

Rocky Mountain Restoration Initiative (RMRI)
December 14, 2020, 1:00 PM to 4:00 PM
Leadership Team Meeting
Meeting Summary - FINAL

ATTENDANCE:

Leadership Team Members: Samantha Albert, Alan Bittner, Christina Burri, Patt Dorsey, Cindy Dozier, Clint Evans, Vaughn Jones, Jason Lawhon, Mike Lester, Paige Lewis, Tim Mauck, Frank McCormick, Tricia O’Conner, Molly Pitts, Lauren Ris, Chris West, and Cindy Williams

Additional Attendees: Jacque Buchanan, Kara Chadwick, James Eklund, Matt Lindler, Susan Matthews, Paul Orbuch, Erin Minks, Mark Shea, Tom Spezze, Tara Umphries, Nathan Van Schaik, Joe Vieira

Facilitation: Heather Bergman and Samuel Wallace

ACTION ITEMS

RMRI Support Team	<ul style="list-style-type: none">• Forward Leadership Team recommendations to the appropriate subcommittee and landscape.• Follow up with Leadership Team members who volunteered to lean in on landscape and subcommittee needs.
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OPENING REMARKS

Tricia O’Connor from the US Forest Service (USFS) Region 2 Office and Patt Dorsey from the National Wild Turkey Federation (NWTf) gave opening remarks. Their comments are summarized below.

- This past year has been tough with COVID-19 and an unprecedented fire season. Despite these challenges, the RMRI Stakeholder Group has met six times, the Leadership Team has met twice, and subcommittees are continuing to meet. These meetings demonstrate the energy and commitment of stakeholders.
- Tricia O’Connor is the USFS Region 2 Acting Regional Forester. Her first week was the week the East Troublesome and Cameron Peak Fire started, so she has not had as much time to meet RMRI partners.
- The 2020 fire season has emphasized what RMRI stakeholders have known for a while: we need to do a lot of work, and we need to do it collaboratively and at a larger landscape level. The 2020 fire season is an opportunity to communicate the importance of the work at hand so that partners can make a difference together.

AGENCY AND ORGANIZATION UPDATES

Leadership Team members provided relevant updates on their agencies and organizations. Their comments are summarized below.

USFS Update

- With the upcoming change in the presidential administration, the USFS remains committed to RMRI and Shared Stewardship work.
- The USFS Region 2 Office was able to garner end-of-year funding from the Washington Office. The funding will help align RMRI work in the Pike and San Isabel National Forests and Cimarron and Comanche National Grasslands (PSICC).

- The 2020 fire season has stressed the importance of RMRI work, and the public has begun to see and understand the importance of the work too. RMRI should leverage this momentum in 2021.
- Tara Umphries has been placed in the detail as the RMRI and Shared Stewardship lead. Tara Umphries comes from the Hahns Peak/Bears Ears Ranger District out of Steamboat Springs where she was serving as the district ranger.
- The USFS will be flying a permanent position for the RMRI and Shared Stewardship lead shortly. The USFS recognizes the importance of having stability, and they hope to have someone hired by January to ensure continuity and commitment around Shared Stewardship and RMRI.
- There is talk in the USFS about updating their fire plans. As that effort progresses, the USFS will continue to work with RMRI to ensure there is understanding and a high-level of clarity between the work to reduce fire risk and the work of RMRI.

NWTF Update

- Tom Spezze has taken a step back from RMRI because he was promoted to the NWTF National Director of Field Conservation. However, he has remained engaged as much as possible.
- The NWTF has been working on RMRI branding and logo. The NWTF has also been working on its own branding efforts. The new NWTF brand incorporates more landscape-scale initiative work, like RMRI, and broadens its platform for fundraising.
- The NWTF launched the Western Shared Stewardship Initiative. NWTF staff used Making Tracks data to identify states where there was a Shared Stewardship memorandum of understanding (MOU) in place. NWTF is now working with national partners to help provide funding for shovel-ready Shared Stewardship initiatives, including RMRI. Partners have been interested in funding at the initiative level more than the project level.

Natural Resources Conservation Service (NRCS) Update

- NRCS is prioritizing filling high-priority vacancies in the wake of a possible hiring freeze.
- NRCS is rolling out the Regional Conservation Partnership Program, the Conservation Stewardship Program, and other programs soon.
- NRCS field staff continue to work with partners through their Emergency Watershed Protection Program to support fire recovery efforts. The NRCS has received funding through that program to support field surveys that will in turn lead to more opportunities for funding.

Colorado State Forest Service (CSFS) Update

- CSFS staff continues to work with the NRCS and American Forest Foundation (AFF) in Southwest Colorado.
- Governor Polis proposed an increase of \$6 million to the Forest Restoration and Wildfire Risk Mitigation (FRWRM) grant program. CSFS is looking for partners in priority landscapes with shovel-ready projects as potential recipients for some of the FRWRM funding.

Colorado Department of Natural Resources (DNR) Update

- The Governor's Office is proposing an increase in the 2021-2022 state budget of \$10 million for forest health and fire mitigation projects. Six million dollars will go to FRWRM, and the other four million dollars will go to the Colorado Water Conservation Board's (CWCB) Watershed Health grant program.

- DNR is sharing federal priorities with the Governor’s Office, including large-scale forest restoration, support for partnerships and shared investment with the USFS, and RMRI.
- With the potential for a federal stimulus bill, DNR is looking at RMRI landscapes and forest health initiatives for potential stimulus funding.

Division of Fire Prevention and Control (DFPC) Update

- Following the 2020 fire season, DFPC is emphasizing the need for firefighters for suppression and fuels mitigation. The state has slowed down hiring, but DFPC continues to move ahead for 2021. They are looking to build momentum to build overall capacity for fire response and mitigation.
- Lawmakers are asking DFPC staff whether fire mitigation or suppression is most important. DFPC is remaining consistent in their response, which is that it is not “mitigation or suppression” but “mitigation and suppression.” They refer to the three legs of the national cohesive strategy to emphasize that the state has to fund both mitigation and suppression efforts.

Upper South Platte Partnership (USPP) Update

- Foresters in the USPP are coming together to write applications for funding opportunities. Jefferson Conservation District is working with Jefferson County and Denver Mountain Parks to apply for a Federal Emergency Management Agency (FEMA) grant for resilient infrastructure. The grant application is requesting millions of dollars for planning and implementation.
- Jefferson County commissions approved the indefinite continuation of the Jefferson County Wildfire Risk Reduction Task Force.
- The CSFS Golden field office is working on two applications for the Restoration and Stewardship of Outdoor Resources and the Environment (RESTORE) grant program, and Jefferson Conservation District is working on a couple as well.

Denver Water Update

- Denver Water recently participated in the Forest-to-Faucet annual meeting. The White River, PSICC, and Arapaho and Roosevelt National Forests and Pawnee National Grassland (ARP) all met their targets and metrics for their annual operating plans, even in light of the challenges of 2020. The CSFS is also meeting their targets and did not have delays in getting their work accomplished.
- Denver Water welcomed a new Mile High Youth Corps cohort, who will help with pile burning this winter.

2020 FIRE SEASON DISCUSSION

Leadership Team members discussed what changes they are making in their organizations in light of the 2020 fire season and what changes RMRI should make as a whole. Their comments are summarized below.

- Because of the 2020 fire season, the CSFS received a lot of media attention when they released the Forest Action Plan. The amount of media attention demonstrates that people are paying attention and are curious about what happens next with addressing wildfires in Colorado
- Denver Water is dedicating more time to provide technical assistance to other utilities that were impacted by the 2020 fire season, such as Northern Water and Glenwood Springs Water Department. One thing that Denver Water and other partners should be doing differently in light of the 2020 fire season is being better storytellers and tracking and

sharing lessons learned. There is going to be a lot to learn from the 2020 fire season, so it is important to take time to document the lessons learned and incorporate that learning into future efforts.

- Club 20 hosted a town hall for forest innovation, and Jason Lawhon and Mike Preston presented on RMRI. The 2020 fire season has only intensified the discussion on the West Slope, so Club 20 is working on informing its members that innovations are occurring in Colorado to address the wildfires.
- The Colorado Forest and Water Alliance (COFWA) wrote an op-ed piece that says that there needs to be a change in the approach to wildfires if people want different results. RMRI helps to change the paradigm. The message that a paradigm change is needed to address wildfires should be a high-priority message.
- The 2020 fire season has brought to the attention of the National Fish and Wildlife Foundation (NFWF) Washington DC staff that western fires go beyond California. NFWF is trying to build momentum in Washington DC to rethink how they direct resources in the West.
- The Rocky Mountain Research Station (RMRS) lost a handful of study watersheds during the Cameron Peak Fire. The RMRS has background data on the watersheds, which will allow them to monitor the long-term effects of the fire. There is also an opportunity to study fire behavior and landscape post-fire recovery and regeneration in grey phase forests (i.e., stands of standing dead grey wood). RMRS has been increasing its capacity to conduct water quality analyses in its biogeochemistry lab. They have also been receiving questions from Representative Joe Neguse's and Senator Michael Bennet's Office and the USFS undersecretary about what research is needed following these fires and the relationship between the fires and climate change. RMRS staff has been writing briefing papers and preparing responses to these scientific requests.
- Chaffee County partners are accelerating the distribution of funding. Chaffee Common Ground, which receives funding from their local tax measure, took immediate steps to deploy \$200,000 to forest mitigation projects. In addition to RESTORE funding, the additional money from Chaffee Common Ground fully funds the Methodist Front project. Chaffee County also started their ChaffeeChips program, and over 280 people participated. They hope to double the number of people participating in 2021 and add funding for community treatments. They also initiated a third project to engage private landowners to get large-scale shovel-projects ready; they are currently looking at a 2,500-acre project.
- The USFS has learned lessons from this fire season as it relates to fire suppression and COVID. They have learned about new ways to fight fires to improve the safety of firefighters and inform the public of the status of fires, especially when people cannot meet in person. There was less COVID spread than expected because of changes in how firefighters were deployed.
- On the mitigation and treatment side, the USFS learned a lot about the fires. One big lesson is that treatments helped reduce the impacts of fires, even when the fire was as large and intense as the Cameron Peak Fire.

IDEAFLIP EXERCISE – RMRI 2021 MINIMUM AND STRETCH GOALS

Leadership Team members participated in an exercise where they identified RMRI minimum and stretch goals for 2021 on a virtual Ideafliip whiteboard. Their comments are summarized below.

RMRI 2021 GOALS		
	Minimum Outcomes for Success in 2021	Stretch Goals for 2021
Southwest Colorado	<ul style="list-style-type: none"> • Increase forest health through project accomplishments • Communicate success and increase understanding • Secure multi-year funding for collaborative priorities • Engage with Southwest Colorado and RMRI on outcomes, from research and development for pre- and post-work monitoring and measures • Have acres treated/accomplishments to report as a result of RMRI effort (maybe x% of acres originally planned for year 1) • Achieve target acres • Identify a meaningful project that shows the RMRI effect (e.g., partners showing up differently to increase pace and scale) 	More
Upper Arkansas	<ul style="list-style-type: none"> • Biomass solutions • Pace and scale • More funding efforts, like the Southwest Wildfire Impact Fund, in Chaffee County to get a broad funding base • Tell the community story of Chaffee and Lake Counties • Fire success stories • Money for private land projects • Funding for ChaffeeTreats for 2,500 acres of priority private land treatment action 	<ul style="list-style-type: none"> • USFS staff is enabled to accelerate public lands treatment, with added staff capacity for planning, etc. • ChaffeeChips doubles, enabling 500 landowners to treat • ChaffeeTreats develops funding to treat 5,000 acres of private lands • ChaffeeChips expands to LakeChips, leveraging momentum • Bureau of Land Management staff is enabled to accelerate treatment with additional staff capacity for RMRI landscapes • Identify a meaningful project that shows the RMRI effect (e.g., partners showing up differently to increase pace and scale)

RMRI 2021 GOALS		
	Minimum Outcomes for Success in 2021	Stretch Goals for 2021
Upper South Platte	<ul style="list-style-type: none"> • Increase in funding and staff capacity for project implementation • Engage collaboratives in setting priorities and then demonstrate commitment by directing agency and partner funding to those priorities 	<ul style="list-style-type: none"> • Finding funding and support for Colorado Forest Restoration Institute (CFRI) mapping, accomplishments tracking, and adaptive management • Identify a meaningful project that shows the RMRI effect (e.g., partners showing up differently to increase pace and scale)
Subcommittees	<ul style="list-style-type: none"> • Button up some of the good work they have started in 2020 • Have some measurable accomplishments/improvement that came about as a result of the subcommittees beyond that we had meetings • Clarifying/prioritizing future funding opportunities (for Funding Subcommittee) • Identify scientists from Rocky Mountain Research Station (RMRS) to support the Science Subcommittee • Provide specific policy recommendations so that individual organizations can advocate based on those recommendations 	<ul style="list-style-type: none"> • Provide a written document that includes policy recommendations for all the subcommittee topics • Complete a study and how-to video on Chaffee 1A ballot measure and community engagement success (for Communications Subcommittee) • Develop \$1 million of new funding per landscape and celebrate
Overall RMRI Goals	<ul style="list-style-type: none"> • Tighten and clarify what RMRI is about (RMRI still feels like too much.) • Understand the overall economic impact of RMRI work (and the cost of doing nothing) • More coordination and shared accomplishments across RMRI • Meet acreage targets • Discuss/develop a strategy for how RMRI can support wildfire-prone landscapes that are not one of the three high-priority landscapes but was one of the primary seven initial landscapes identified at the July 2019 RMRI partner meeting 	

IDEAFLIP EXERCISE DISCUSSION

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

- There are many goals related to communication and communicating what subcommittees and landscapes are working on. In 2021, RMRI should focus on improving those communication channels.
- A common theme among the results of the IdeaFlip exercise is a need to identify concrete solutions to increase the pace and scale of work and communicate the successes to move projects forward. The responses from the Leadership Team indicate that there is an interest in moving more fully into an implementation phase.
- A barrier to accomplishing more work for the USPP is having a consistent source of funding so that foresters can plan projects in advance and with confidence. Another bottleneck is not having enough staff for project planning. An increase in industry capacity is needed as well.
- It is difficult to track accomplishments consistently because each project manager tracks an “acre treated” differently. It took Denver Water working with CFRI to begin tracking accomplishments consistently. Having staff support working with CFRI is critical to tracking accomplishments consistently across federal and non-federal lands.
- A goal of RMRI should be to develop private sources of funding. Impact investing could be a way to get millions of dollars to purchase forestry equipment and increase capacity.

LEADERSHIP TEAM ROLES AND RESPONSIBILITIES OVERVIEW

Heather Bergman gave an overview of the RMRI Leadership Team's roles and responsibilities. Her comments are summarized below.

- The ultimate goal of RMRI is to increase the pace and scale of forest restoration to protect the four values of RMRI (forests and wildlife habitat, water, communities, and recreation).
- The RMRI structure has partners interacting at different levels. The different structures of RMRI include the priority landscapes, subcommittees, Stakeholder Group, and Leadership Team.
 - *Priority landscapes*: Most work happens in the landscapes, and each landscape has its own acreage goals.
 - *Subcommittees*: The role of the subcommittees is to remove barriers. There are six subcommittees. Three of the subcommittees are operational (communications, funding, and governance), meaning they focus on the overarching work of RMRI, and three are substantive (biomass utilization, social license, and workforce capacity), meaning they focus on cross-cutting issues.
 - *Stakeholder Group*: The RMRI Stakeholder Group's roles are to invest in landscapes with staff and funding and participate in subcommittees to do the work of the group.
 - *Leadership Team*: The role of the Leadership Team is to provide overall direction for RMRI, ensure that RMRI is a priority in their organization, raise awareness about RMRI and Shared Stewardship, and evaluate the effectiveness of RMRI. The Leadership Team makes recommendations to subcommittees, landscapes, and the full RMRI partnership. They do not direct other organizations or RMRI partners.
- In the RMRI governance charter, the Leadership Team has several roles and responsibilities. These roles and responsibilities can be organized into four main functions: raising awareness, directing internally, making recommendations to RMRI, and evaluating. The Leadership Team has the option to lean in to solve problems as well.
- By identifying goals earlier in the meeting, the Leadership Team is following through on their role to evaluate RMRI.

LANDSCAPE AND SUBCOMMITTEE NEEDS OVERVIEW

Patt Dorsey and Tara Umphries gave an overview of landscape and subcommittee needs. Their comments are summarized below.

- Before the Leadership Team meeting, Patt Dorsey and Tara Umphries met with landscape representatives and subcommittee chairs to discuss their needs.
- All the subcommittees and landscapes said that they wanted to thank RMRI partners and the Leadership Team for what has been accomplished so far. Landscapes and subcommittees have been able to elevate issues through state government and other entities.
- The needs of the landscapes and subcommittees can be organized into three main themes: communications, leadership and governance, and funding and capacity.
- The first category of needs is communications. Communications is not only a role for the Communications Subcommittee but for all RMRI partners. There is an overarching need for clearer and more transparent communications. There is also a need for RMRI to celebrate partner actions more frequently beyond accomplishment reporting. Communications also need to be improved internally and externally.
- The second category of needs is governance and leadership. Governance and leadership needs are related to removing barriers at different levels of government. There are also needs to engage certain agencies and make discrete efforts to integrate priorities across agencies.
- The third category of needs is funding and capacity. Beyond needing more funding, there is a need to define a process for how RMRI will allocate available funding. There is also an interest to increase transparency so that partners can more cooperatively and collectively identify and acquire funding. Landscapes and subcommittees also identified specific areas and tasks where they could use more capacity.

BREAKOUT ROOM REPORT OUTS

Leadership Team members participated in one of three different breakout rooms to discuss needs previously identified by the priority landscapes and subcommittees. There were three breakout rooms: governance/leadership, funding/capacity, and communications. The Leadership Team members identified what success looks for each need and how to address them based on their roles and responsibilities (i.e., raising awareness/liasing, directing internally, making recommendations to RMRI, and leaning in). Their comments are organized by breakout room and need and summarized in Appendix A of this summary.

BREAKOUT ROOM REPORT OUT DISCUSSION

Leadership Team members discussed the report out from the breakout rooms. Their comments are summarized below.

- In the breakout rooms, Leadership Team members discussed how they could address needs, but they did not prioritize the needs at all. The Leadership Team and RMRI partners should think about what the needs are where they can make the most difference in the next year. They also should be realistic about how much they can accomplish in the next year.
- There are different layers and groups in RMRI, each with its own functions and varying levels of participation. RMRI partners need to make sure they have the right group with the right expertise and influence dedicating their time and energy in the appropriate places.
- Region 2 and Colorado were selected for RMRI because of all the great work and alignment in Colorado. As partners scale-up and landscapes align with RMRI processes, there are questions on how to make sure other landscapes, not in the three priority landscapes, do

not get left behind. Fires occur in other areas beyond the three priority landscapes, so RMRI partners should think about how to address other great work in a sensitive way.

POLLING QUESTIONS

Leadership Team members were asked to fill out two polls to indicate how confident they are that RMRI will meet the minimum and stretch goals. The results of the polls are below.

How confident are you that the current direction of RMRI will lead to RMRI achieving the minimum goals identified by the Leadership Team at the beginning of today’s meeting?

<i>Response</i>	<i>Number of Responses</i>	<i>Percentage of Responses</i>
1 – Not at all confident	1	7%
2	1	7%
3	3	21%
4	7	50%
5 – Very confident	2	14%

How confident are you that the current direction of RMRI will lead to RMRI achieving the stretch goals identified by the Leadership Team at the beginning of today’s meeting?

<i>Response</i>	<i>Number of Responses</i>	<i>Percentage of Responses</i>
1 – Not at all confident	1	7%
2	5	36%
3	6	43%
4	2	14%
5 – Very confident	0	0%

NEXT STEPS

- The RMRI Stakeholder Group will meet on January 12. The recommendations from the Leadership Team will be brought to the RMRI Stakeholder Group meeting.
- The RMRI Support Team will forward other Leadership Team recommendations to the appropriate subcommittee and landscape. A member of the Support Team will also follow up with Leadership Team members who volunteered to lean in to address landscape and subcommittee needs.
- The vision for the Leadership Team is that they will meet once a year around December to evaluate and provide additional recommendations and course corrections for the RMRI group. For 2021, Leadership Team members supported having an additional mid-year check-in.

APPENDIX A – BREAKOUT ROOM DISCUSSIONS

GOVERNANCE AND LEADERSHIP BREAKOUT ROOM		
Landscape and Subcommittee Need	What Does Success Look Like?	Leadership Team Role (Raise Awareness, Recommend, Direct Internally, Lean In)
<p>Process for tying priority landscapes into Shared Stewardship</p>	<ul style="list-style-type: none"> • Clear identification of what Shared Stewardship means • Clarification of how RMRI relates to Shared Stewardship (i.e., RMRI is an example of Shared Stewardship) • Integration of RMRI into Shared Stewardship once a Shared Stewardship plan is released • Ability of partners to identify Shared Stewardship projects when they see them 	<p><i>Raise Awareness</i></p> <ul style="list-style-type: none"> • Leadership Team members should share information on the definition and scope of Shared Stewardship and how the state views Shared Stewardship • Leadership Team members should provide multiple examples of Shared Stewardship in addition to RMRI. • Leadership Team members share information about how other groups, like the Forest Health Advisory Council, relate to Shared Stewardship. • Leadership Team members should share the state’s Shared Stewardship plan as it becomes available, recognizing that it may be difficult to raise awareness until there is information about Colorado’s Shared Stewardship plan. <p><i>Recommend</i> RMRI partners should bring USFS and DNR representatives to present during an RMRI meeting once the Shared Stewardship plan is released.</p> <p><i>Lean In</i> State and federal agencies, like DNR and USFS, should share updates on Shared Stewardship regularly.</p>

GOVERNANCE AND LEADERSHIP BREAKOUT ROOM

Landscape and Subcommittee Need	What Does Success Look Like?	Leadership Team Role (Raise Awareness, Recommend, Direct Internally, Lean In)
Removal of barriers through supporting local, state, and federal legislation/outreach and advocacy (if possible) for legislation that moves landscapes toward goals	<ul style="list-style-type: none"> • Proactive engagement of legislators from the different priority landscapes • An established process in RMRI for legislative advocacy 	<p>Recommend RMRI partners should determine whether they want to advocate for policy and if so, define a process for policy advocacy (i.e., who advocates and how).</p> <p>Lean In Leadership Team members in agencies with legislative liaisons, like DNR and USFS, should have legislative liaison staff work with legislators.</p>
Process for tying priority landscapes into the State Water Plan	Priority landscapes working with basin roundtables.	<p>Raise Awareness Leadership Team members should communicate with CWCB and DNR staff more directly about opportunities to connect with priority landscapes.</p> <p>Recommend Priority landscapes should reach out to basin roundtables to present at basin roundtable meetings as a first step.</p>
Increased engagement from the recreation community	<ul style="list-style-type: none"> • More conversations with recreation groups/ associations about working with RMRI • Incorporation of recreation stakeholders into the landscapes more effectively • Metrics for the desired number of meetings and the desired number of recreation-focused partners involved in the process 	<p>Recommend The Communications Subcommittee should develop a communication strategy to make the case for the economic benefits of healthy forests for recreation-focused organizations.</p> <p>Lean In The Colorado Outdoor Recreation Industry Office can develop a list of recreation organizations and associations in each landscape.</p>

GOVERNANCE AND LEADERSHIP BREAKOUT ROOM

Landscape and Subcommittee Need	What Does Success Look Like?	Leadership Team Role (Raise Awareness, Recommend, Direct Internally, Lean In)
Increased Bureau of Land Management (BLM) engagement in actively supporting the RMRI landscapes	<ul style="list-style-type: none"> • Increased BLM activity in landscapes • Increased amount of resources supporting activity on BLM land, especially in areas where land ownership is a patchwork 	<p><i>Direct Internally</i> BLM should direct staff internally to work with landscape partners.</p>
Increased awareness of RMRI at the Governor’s Office	<ul style="list-style-type: none"> • More clarity on what information about RMRI is going to the Governor’s Office • Having the governor speak publicly about RMRI 	<p><i>Recommend</i> The Communications Subcommittee should work on a public statement for the governor if the opportunity arises.</p> <p><i>Lean In</i> DNR and state agencies should develop messages to go to the Governor’s Office.</p>

FUNDING AND CAPACITY BREAKOUT ROOM

Landscape and Subcommittee Need	What Does Success Look Like?	Leadership Team Role (Raise Awareness, Recommend, Direct Internally, Lean In)
Sustainable funding for projects on private lands	<ul style="list-style-type: none"> • Aligned funding cycles • Offering private landowners little or no cost treatments via a simple system and/or other non-monetary incentives • Aligned funding among private and public sources for cost efficiencies 	<p>Raise Awareness</p> <ul style="list-style-type: none"> • Leadership Team members should internally raise awareness about funding opportunities and details. • Leadership Team members should raise awareness about the possibility of creating a dedicated Colorado tax. <p>Recommend</p> <ul style="list-style-type: none"> • Priority landscapes should align their projects with relevant programs and schedules to obtain end-of-year funds or funding from other opportunities. • The Biomass Utilization Subcommittee should work on connecting industry to landscape partners to lower treatment costs.
A cooperatively developed funding strategy for priority landscapes	Maximization of available funds by optimizing and aligning various opportunities	<p>Recommend</p> <p>RMRI partners should act as a matchmaker to align available funds with projects and use existing money to leverage more funding.</p> <p>Direct Internally</p> <p>Grant program leads should align funding programs, like the Joint Chiefs' Landscape Restoration Programs.</p> <p>Lean In</p> <p>The NWTF should determine how private organizations can maximize their contributions (e.g., RESTORE grant program).</p>

FUNDING AND CAPACITY BREAKOUT ROOM

Landscape and Subcommittee Need	What Does Success Look Like?	Leadership Team Role (Raise Awareness, Recommend, Direct Internally, Lean In)
Funding opportunities for community planning efforts		
Increased capacity for landowner engagement, education, communication and outreach, planning, foresters, watershed coordinators, grant writers, etc.	<ul style="list-style-type: none"> • Not having all the focus on federal agencies to increase capacity • Collectively leveraging other agency and partner knowledge and skillsets to ask for funding to increase structural capacity • Having the capacity to fully implement shovel-ready and/or funded projects 	
Additional support from CFRI to support project treatment prioritization, monitoring, and facilitation of groups	<ul style="list-style-type: none"> • Alignment and implementation of already developed projects that have limited capacity. 	<p><i>Lean In</i> The NRCS can participate in follow-up meetings for all the funding/capacity items that RMRI chooses to move forward.</p>

COMMUNICATIONS BREAKOUT ROOM

Landscape and Subcommittee Need	What Does Success Look Like?	Leadership Team Role (Raise Awareness, Recommend, Direct Internally, Lean In)
<p>Greater celebration of partner actions in landscapes to keep partners engaged</p>	<p>Connectivity across landscapes in a way that connects smaller project areas to a greater scaled outcome. (One reason RMRI came to Colorado is because of the great work partners were already doing across the state.)</p>	<p>Raise Awareness The Leadership Team should create an RMRI dashboard that memorializes and documents RMRI accomplishments across landscapes.</p> <p>Recommend</p> <ul style="list-style-type: none"> • RMRI partners should elevate and shine a light on the landscapes that are accomplishing work on-the-ground, including landscapes beyond the three priority landscapes. • The Communications Subcommittees should develop an action plan to celebrate partner actions and make recommendations to Nathan Van Schaik (USFS) and Matt Lindler (NWTF), who will then implement the ideas as the media experts. <p>Direct Internally The Leadership Team should expand communications between entities across RMRI to increase information sharing (e.g., talking across landscapes to share ideas and accomplishments).</p>
<p>More publicly available information about RMRI action and activities</p>	<ul style="list-style-type: none"> • Increased awareness that uses less jargon for those who are not experts • Establishment of RMRI champions who share information about RMRI 	

COMMUNICATIONS BREAKOUT ROOM

Landscape and Subcommittee Need	What Does Success Look Like?	Leadership Team Role (Raise Awareness, Recommend, Direct Internally, Lean In)
More information about partner actions provided to the Communications Subcommittee	Increased understanding of terms/definition across partner groups	<p>Recommend RMRI partners, landscapes, and subcommittees should increase transparency by clarifying definitions.</p>
Increased transparency among RMRI partners about funding and commitments related to RMRI	Full disclosure of information using the right messaging in a sensitive way, including having landscapes work with RMRI partners to connect them to the landscape projects. (How and what is said is an important consideration for success.)	<p>Raise Awareness Leadership Team members should dovetail communication efforts with other ongoing efforts across the state.</p> <p>Direct Internally Leadership Team members should direct staff to communicate more across the landscapes.</p> <p>Lean In Leadership Team members should elevate and identify the who, what, and where of other work occurring throughout the state. (Fires are occurring in other places beyond the three priority landscapes, and RMRI should not lose track of other places while still dedicating time and resources to the three priority landscapes.)</p>