

**Rocky Mountain Restoration Initiative (RMRI)
 October 8, 2020, 1:00 PM to 4:00 PM
 Leadership Team Meeting
 Meeting Summary**

ATTENDANCE:

Leadership Team Members: Samantha Albert, Jacque Buchanan, Christina Burri, Patt Dorsey, Cindy Dozier, Clint Evans, Ben Gruber, Vaughn Jones, Jason Lawhon, Mike Lester, Paige Lewis, Tim Mauck, Frank McCormick, Molly Pitts, Lauren Ris, Chris West, and Cindy Williams

Additional Attendees: Mo Bookwalter, Aaron Green, Tim Kylo, Matt Lindler, Susan Matthews, Kelle Reynolds, Mark Shea, Travis Smith, Nathan Van Schaik, Joe Vieira, and Scott Woods

Facilitation: Heather Bergman and Samuel Wallace

ACTION ITEMS

US Forest Service (USFS)	Share funding information for the USFS FY2020 and 2021 allocations to RMRI in addition to other funds leveraged for RMRI work.
RMRI Support Team	Add the word "opportunity" into the commitments table so that the commitment to the Upper Arkansas and Upper South Platte landscapes is "investment as resources and opportunities allow."
Jason Lawhon	<ul style="list-style-type: none"> • Share the RMRI-Southwest Colorado (RMRI-SW) outcome tracking presentation slides, written report, and executive summary when they are ready. • Create an outcome tracking spreadsheet template for the Upper South Platte and Upper Arkansas partners to potentially use.
Mo Bookwalter	Coordinate with the Upper South Platte and Upper Arkansas landscapes to determine what resources they need from partners to track outcomes.
Heather Bergman	Distribute a Doodle poll to schedule the next Leadership Team meeting in early December.

OPENING REMARKS

Jacque Buchanan, USFS Region 2, and Patt Dorsey, National Wild Turkey Federation (NWTf), gave opening remarks. Their comments are summarized below.

- This meeting is the first meeting of the RMRI Leadership Team.
- Jennifer Eberlien, who has been serving as the Regional Forester for Region 2, will be ending her service as the Regional Forester as of today. The USFS has identified someone to temporarily serve as the Region 2 Regional Forester until a new regional forester is named.
- Jacque Buchanan has been on detail for eight months. She has returned and will serve as the Region 2 representative for RMRI. Jacque Buchanan has been involved with Shared Stewardship efforts in Colorado and will work as a linkage between RMRI and Shared Stewardship.
- The USFS's commitment at both the regional and national level to RMRI continues to be strong. The USFS Region 2 Office is looking to hire a full-time position to support both RMRI and Shared Stewardship.
- RMRI and Shared Stewardship create structures that allow partners to take advantage of opportunities when they arise. For FY20, the USFS received \$4 million from the Washington Office for RMRI because the RMRI structure and framework was in place. The USFS's

allocation towards RMRI for FY21 is expected to be another \$4 million. The expected \$4 million for FY21 for RMRI is notable, considering that the USFS is going through a budget modernization process, which has created uncertainty around discretionary funding.

- The USFS Washington Office reached out to the USFS Region 2 Office offering year-end funding if they had projects ready. The USFS Region 2 Office had two weeks to identify projects to receive funding. USFS Region 2 worked with Colorado State Forest Service (CSFS) to identify projects on the Pike and San Isabel National Forests and Comanche and Cimarron National Grasslands (PSICC) and the Arapaho and Roosevelt National Forests and Pawnee National Grassland (ARP). The USFS Region 2 Office was awarded \$4 million in year-end funds for projects on the PSICC and ARP, in part because the Shared Stewardship and RMRI structures are in place. Region 2 received the update on the extra \$4 million allocation in year-end funds within the past five days and has not had time to make a formal announcement.
- Overall, RMRI and Shared Stewardship have helped bring \$12 million to Region 2, with \$4 million from FY20 allocations, \$4 million from FY21 allocations, and \$4 million from year-end funding.
- RMRI is a top priority for the NWTF. The year 2020 has been a historic year for wildfires, with California and Colorado experiencing the largest wildfires in state history and the temporary closing of I-70 in Colorado. The health of the nation's forests is critical to the NWTF and the partners of RMRI. Fires cost human lives, and healthy forests are crucial for supporting wildlife, watersheds, and sustainable recreational access.
- RMRI is the national pilot of Shared Stewardship and an opportunity to focus and make a difference on the landscape.

OVERVIEW OF RMRI VISION, DECISIONS, AND GOALS

Patt Dorsey, NWTF, gave an overview of the RMRI vision, decisions, and goals to date. Her comments are summarized below.

- The RMRI vision is to "embrace Shared Stewardship principles by building a collaborative foundation to address challenges, identify opportunities and potential solutions that will lead to measurable and scalable results in the restoration of critical landscapes in the Rocky Mountains." RMRI should not be thought of as a noun but rather as a verb. RMRI represents a new way of doing business where partners develop a shared vision and values to make a change on the landscape.
- The RMRI goals are:
 - To do the right work, in the right place, and the right scale (the three r's).
 - Focus collective investment and resources.
 - Incentivize cross-boundary and coordinated treatments on all lands.
 - Achieve measurable outcomes for RMRI shared values: forests and wildlife habitat, communities, sustainable recreation, and water.
- The three RMRI decisions that have been made as a group include:
 - Selected Southwest Colorado as the primary project.
 - Agreed to explore ways to support the Upper South Platte and Upper Arkansas Valley projects.
 - Agreed to investigate resolving cross-cutting issues identified as barriers to achieving success. The cross-cutting issues included social license, funding, workforce development, and biomass and wood utilization.

OVERVIEW OF THE RMRI LEADERSHIP TEAM ROLES AND RESPONSIBILITIES

Heather Bergman, Peak Facilitation Group, provided an overview of the RMRI Leadership Team roles and responsibilities. Her comments are summarized below.

- The RMRI Governance Subcommittee over the past year has worked on developing the RMRI Governance Charter. In the Charter, they attempted to identify the roles and responsibilities of the Leadership Team.
- The RMRI Leadership Team is meant to serve as a group within RMRI that provides guidance and support to the RMRI-Colorado (RMRI-CO) Stakeholder Group and priority area partners. The Leadership Team helps identify guardrails for RMRI, but they do not make decisions on behalf of the whole RMRI group. Priority area partners will make decisions in their landscapes, and subcommittees will continue to conduct their work.
- The primary roles and responsibilities of the Leadership Team are to:
 - Raise awareness and support for RMRI efforts.
 - Communicate clear direction to prioritize RMRI to staff within respective organizations or among constituents (i.e., communicating RMRI information and priorities internally)
 - Exchange information and lessons-learned from/to other Shared Stewardship initiatives at a state/regional/national level.
 - Provide leadership and direction to the RMRI-CO Stakeholder Group.
 - Make recommendations on priorities to RMRI-CO Stakeholder Group (landscapes, subcommittees, issues, etc.)
 - Annually evaluate (with core partners) whether RMRI as an initiative is reaching outcomes (i.e., increased pace and scale) and recommend course corrections to RMRI-CO Stakeholder Group if RMRI is not reaching outcomes.

RMRI LEADERSHIP TEAM ROLES AND RESPONSIBILITIES DISCUSSION

Leadership Team members discussed which roles and responsibilities they have been implementing and whether these are the right roles and responsibilities for the Leadership Team. Their comments are summarized below.

- From the recreation perspective, the Colorado Outdoor Recreation Industry Office is working on bringing recreation voices to the priority landscapes to help identify important recreation assets. Some recreation groups have expressed collaboration fatigue and confusion around the intent and purpose of RMRI. The Colorado Outdoor Recreation Industry Office will continue to communicate with their members about the goals and purpose of RMRI and Shared Stewardship.
- Club 20 continues to raise awareness and build support for the RMRI effort on the West Slope. Because the West Slope is forested and because the primary RMRI project is in Southwest Colorado, Club 20 continues to discuss how forestry impacts communities and economies and how RMRI is beneficial to these efforts. Communities on the West Slope are familiar with forest and fuels mitigation projects, but the approach of RMRI to increase the pace and scale of forestry treatments is unique. Overall, people and communities support the RMRI approach, especially when it is mentioned that the intent is to replicate the model in other places. The fires that have occurred this summer have also elevated awareness.
- Denver Water CEO Jim Lochhead recognized RMRI's efforts to increase the resilience of wildlife habitat, recreation, and watersheds in a weekly email to Denver Water's employees. This outreach indicates the importance of RMRI to Denver Water.
- The USFS is working at the regional, state, and local forest level to move RMRI priorities forward. There was clear direction from the regional level to the San Juan National Forest

that RMRI was a regional priority. Moving Jason Lawhon to Southwest Colorado has increased the ability of the San Juan National Forest to orient their planning around RMRI.

- The Colorado Water Conservation Board (CWCB) has emphasized the connection between forest health and water quality as they update the Colorado Water Plan. RMRI has come up in conversations both internally and externally as CWCB begins to receive input on the Colorado Water Plan update.
- The NWF has been elevating RMRI and the condition of western forests to organizations and people east of the Mississippi. They have been advocating for funding from different organizations and raising RMRI's profile to the national platform.
- The CSFS organized a field staff day to discuss priorities. RMRI is a focus of the CSFS, but that focus does not mean they will stop providing services in other areas. The CSFS is communicating among staff that they need to make a difference to increase the pace and scale of forestry work. They are also talking about Shared Stewardship in the same way. The CSFS will allocate extra resources to RMRI and other places that are following Shared Stewardship principles.
- These efforts to increase external outreach and internal communication can make a big difference for RMRI and should not be overlooked as accomplishments.
- Leadership Team members agreed on the roles and responsibilities of the Leadership Team as written.

IDEAFLIP EXERCISE – RMRI SUCCESSES

Leadership Team members participated in an exercise where they identified RMRI successes on a virtual Ideaflip whiteboard. Their comments are summarized below.

Communication and Public Awareness

- Presentation to Colorado Water Congress.
- Connections – keeping RMRI on the radar of the highest players of government.
- Elevating forest conditions in the West to national awareness.
- Taking advantage of opportunities to communicate about RMRI.
- Publicity equals increased awareness.

Funding

- Advocacy for more funding and support from DC.
- Restoration and Stewardship of Outdoor Resources and Environment (RESTORE) funded two projects in RMRI landscapes.
- New funding for Region 2.
- Readiness for additional opportunities and funding.

Shared Goals, Priorities, and Partnership

- Coordinated engagement of the recreation community.
- Strong partners who have a willingness to engage and drive this forward.
- Prioritizing specific landscapes with our partners
- Identifying a strong primary project and not foreclosing opportunities for supporting others.
- Developed a new way of doing business.
- Solicitation of project proposals.
- Alignment of a broad group of partners and the development of shared goals.
- RMRI helps provide focus.

- Work is being accomplished; although, the details of what is being accomplished are unclear.

Structure

- The working groups are convening broad conversations and creatively thinking about issues like biomass utilization and social license.
- Group of stakeholders in place.
- Initiative-based conservation is the CORE conservation delivery model.
- The model can be applied in other places.
- Foundation laid and structure identified.

IDEAFLIP EXERCISE – RMRI CHALLENGES

Leadership Team members participated in an exercise where they identified RMRI challenges on a virtual Ideaflip whiteboard. Their comments are summarized below.

Transparency and Expectations

- Funding flow and decision transparency.
- Unclear how shared stewardship is different than RMRI.
- Over promised.
- Unclear what sets RMRI apart and how RMRI can be explained to outside partners.

Funding and Resources

- Budget challenges with COVID and an uncertain future.
- Pace and scale is a challenge of capacity because there is so much to do.
- Securing funding from a broad array of partners.
- Overwhelming urgency and not enough resources and funding to achieve the landscape scale transformation needed now for Colorado.
- USFS budget modernization for research and development.

RMRI Landscapes

- Frustration with picking just one landscape.
- The cost/benefit and the value add for alternate landscapes is unclear.
- Competition among landscapes.

Management and Implementation

- Staying focused on pace and scale; tendency to go back to the "old way" of doing business.
- Sustained engagement from multiple interests.
- Sustaining momentum in the pandemic.
- Collaboration fatigue.
- Managing the large structure and organization effectively.
- Delays/lags in connecting ground to RMRI.

IDEAFLIP EXERCISE DISCUSSION

Leadership Team members discussed the results of the Ideaflip exercise. Their comments are summarized below.

- Although it is good news to have funding allocated to RMRI, there are transparency issues around funding. It is unclear how funding is being applied to RMRI priority landscapes and what that means for other forests. Funding is also further complicated by the USFS's budget modernization. The transparency issues around funding are primarily related to the USFS's

allocations, but it would help to clarify funding from RMRI partners more broadly. There should be a discussion around funding transparency in the future.

- On the RMRI "challenges" Ideafly whiteboard, the words "unclear" and "uncertain" appear frequently. These words suggest that there needs to be more clarity around how RMRI is working and will continue to work.
- The COVID-19 pandemic is mentioned among RMRI challenges. The pandemic has created a financial burden on RMRI partners, which has slowed down the ability of RMRI to accomplish work. The RMRI process should be able to quicken as the economy begins to recover. Additionally, one success of RMRI is that the partners have continued to meet and complete work, even during COVID.
- For the Upper Arkansas and Upper South Platte landscapes, which were selected as priority landscapes but not the marquee project, it is unclear what the benefits of being a priority landscape are. The priority landscape partners have put in time and effort into engaging with RMRI, but there have not been many benefits coming back to the landscape, particularly around funding.
- RMRI is in the middle of the process. The RMRI partners have identified directions and goals, but many of the goals have not yet been accomplished. Some of the challenges are related to where RMRI is in the process right now. RMRI is on the cusp of carrying out the goals and work that partners identified and needs to be done.
- A success of RMRI is that Region 2 has received \$8 million in allocations between FY2020 and 2021. The existence of RMRI and Shared Stewardship helped Region 2 receive that funding. USFS and CSFS were also able to negotiate for \$4 million of year-end funding for Region 2, using RMRI as part of the justification.
- RMRI has shifted the conservation approach from random acts of restoration to focusing on an area to complete a significant amount of work and make a landscape-scale change.
- When RMRI first began, the idea was that the USFS would have some funding but that the resources for RMRI would also have to come from partners beyond the USFS. Partners have contributed resources towards RMRI, but there may be an opportunity for more partner contributions in the future as the economy begins to recover.

RMRI COMMITMENTS TABLE OVERVIEW

Heather Bergman, Peak Facilitation Group, gave an overview of the RMRI commitments table. Their comments are summarized below.

- In response to a lack of clarity about what RMRI's commitments are to the landscapes, the Governance Subcommittee has discussed RMRI's commitments to the landscapes and created a table to reflect those commitments. The Governance Subcommittee members that overlap with the Leadership Team include Samantha Albert, Christina Burri, Patt Dorsey, and Jason Lawhon.
- During the RMRI December meeting, RMRI partners selected Southwest Colorado as the primary priority landscape and the Upper South Platte and Upper Arkansas landscapes as secondary priority landscapes. However, the discussion on the selection of the Upper South Platte and Upper Arkansas landscapes was truncated due to time. According to the December meeting notes, the RMRI partners agreed to help Southwest Colorado fully achieve all their goals outlined in their proposal and prioritize the investment of funding and staff to Southwest Colorado. For the Upper South Platte and Upper Arkansas landscapes, the idea was to support the landscapes in making progress towards their project goals but not necessarily achieving their goals entirely. Additionally, another commitment to the other two landscapes was to invest as resources allow.

- In addition to the commitments from RMRI to the landscapes, there were also commitments from the RMRI subcommittees. There are two types of RMRI Subcommittees: operational subcommittees, which focus on RMRI-wide issues (funding, communications, and governance subcommittees), and substantive subcommittees, which focus on cross-cutting issues (biomass utilization, workforce capacity, and social license). The cross-cutting issues were identified because they appeared in all the RMRI landscape proposals. The commitment of the substantive subcommittees is to address cross-cutting issues in a way that creates benefits across Colorado.
- Regarding the operational subcommittees, the Communications Subcommittee is updating the RMRI website and is thinking about big picture RMRI branding. The commitment for the Funding Subcommittee is for the Funding Subcommittee to work with Upper Arkansas and Upper South Platte to cooperatively develop a funding strategy. There is also a commitment for the Funding Subcommittee to engage as matchmakers to connect all priority landscapes with funding opportunities (e.g., Joint Chiefs' Landscape Restoration Program, RESTORE).

RMRI COMMITMENTS TABLE DISCUSSION

Leadership Team members discussed the RMRI commitments table. Their comments are summarized below.

- The commitments table is consistent with the commitments made at the December meeting. Each landscape had strengths in its proposal, but Southwest Colorado was selected as the primary project. The RMRI partners will prioritize resources to Southwest Colorado first but also identify opportunities to allocate resources to the Upper Arkansas and Upper South Platte landscapes.
- The word "opportunity" should be added to the commitment of RMRI partners to the Upper Arkansas and Upper South Platte landscapes so that the commitment reads "investment as resources and opportunities allow."
- The commitments table does not include a reference to the science committee. Although the science committee will not form until later in the RMRI process, the Leadership Team should consider incorporating the science committee into the commitments table.
- The phrasing "investment as resources allows" is important, particularly due to the economic impacts of COVID-19.
- The commitments table is a little vague, but that seems to be intentional. Opportunities arise in different places. Southwest Colorado should be the main place for the investment resources, all else being equal, but there may be specific opportunities to the Upper Arkansas and Upper South Platte. For example, there are opportunities for investment in the Upper Arkansas and Upper South Platte landscapes, as demonstrated by the RESTORE project in the Upper Arkansas. As RMRI continues to move forward, the different commitments between Southwest Colorado and the other two landscapes will become clearer.
- The Governance Subcommittee agreed that the commitments table should be reviewed yearly along with the Governance Charter.
- The commitments table will be brought up regularly to determine whether RMRI is meeting its commitments to the landscapes. It will also be useful as a tool to help identify ways for partners to support the landscapes.
- The Funding Subcommittee is doing great work, but having more voices on that Subcommittee would help them fulfill their commitments.
- The RMRI Leadership Team members agreed on the RMRI commitments table.
- The next steps for the RMRI commitments table are to identify how individual organizations can contribute to following through on these commitments and identify if these

commitments are enough to reach the goals and objectives of the RMRI landscapes. The commitments table will also be connected to the RMRI partner survey.

RMRI-SW OUTCOMES PRESENTATION

Jason Lawhon, USFS, presented on the outcomes from RMRI-SW over the past year. His comments are summarized below.

- Jason Lawhon is representing the RMRI-SW Steering Committee and Advisory Network. The Steering Committee is composed of representatives from the USFS, Natural Resources Conservation Service (NRCS), CSFS, NWTF, and representatives for the four RMRI values (water, communities, wildlife, and recreation).
- From the beginning, RMRI has been an elusive idea. It is not like the Joint Chiefs' Landscape Restoration Program or the Collaborative Forest Landscape Restoration Program (CFLRP); in those programs, the USFS funds projects and allows grantees to implement projects with periodic reporting requirements. Instead, RMRI is a pilot of Shared Stewardship with the idea that if partners focus and address shared priorities, they can accomplish more.
- In Southwest Colorado, RMRI-SW partners want to tell their collective story. To them, RMRI and Shared Stewardship are interchangeable.
- The RMRI-SW outcomes presentation is organized around the principles of shared stewardship: joint prioritization, cross-boundary strategy, and outcomes at scale. Investment and action are then needed to address those Shared Stewardship principles. The presentation is also framed around the four RMRI values.

Joint Prioritization

- Using RMRI's four values, RMRI-SW partners identified key partners, developed a common vision, and identified a shared priority landscape. The RMRI-SW landscape is 750,000 acres, and RMRI-SW partners prioritized treating 300,000 acres.
- RMRI-SW partners created a strategy to address shared priorities at scale. The process for creating this local strategy has been iterative and has run parallel to the RMRI process. RMRI partners identified Southwest Colorado as a priority at the statewide level while local Southwest Colorado partners simultaneously identified priority areas within the Southwest Colorado landscape. The power of having these prioritization activities is that the shared activities become "ours" instead of "theirs." The accomplishments are shared both by RMRI-SW partners and by RMRI partners.
- The key actions and impacts from the RMRI process so far are that the RMRI process led RMRI-SW partners to develop a shared vision and governance structure and increased the focus and attention from the state and national level. RMRI was a catalyst in bringing together many collaborative groups and initiatives in Southwest Colorado. The local partners also put in a lot of effort into developing their shared vision and governance structure.

Cross-Boundary Strategy

- After developing joint priorities, RMRI-SW partners still had to piece together a cohesive cross-boundary strategy to treat the landscape.
- With multiple initiatives and programs occurring in Colorado, RMRI-SW partners had to figure out how to connect these programs. With help from partners, RMRI-SW aligned several programs, including RESTORE, the Environmental Impact Fund, the CSFS Forest Action Plan, and CFLRP, to identify an approach to treating private and public lands.
- RESTORE funding highlighted Southwest Colorado as a priority area and awarded funding for a habitat project within the Southwest Colorado landscape. Additionally, local partners

applied for CFLRP funding, and Southwest Colorado was ranked third in the nation to receive funding through that program. Lastly, RMRI-SW partners are aligning their cohesive, cross-boundary strategy with the CSFS Forest Action Plan priorities and the Environmental Impact Fund project, which is developing funding for private land treatments.

Outcomes at Scale

- RMRI-SW's first outcome is the development of a cross-boundary strategy to address shared priorities at scale. This outcome is a shared accomplishment of the collective and individual work at the local and state level.
- There are many collaboratives and partners in Southwest Colorado, all connected through a web of interactions. The web is a visual demonstration of the Shared Stewardship process.
- There are examples of the interconnectivity and accomplishments of RMRI-SW partners:
 - Montrose Forest Products has worked with the San Juan National Forest to make great infrastructure investments to align forest products with restoration needs. Montrose Forest Products is also working with Southwest Colorado private landowners to manage and thin ponderosa pine forests.
 - The American Forest Foundation, CSFS, and NRCS have brought additional capacity to developed forest management plans for six landowners, totaling 1,385 acres.
 - The Environmental Impact Fund partners received funding from the USFS National Partnerships Office and secured local and regional investments to help fund the private land strategy.
 - The Gates Family, Foundation, National Fish and Wildlife Foundation (NFWF), Great Outdoors Colorado (GOCO), and the San Juan National Forest provided \$150,000 to fund habitat improvement work across 500 acres in the San Juan National Forest.
 - The Dolores Watershed Resilient Forest Collaborative (DWRFC) and Four Rivers Forest Collaborative built consensus, stakeholder support, and shared priorities in the development of the RMRI strategy and CFLRP proposal.
 - The USFS invested \$3.2 million in the Southwest Colorado landscape. The NWTF has invested five local positions to RMRI and tens of thousands of dollars to convene RMRI and provide facilitation services. NWTF also used their networks to expand the RMRI message and build support.
- RMRI-SW's second outcome is that they built cross-partner, cross-collaborative support and investment to achieve their shared vision. RMRI-SW partners have strengthened their connections to leverage resources to accomplish work.
- RMRI-SW's third outcome is the on-the-ground treatments that occurred at scale due to the joint prioritization and cross-boundary strategy.
- On private lands, Wildfire Adapted Partners has been implementing CSFS Forest Restoration & Wildfire Risk Mitigation (FRWRM) grants and Stevens Hazardous Fuels (CAFA) grants on five projects, totaling 40 acres. Montrose Forest Products has been working with private landowners on 1,600 acres. The City of Durango is working with the CSFS to treat 10 acres of private land, benefitting 55 homeowners. CSFS also has three Good Neighbor Agreements on over 350 acres. NRCS has 16 projects on the landscape, totaling 400 acres. In total, there have been over 2,100 acres treated on private lands in the past year.
- On National Forest lands, the USFS has completed over 22 vegetation management projects on 25,000 acres.
- Many of the treatments have benefitted multiple values. Over 20,000 acres benefitted communities, over 4,500 acres benefitted water, and over 14,000 acres benefitted wildlife

and forests. There have also been seven projects that improved 30 miles of trails, decommissioned five miles of roads, and improved outreach and education.

- RMRI-SW partners were able to accomplish over 100% of their 2020 goals related to private lands. On National Forest lands, they were able to complete 88% of their acreage goal. Overall, RMRI-SW had a goal of treating 31,000 acres across private and public lands, and they were able to treat 27,598 acres on the landscape in 2020. These outcomes put the RMRI-SW partners at 8.9% of their 10-year goal of 310,000 acres.
- The fourth RMRI-SW outcome is related to their collaborative strategic planning process. As RMRI-SW partners continue to focus on shared priorities, they anticipate seeing future treatments more geographically focused and clustered.
- RMRI-SW partners are in the process of compiling collective resources and values into a decision tool. Using potential operational delineation (POD) boundaries, RMRI-SW partners are taking information from previous assessments and models, such as highly valued resources and assets characterizations, to populate the PODs and inform priorities. They are also using information from the DWRF prioritization map, the Four Rivers Collaborative prioritization map, the Colorado Wildfire Risk Assessment Portal (CO-WRAP), and county priorities to identify values within each POD.
- After identifying priority values in each POD, the RMRI-SW Steering Committee created a weighting system for the four RMRI values (water, wildlife and forest habitats, resilient communities, and recreation and tourism) to help prioritize the PODs. They also created a weighting system for opportunity criteria, which considered variables like the probability of success, funding, and social license.
- The RMRI-SW Steering Committee is now engaging with the RMRI-SW Advisory Network, which includes over 40 stakeholders, to use the decision tool to input the Advisory Network's priorities and values. The RMRI-SW Advisory Network will help the Steering Committee identify where there are priority PODs. RMRI-SW partners will then use the priorities to help them reach their 300,000-acre goal. The RMRI-SW partners created a draft priority map that shows which of the PODs are of high priority and low priority.
- The prioritization process will also help the RMRI-SW partners identify outcomes and outcome measures. They will be bringing in resource experts to help define measures in a refined way once they have projects prioritized and selected.

Clarifying Questions

Leadership Team members asked several clarifying questions about the RMRI-SW outcomes tracking presentation. Questions are indicated in italics with corresponding answers in plain text.

RMRI partners could use this presentation to present to their respective boards. Is it possible to share this presentation for RMRI partners to then use for their internal purposes?

Jason Lawhon will need to check with the RMRI-SW Steering Committee if the presentation can be shared for these purposes.

Are there opportunities beyond the presentation to share this information more broadly?

There may be an opportunity to put the presentation into a story map format. The RMRI-SW partners are also working on a written accomplishments report and executive summary that they can share once they are completed. Jason Lawhon could also record himself giving the presentation and post it on the RMRI website.

Before 2020, what was the baseline for the total number of acres being treated in the Southwest Colorado area?

- The RMRI-SW partners do not have information on the baseline for the number of acres treated on state and private lands. In 2020, there were 25 treatment projects on private lands, but one project represented most of the private lands treated. The other 24 projects were 22 acres on average. RMRI-SW partners are working to identify these types of large private landowner projects moving forward. Still, the success of private lands in 2020 may not be duplicated without additional support and resources to increase capacity.
- There is a better understanding of the number of acres being treated by prescribed fire and contractors on federal lands. The number of acres treated increased by around 5,000 acres from 2019 to 2020.

How did the RMRI-SW Steering Committee integrate the different tools, models, and assessments into the POD boundaries?

- The PODs were used to break down the landscape. PODs are already oriented around wildfires, and their boundaries are defined by the areas where it is feasible and desirable to contain a fire. By using these boundaries, RMRI-SW partners orient their analysis around opportunities for wildfire management activities.
- The RMRI-SW Steering Committee used a decision tool called Transparent Choice. Using this tool, the eight Steering Committee members prioritized PODs based on the four RMRI values. The RMRI-SW Steering Committee members could overlay assessment and models, like the CSFS Forest Action Plan priorities, to inform their value assessment of each POD.
- The Steering Committee then weighted the values and produced a map that showed the aggregate priorities. The map also allows users to toggle between different values and other opportunity criteria; for example, users can identify the highest priority PODs by the water value or the greatest opportunity for cross-boundary work.

RMRI-SW OUTCOMES DISCUSSION

Leadership Team members discussed whether RMRI-SW partners are tracking the right outcomes. Their comments are summarized below.

- The CSFS Forest Action Plan is a great tool for people knowledgeable about forestry issues, but it is not the greatest communication tool. The map that the RMRI-SW Steering Committee produced on the prioritized PODs is a better communication tool, especially for local leaders.
- One of the challenges with putting together this presentation was determining who was willing to share their work as part of the RMRI and Shared Stewardship accomplishments. The RMRI-SW Steering Committee reached out to partners to make sure they felt comfortable including their outcomes and accomplishments in this RMRI and Shared Stewardship report. It is important to determine who wants to be recognized and wants to be a part of the story when writing the outcomes report.
- When writing the outcomes report, some outcomes did not initially come out because partners thought their accomplishment was too small or did not want to brag. Partners should know that their accomplishments are worthwhile, no matter how small.
- The outcomes report should show information on funding to increase transparency. The outcomes report could show accounting information, but it would be a complex spreadsheet if it includes the web of collaborative investments. It may be less complex to include the USFS funding allocations. Most of the USFS funding allocated for FY2020 is gone.
- The RMRI-SW partners are tracking their outcomes based on the government fiscal year rather than the calendar year.

- RMRI Leadership Team members agreed that they supported the outcome tracking approach of RMRI-SW in both content and presentation format. Jason Lawhon will share the RMRI-SW outcome tracking presentation slides, written report, and executive summary when they are ready.

RMRI UPPER ARKANSAS AND UPPER SOUTH PLATTE OUTCOME TRACKING DISCUSSION

Leadership Team members discussed their expectations for outcome tracking in the RMRI Upper Arkansas and Upper South Platte landscapes. Their comments are summarized below.

- The Upper Arkansas and Upper South Platte landscapes should track similar outcome data as RMRI-SW, with the caveat that those landscapes do not have extra personnel to help track outcomes and develop this detailed report. RMRI at the larger level should help gather data and support outcome tracking for the other two priority landscapes.
- The outcome tracking should be the same because it will be hard to track project progress and identify potential challenges and opportunities across all three priority landscapes without uniform data. It would also be helpful to have these reports on the RMRI website, and it may be confusing from the public perspective if there is a Southwest Colorado report and no report for the other landscapes.
- The outcome reporting for the Upper South Platte and Upper Arkansas landscape should tie back to their original proposals to help track the projects' status.
- Consistent data and metrics across landscapes make sense, but the funding mechanisms need to be consistent with reporting metrics. The Upper South Platte landscape does not currently have the capacity to produce these reports. They would need help with tracking outcomes or developing a reporting mechanism. Foresters on the ground are already very busy completing projects, and it is tough to ask them to report on metrics and needs if they do not see tangible benefits. The news about the additional funding from the USFS will demonstrate the benefits RMRI is bringing to the landscape. The Upper South Platte can try their best to relay information, but there may be gaps without additional support.
- For the RMRI-SW partners, the most burdensome process of gathering outcomes was communicating with partners about the goal and purpose of RMRI and making sure they were comfortable sharing their outcomes. It took less time to collect outcomes from partners already familiar with RMRI because they were comfortable sharing their accomplishments. The outcome collecting was easy once partners were comfortable with sharing their internal data. The spreadsheet that tracked outcomes was basic; partners provided treatment information on the primary organization involved, key partners, the number of acres treated, and which of the four RMRI values benefitted from the project. Extra work was then needed to develop the written report and PowerPoint slides.
- The easier the task of putting together a report is, the more feasible it becomes for the Upper Arkansas and Upper South Platte landscapes. Jason Lawhon should use his spreadsheet to create an outcome tracking spreadsheet template for the Upper South Platte and Upper Arkansas partners to potentially use.
- RMRI partners should be thinking about whether these are the right metrics and outcomes for other areas across the West. Consistent metrics are important, not only in Colorado but in other states as well.
- The NFWF has staff who think about outcome tracking and could provide input on the RMRI outcome tracking process. CSFS also has staff with mapping expertise that could help provide input on tracking outcomes and data synchronization.
- Partners seem to be more willing to share their outcomes when the reporting is for Shared Stewardship. It should be made clearer that RMRI is the national pilot of Shared Stewardship. Making the connection between RMRI and Shared Stewardship clearer will

also make RMRI more transferable to other states that have Shared Stewardship agreements in place, like Wyoming and Kansas. The Colorado Department of Natural Resources (DNR) and USFS are continuing to work on Shared Stewardship planning, and for all intents and purposes, RMRI landscapes represent Shared Stewardship priorities.

- RMRI partners should consider if there is a way to track landscape outcomes to determine if RMRI and collaborative programs increase the pace and scale of treatments when compared to other landscapes and approaches.
- The power of the reporting on outcomes is that they show a collective impact. The collective impact story looks good to funders and may make them more interested in investing their time, treasure, and talent.
- The outcome reporting should capture qualitative data around investment and commitment in addition to quantitative data to tell the whole story of RMRI and Shared Stewardship.
- The Leadership Team agreed that they are interested in tracking outcomes in the Upper Arkansas and Upper South Platte similar to the RMRI-SW approach, with the caveat that there will need to be RMRI support to help those two landscapes provide this information.
- Mo Bookwalter will coordinate with the Upper South Platte and Upper Arkansas landscapes to determine what resources they need from partners to track outcomes.

NEXT STEPS

- The next Leadership Team will be scheduled in December. Heather Bergman will distribute a Doodle poll to schedule the next Leadership Team meeting in early December.
- Meeting topics for the next Leadership Team meeting include:
 - Determining commitments from individual organizations.
 - Determining whether the commitments are enough to achieve pace and scale.