diff organizations have diff ways of measuring*
- **PLANNING**
  1. *Define shared definitions*
  2. *Sharing information of where we are on the ground through mapping*
    - a. *Past present future, near and long-term*
    - b. *Where are priorities for restoration opportunities*
  3. *Who would be involved: all partners around table*
  4. *Activities focused on planning*
  5. *Identify criteria for prioritizing*

- a. *Why and what are we prioritizing*
- 6. *Looking at where we can have economy scale project and share funds across the boundaries*

- **ECONOMIC GROWTH**

- 1. *Diversification of end products - forest products*
- 2. *Heavily reliant on transportation, product to market*
- 3. *Reduction of transportation costs*
- 4. *Gross number of quantity and volume*
- 5. *Diversification of business*
  - a. *Ability to replant – there’s a successional component as well as a harvest piece*
- 6. *May lack critical mass of educated workforce*
  - a. *We’ll need educated population to help with these forest restoration processes*
- 7. *Infrastructure*
  - a. *Small support systems related to forest product companies that don’t yet exist here*
- 8. *2<sup>nd</sup> order: support entities that help further economic development*

3:45 – 4 pm

**Wrap-Up – Stacy**

- Next steps on planning process
- 1. *Think about:*
  - a. *Everything we talked about*
  - b. *\*Name of this group!*
    - i. *Concerns: no one wants acronym, being too similar to CFLRP, calling it Columbine (association with forest district and impact on WUI and private lands and footprint bigger than district itself, and we don’t want to get confused with other folks in the valley*
    - ii. *Thinking about sense of place could be helpful*
- Schedule regular meetings?
- 1. *Better to have consistency, or just when Anthony emails you?*
  - a. *Standing 2hr is easier to work with*
  - b. *Times of month/days of week best?*
    - i. *Never Mon or Fri*
    - ii. *Afternoons are good*
    - iii. *...will regroup on that*
- 2. *Next Meeting: End of March-ish, steering committee meeting mid-Feb-ish*
- Review process/example strategic plans **\*not gotten to during this meeting**
- Evaluation of session
- 1. *Things that could change*

- a. *2hr sessions*
  - b. *Have committees that focus on specific areas*
  - c. *Can breakout into smaller groups*
  - d. *More coffee*
  - e. *Have solid agenda*
2. *Things that worked*
- a. *PLC good place to meet with easier access*
    - i. *Can have some perception that FS is driving conversation*
    - ii. *Good to move around*
    - iii. *PLC is free and is great for the budget*
    - iv. *Give feedback of other places that work for us*
    - v. *MSI and NRCS and WAP and Fort Lewis (parking is difficult) are all options*
  - b. *Cookies!*
3. *Steering committee identifies people that aren't here that will be reached out to and will create a draft framework*

4:00 pm

**Adjourn**