



Sierra to California All-Lands Enhancement In-Person Meeting September 27-28th, 2016, McClellan Wildland Fire Training Center

Synopsis

On September 27th-28th, 2016, the Sierra to California All-Lands Enhancement group (SCALE) met in McClellan, CA. During this meeting, participants discussed the nature of “all-lands” restoration and other identified topics of interest, Region 5 Acquisitions presented on local contracting, and eight SCALE member groups provided updates from their collaboratives. There were also sessions on the Regional Fire MOU, the National Forest Foundation’s Conservation Connect tool, and next steps for SCALE.

Attendees

Shiloe Braxton	John Heywood	Joe Sherlock
Ray Cablayan	Jeanne Higgins	Paul Sicurezza
Deb Cesmat	Rick Hopson	Mary Sketch
Reuben Childress	Amy Horne	Pierce Tucker
Sue Corbell	Brooke Huffman	Jason Vermillion
Amanda Cundiff	Jonathan Kusel	Robin Wall
Clay Davis	Leah Lanier	Steve Wilensky
Nick Goulette	Sarah LaPlante	Leah Wills
Amy Granat	Erica Nevins	Kendal Young
Ann Grasso	Lauren Pile	
Tom Hall	Vance Russell	
John Heissenbuttel		

Action Items

- ACTION ITEM: **Sierra Institute** to explore creating a working group comprised of SCALE members interested in further discussion wood products and marketing.
- ACTION ITEM: **P. Tucker** will compile a list of companies that visit industry day and will share with the collaboratives
- ACTION ITEM: NFF recently launched the collaboration resources section of the website and it is still being populated. **Participants** are invited to send NFF an email with suggested improvements.

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Day 1, September 27th, 2016

Introduction and Framing the Meeting *(Jonathan Kusel, Allison Reeves-Jolley, Erica Nevins)*

- Participants introduced themselves and shared their goals for the meeting.
- In 2010, members of the Amador-Calaveras Consensus Group met with members of the Burney-Hat Creek Community Forest and Watershed Group along with CAL FIRE and other agencies to discuss all-lands management; SCALE was formed in 2011 following these initial meetings. SCALE began with three groups and has since expanded to 11 groups.

- Focus areas for the SCALE group:
 - All-lands restoration efforts
 - Triple-bottom-line outcomes for community, economic, and environmental wellbeing
 - Specific projects
 - Defining Local report
 - Socioeconomic monitoring
 - Local Contracting report and rollout
 - Sharing lessons learned through continued SCALE in-person meetings, an annual trip to Washington, DC, and collaboration with the National Forest Foundation (NFF)
- E. Nevins expressed the USFS's commitment to collaboration. She believes collaborative efforts in California can be used as a model for other USFS regions.

SCALE Updates (*Allison Reeves Jolley*); [PPT Presentation](#)

- SCALE now contains 11 collaboratives; Sierra Institute and USFS Region 5 (R5) are not sure how expansion will influence SCALE. Sierra Institute plans to develop a new model that considers increased participation when providing financial support for travel and disseminating information.
- In its annual trip to Washington, DC, Sierra Institute will build on efforts supported by the Fire Learning Coalition, The Nature Conservancy, and Rural Voices Coalition for Conservation regarding the importance of wildfire issues, along with advancing SCALE issues and concerns.
- Through SCALE, Sierra Institute will examine the existing network of collaboratives and assess each partners' strengths, resources, and challenges. Sierra Institute will also examine other long-standing collaboratives across the country to learn about their successes, barriers, and best practices.

Regional Fire MOU: Presentation of the “Memorandum of Understanding for the Purpose of Increasing the Use of Fire to Meet Ecological and Other Management Objectives” (*Nick Goulette*)

- The objective of the MOU is to formalize a cooperative effort that increases the use of fire to reach management objectives. Signing on to the MOU is voluntary and open on a rolling basis.
- Environmental groups in the Sierra Nevada have recognized the need for an increase in the pace and scale of restoration and that mechanical thinning alone is insufficient. However, using fire at a large scale is challenging because of forest condition, air quality concerns, risk to property, and negative public perception.
- The MOU was created in October 2015. Since then, BLM, California State Parks, and other organizations have joined.

- CAL FIRE traditionally “puts out fire,” although they do have some prescribed fire programs. The director of CAL FIRE, Ken Pimlott, has recognized the importance of prescribed fire for forest restoration.
- R5 manages the MOU, partners, and agreements, while Sierra Forest Legacy maintains the [web portal](#).
- MOU partners have held two meetings. The first occurred in fall 2015 and focused on publicizing the partnership. The second was held to decide on the structure and function of the group. Three working groups were formed to discuss communications, policy, and capacity as they pertain to putting fire back on the landscape.
- Nature Conservancy’s Prescribed Fire Training Exchange Program (TRES) is going to roll out a Cal TRES program, which will bring these learning exchange opportunities to communities across California.

Discussion

- The TRES program is being implemented in the Western Klamath Mountains and Trinity County, where there are ample resources and public support. In Trinity County, the local government and landowners agree that fire is part of the future. While there is increasing awareness of the importance of fire, air quality has been less of a concern when accounting for the long-term forest health benefits resulting from prescribed fire.
 - Project Representative: It is also more cost effective to proactively implement prescribed fires than to respond and contain wildfire.
- There is a movement to shift the language around wildfire from “catastrophic” to “intensive or uncharacteristic.”
- The focus of the MOU is using fire as a tool at a larger and more effective scale; it will not be focused on biomass.

All-Lands Related Reports and Discussion

[Collaborative Updates Part I](#)

Amador-Calaveras Consensus Group (ACCG) *(Steve Wilensky)*

- The location of treatments on the landscape are often dependent on the funding source. ACCG has to be creative about financing.
- The Bureau of Land Management Community Forest is expected to be approved by the end of this year; this effort was largely inspired by a visit to the Watershed Research and Training Center Community Forest.
- In October, ACCG is hosting fire trainings for an estimated 20 tribal members so that they are able to work with the USFS through agreements.
- Infrastructure for tree removal is a key challenge.

- ACCG has lost six key members in a short time period which has challenged the group's capacity. The timing of staff transitions can have a large impact on the Collaborative's projects.
- The Collaborative is working through issues with NEPA. Though NEPA challenges the timing of project implementation, collaboration makes projects more robust and less likely to be litigated.
- In general, the group is ahead of some targets but needs more activity in other areas.
- The group let a fire burn in a wilderness area, which added 700 acres towards their prescribed fire goals.

Burney-Hat Creek Community Forest and Watershed Group (BHCCFWG) (*Ann Grasso*)

- The BHC Collaborative Forest Landscape Restoration Project (CFLRP) encompasses 368,000 acres, of which only 58% is USFS land. The rest of the landscape is managed by private landowners, National Parks Service, CA State Parks, and others.
- Two major fires in 2014, Bald and Eiler, wiped out some project areas.
- Collaboration has been challenging, but people are working hard to make it successful.
- The first truly collaborative project is the "crossroads" project, now being developed through a Categorical Exclusion. The Collaborative wanted to work together and develop a project that could be implemented quickly. Wildlife and botanical surveys have slowed the process, and there aren't many NEPA-ready projects "on the shelf". The Plum Project is another ongoing large landscape-scale project.
- No fire settlement dollars have been spent on Hat Creek.
- A Youth Conservation Corps was hired this year with CFLR dollars that made some recreation restoration possible.
- A local biomass plant has been saved with a new forthcoming purchase power agreement, but it is not currently accepting biomass.

Discussion

- Q: How does the USFS help move a project along without coming across as making exclusive executive decisions?
 - USFS Employee: We hold and attend public meetings to involve others in decision making.
 - USFS Employee: In the Dinkey Creek Collaborative, we have a landscape planning work group that discusses the details of the landscape planning process. The USFS works alongside the work group, going stand by stand to help design projects.
 - Collaborative Representative: ACCG has four standing committees, including operations and planning. They come to the big group with final recommendations. Field trips allow more involvement and help frame the project.
- Hat Creek Ranger District is hiring a GS-9 to GS-11 partner coordinator for the CFLR. There is also a team of five or six employees that works on the CFLR projects so that

multiple people have working knowledge of the efforts. The attendance of these employees has increased trust and woven a new fabric in the culture of the Collaborative/USFS partnership.

All-Lands Discussion

Participant responses are captured below.

Full-Group

- *Prompt: What does all-lands (or all-lands efforts) mean or entail?*
 - Cooperative
 - Anything within a defined geography
 - Not fixating on administrative boundaries
 - All landowners at the table
 - Focused on processes that don't recognize ownership boundaries
 - Shaped by outcomes not funding
 - Monitoring and advocacy at a large scale
 - Awareness of legal constraints and limitations of other stakeholders
 - Sharing risks and rewards
 - Safe harbor agreements, incentives, and protection of other people at the table (such as private landowners)
- *Prompt: What is a top all-lands effort in California?*
 - Burney Gardens was a project that included private landowners. The project was successful but interrupted because there was no outlet for biomass
 - Western Klamath Restoration Partnership (WGRP) representatives stated that many groups are challenged by prescribed fire and effective tribal engagement; WGRP has found success in these areas.
 - Sierra Nevada Conservancy
 - Tree Mortality response effort in Tuolumne
 - FireScape Monterey and FireScape Mendocino
 - Tahoe Basin efforts in the Wildland-Urban Interface (WUI)
 - Trinity County Fire Safe Council does a good job of aligning resources and cooperating
 - Meadow restoration in the Amador area that covers USFS and private land
- *Prompt: What outcomes would you hope for if Sierra Institute were to host an all-lands meeting?*
 - Including multiple stakeholders; these organizations may include CAL FIRE, NFF, NRCS, NFWF, USFS, Tribes, National Park Service, BLM, fire safe councils, DWR, Air Resources Boards, SNC, CFA, CFLA, ACWA
 - Exploring partnerships and joint funding opportunities for on-the-ground projects with the collaboratives

- Understanding the authorities that guide each agency and what part they play with an all-lands approach
- Developing a unified voice/message that represents multiple collaboratives
- Using working groups to move beyond theoretical planning and into applied project work
- Addressing the misalignment of regulatory structures and incentive programs with private landowners' behavior
- Brainstorming current funding opportunities

Small Groups

- Prompt: What do collaboratives need?
 - Additional stakeholders at the table (at SCALE meetings, collaborative meetings)
 - Clearly defined objectives and goals
 - Expertise in science and education; trainings
 - Strong and neutral facilitation
 - Intermediaries, like nonprofits, to bridge gaps with stakeholders
 - Strategic outreach to those not at the table
 - Strategic communication
 - Definition of commitment to collaborative landscape restoration beyond USFS funded initiatives
 - To develop trust in relationships and partnerships
 - Skillsets to complete NEPA/CEQA
 - Contracts to be able to work across borders
 - Large-scale creative thinking
 - Flexibility in fund application and unified funding streams; consider how organizations and agencies can access and apply funds to all-lands efforts
 - Increased availability of contracting officers in the summertime
- Prompt: What does the USFS need from collaboratives?
 - Additional funding and grant-seeking
 - Continued participation and engagement
 - Prioritizing issues that build social capital in addition to landscape restoration
 - Diverse perspectives

Collaborative Updates Part II

Dinkey Creek Collaborative (*Sarah LaPlante*)

- In 2009-2010, the Dinkey Creek Collaborative was trying to increase the presence of pine on the landscape. Now the situation has changed drastically because of tree mortality.
- The most active working groups within the Collaborative include cultural burning, fire monitoring, communications, and the steering committee.

- The landscape planning working group is comprised mostly of technical specialists. This group discusses planned projects and determines whether they should change the prescriptions. The group tries to answer the question, “Does the condition of the landscape still support the projects they are advancing?”
- The current ecological restoration strategy involves looking at long-term landscape restoration under changing conditions. Prescriptions of yesterday are being examined to determine if they are still applicable today.
- The ecological monitoring working group has come up with a wide range of monitoring questions. They are working to determine their role in light of a changing landscape.
- The socioeconomic monitoring workgroup has partnered with the Sierra Institute. Many of the questions from the working group focus on the how the Collaborative’s restoration work has affected local communities.
- The fire policy workgroup has focused on fire funding. They are also considering reinvestment in prescribed fire.
- Litigation concerning wildlife was a driving force in the formation of the Dinkey Creek Collaborative. The group continues to work on finding common ground in this area.

South Fork American River Cohesive Strategy Project (SOFAR) *(Kendal Young)*

- The SOFAR project doesn’t have a collaborative yet. The organizational structure and governance needs to be ironed out.
- They’ve signed an agreement with Miwok Indians to tackle fuels reduction; activities have started.
- The project is exploring how bug kill might influence the program of work.
- A few of the collaboratives present were formed largely in response to litigation. SOFAR is an agency effort seeking collaboration. The Fire Adapted 50 project and other state/county projects are coming to the table.
- CAL FIRE’s participation in this project looks different than elsewhere. Partners were ready to collaborate from the beginning.

Open Space Exercise: Points of Interest and Next Steps

- Topics of discussion selected by the group:
 - Funding authorities and flexibilities
 - Regulatory constraints and opportunities
 - Post-CFLR funding → what next?
 - Tree mortality
 - Recreation/social emphasis of CFLRP/Collaborative
 - Biomass utilization

Points of Interest

- What comes next after CFLR funding ends?
- Carbon, biomass, tree mortality, and prescribed fire are all linked.
- There needs to be a shift from fighting fire to managing it.
- The USFS could improve transitions (funding, goals, personnel).
- Specialists do not always capture data in ways that respond to the Collaborative's questions.
- Restoration efforts have to be assessed for their ecological and social sustainability.
- A lot of money is going towards removing dead trees but not to biomass processing facilities.
- How to maintain continuity and strength amidst changes like personnel turnover.

Next Steps

- Conversations with the State Senate, Assembly, and Governor's Office regarding tree mortality funding.
- Collaborative members should engage with the Statewide Wood Energy Team and the Tree Mortality Task Force.
- Groups can work together to advocate for the wood products/wood utilization industries.
- Develop a strategy on how to pair monitoring and management.
- Projects need to integrate the findings/research behind prescribed fire.
- Collaboratives could create a statewide monitoring database for research.

Day Two, September 28th, 2016

The Sagehen Project (Amy Horne); [PPT Presentation](#)

- The Sagehen Project was started by two University of California at Berkeley (UC Berkeley) Professors at Sagehen Creek Field Station. The majority of the project area is located in the Sagehen Experimental Forest.
- See project website for additional information: sagehenforest.blogspot.com
- The Sagehen Project had a facilitator to help the group reach consensus on a mission statement. Project goals are to reduce fuel loads, maintain and enhance habitat for marten and other species, create heterogeneous forest stand conditions, enhance the ecological role of fire, and restore declining aspen stands.
- The total project area spans 9,500 acres. Over 2,600 were treated and no litigation occurred.
- There are not enough biomass facilities to process all the wood coming out of the forest.
- Governor Brown's Proclamation on Tree Mortality spurred UC Berkeley into action; they treated 600 acres with mastication and plan to burn that area.

- The Center for the Study of the Force Majeure is an organization aiming to bring together scientists and artists to design ecosystems that are adaptive to change around the world. It has plots in the Sagehen Project Area.
- A. Horne believes that we need to create a market for wood products by rebuilding forest industry clusters. The US imports more wood than it exports and 90% comes from Canada. The project wants to create a new forest industry cluster based on sustainable bioenergy.

Discussion

- Developers are becoming interested in co-investing in Cross-Laminated Timber (CLT) plants. In Europe, there is a degree of vertical integration built in, but this has not been established in the United States.
- ACTION ITEM: **Sierra Institute** to explore creating a working group comprised of SCALE members interested in further discussion wood products and marketing.
- Potentially, Sierra Institute's Rural Community Development Initiative (RCDI) efforts could overlap with SCALE efforts in regard to wood utilization.
- There isn't enough public money to solve the problem of overstocked forests, which underscores the need for private funding.
- Participants discussed the possibility of a wood co-op for forest products or biomass. Many felt SCALE groups should collaborate and cooperate rather than compete.

Presentation on the National Forest Foundation's (NFF) Online Resources *(Vance Russell, Emily Olsen)*

Sharing collaboration lessons learned and stories online: What are the current resources and how can we expand?

- V. Russell gave an overview of the NFF's Collaboration Resources page: <https://www.nationalforests.org/collaboration-resources>
- ACTION ITEM: NFF recently launched the collaboration resources section of the website and it is still being populated. If things are missing or if you can think of additional helpful resources, please send NFF an email with suggested improvements.
- There is a search function included in the website; one can search a key word, such as "biomass," and related articles or materials will pop up.

Discussion

- A project representative emphasized that resources should represent perspectives from the entire spectrum of forest users.
- It would be helpful to have a map with collaborative projects and project summaries.

- Prompt: How can this be a resource for your collaborative? (Participants brainstormed possibilities)
 - Sharing meeting minutes or collaborative efforts to facilitate networking across landscapes.
 - E. Olsen mentioned that NFF staff capacity will make it challenging to maintain that level of depth for each collaborative.
 - Compiling a list of contacts for each group and making that available would be helpful.
 - Annual reporting can be posted.
 - An interactive map of collaboratives would be a neat way to visualize these groups and navigate to each group's information.

Local Contracting (*Pierce Tucker*); [PPT Presentation](#)

- Explaining the contracting process is challenging even amongst Forest Service employees. There is a disconnect between the collaboratives and acquisition management processes and obligations.
- A key challenge in the contracting process is the length of time required.
- Collaboratives can have an impact on the process by providing a comprehensive statement of work. The line officer is able to define and refine the statement of work with the collaborative.
- Contracting officers can choose from the following tools:
 - Open Market Stand Alone Contracts
 - Indefinite Supply Indefinite Quantity (IDIQ)
 - IDIQ Task Orders
 - Simplified Acquisitions
 - Blanket Purchase Agreements
- See Appendix A for a graphic on the USFS contracting process included in Sierra Institute's Local Contracting Report. On the diagram:
 - Areas in green are where the collaborative can be involved in the process.
 - Areas in blue are where the contracting officer is responsible for all decision-making. Acquisitions is exploring ways for line officers to remain involved in this part of the process (and therefore continue collaborative engagement).
- Consideration of Local Contracting
 - Evaluation criteria is being used to put this local contracting part together. It can be elaborate if there is a Request for Proposals, but it can be simple if there is a stand-alone purchase under simplified acquisitions.
 - A challenge for local contracting is that there is often is no suitable place to take the wood.
- P. Tucker mentioned USFS Industry day on October 12th, 2016. At this event, the agency hopes to register small vendors and prepare them to bid on R5 projects.

Discussion

- P. Tucker: We are right at the beginning of the fiscal year 2017 and are interested in pilot projects. We need to find a few scopes of work, collaboratives, and line officers. We want to get something completed and build momentum for the initiative.
- Q: Can you have multiple IDIQs on the same forest?
 - P. Tucker: If we do an IDIQ contract, when we advertise it, we are looking for multiple awards of a contract (i.e., five vendors).
 - Some don't understand that multiple groups can be on one IDIQ. It is good for vendors to be on an IDIQ because they are prescreened.
- It is important to start the process and get working with your line officer early. More than 50% of the USFS budget is dedicated to fighting wildfire. At the Washington Office, they look at the budget and make fire transfers out of unspent money. It is critical for R5 to obligate funds early.
- Project Representative: One way to support local contracting could be to shorten the response time/timeline of this process.
- Q: What types of projects is R5 Acquisitions looking for?
 - P. Tucker: Work with your line officer to provide a clear definition of the project. That line officer will bring it to Pierce, and they will partner to find the best solution.
 - There is a quiet time for Acquisitions between October 1st and December 31st.
 - Something fundamentally new this year is the extra emphasis on local effort and involvement.
- R5 Acquisitions is looking into the idea of doing some initial local contracting projects through the CFLRs, which mandates local benefit.
- R5 Acquisitions is going to put on a road show. Part of the work is for collaboratives; groups need to make connections and understand what is available in their areas. Who are the companies? Who could go into business? Identify available resources and think about how that translates to work that needs to be done on the landscape.
- Project representative: In our area, we have had more luck with agreements (e.g., Master Participating Agreements). Contracts just haven't lined up with our work.
 - P. Tucker: There are lots of moving parts. It is hard to get our arms around projects of this size. There was language to support local benefit in legislation, but not in Acquisitions rules.
- Discussion of economic issues
 - Project Representative: We need to have a better strategy for retraining our local workforce. Each collaborative needs to be able to identify assets/strengths. Federal agencies could try micro-loans like they use in India for communities in the Sierra. Economic theory has to be part of our new thinking.
 - Project Representative: We need to talk about an economic system that drives price points for forests products and fire management. We have a highly mobile workforce for responding to wildfire. They are able to travel around large regions

and keep prices low because they are efficient. On the other hand, for contractors to be competitive, they have to be willing to move.

- P. Tucker: A lot of the work that needs to be done is labor intensive. We don't get a lot of young people willing to do the work. It is hard to find seasonal employees. There are lots of obstacles to overcome to do the work we need to do, but identification is the first step to addressing them.

Collaborative Updates Part III

Trinity County Collaborative Presentation (Shiloe Braxton and Nick Goulette); [PPT Presentation](#)

- Background:
 - Trinity County Supervisors and the Resource Conservation District (RCD) envisioned this collaborative operating at a county scale.
 - The core stakeholders are not focused solely on natural resources or forestry. They have working groups for agriculture, economics, forestry, and recreation areas.
 - The group has started to focus more on forestry, and there are additional subgroups within the forestry working groups. Overall, approximately 150 stakeholders are engaged.
 - S. Braxton is the District Manager of the RCD.
 - Some of the group's pilot restoration projects have been successful.
 - Fire salvage is often controversial, but the group decided that the post-2015 burn areas were too significant to ignore so they have targeted them.
 - Collaboration on these projects was helpful, however. This particular collaborative has political capital and strong ties to the Shasta-Trinity National Forest and the Six Rivers National Forest. These forests have numerous NEPA-ready projects.
 - The Trinity Collaborative Charter was built upon the charters of other SCALE groups.
- Resource Conservation Districts are often a neutral intermediary between the state/federal government and the community.
- The Collaborative has a major emphasis on increasing the use of fire on the landscape.
- Having the agricultural community present has helped with the Joint Chief's funding via having access to all-lands opportunities with private ranchers, etc.

San Gabriel/Sierra Pelona All Landscape Restoration Project (Vance Russell); [PPT Presentation](#)

- 17 million people live within a few hours' drive of this forest. About 70% of Los Angeles County's open space and a third of its water comes from the Los Padres National Forest.

- The San Gabriel Mountains Community Collaborative has a steering committee, a communications and outreach committee, and a monument/transportation plan committee.
- There are 46 member affiliations. Others have wanted to join but haven't been able to due to the cap on membership.
- Its largest accomplishment to date is solidifying and agreeing to the Collaborative's membership list.

Tahoe West Collaborative (*Vance Russell*); [PPT Presentation](#)

- Background
 - The Tahoe West Collaborative began with conversations involving the Tahoe Conservancy, USFS, and NFF. A lot of the WUI thinning had been accomplished or ongoing, so the question became "What will happen next?"
 - The first collaborative meeting will take place in November; it has taken about a year to prepare to launch.
- Goals
 - Land managers and regulatory agencies have been working on a restoration plan. They are hoping for a 70,000 acre NEPA/CEQA focused on all restoration projects, not just forest health.
 - Getting people in the Tahoe Basin to think outside of the box. There are many other forests in that area that need work besides Tahoe. That is why they are about to expand the Collaborative to include others such as the Treasured Landscape, SOFAR, the Sagehen Project, etc.
- Challenges
 - The pace of the Collaborative's formation and development has been slow.
 - Finding funding has been challenging, particularly for modeling.

Discussion

- Access points, such as gates, are a big issue in the Tahoe area. The Collaborative is partnering with Homewood, and Tahoe Backcountry Alliance will be involved.
- The Collaborative has also been reaching out to local tribes.

Next Steps for SCALE (*Jonathan Kusel and Allison Reeves-Jolley*)

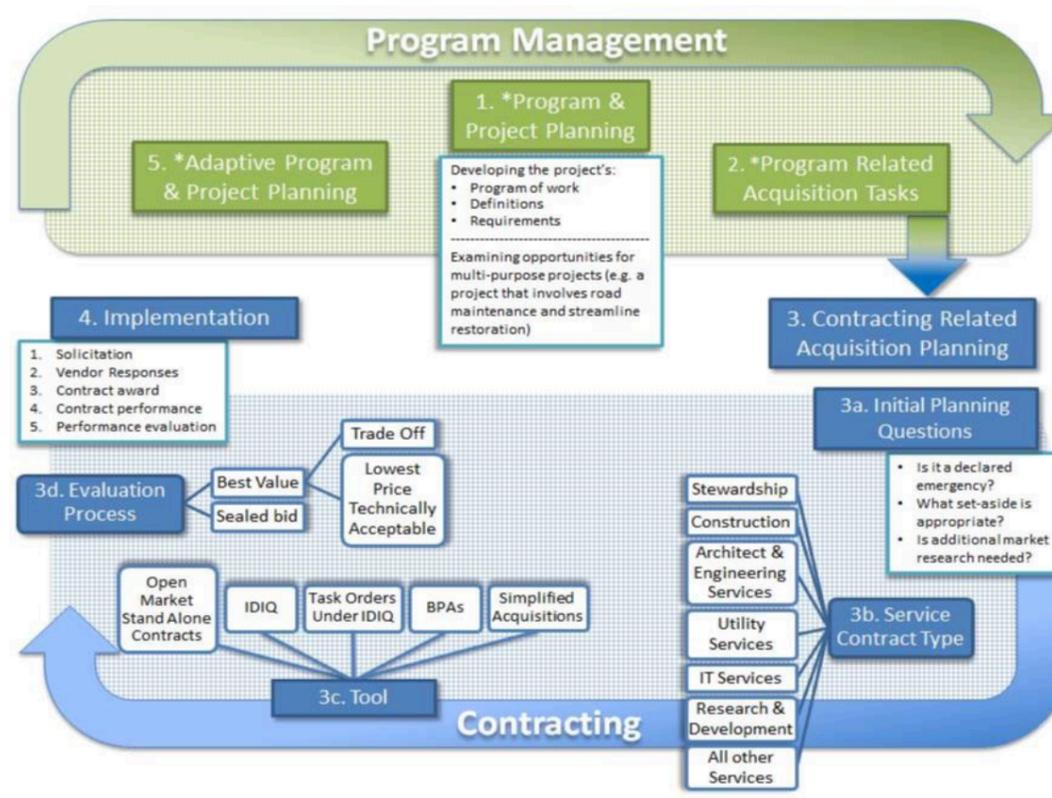
- Identify of additional funding streams
- Explore the inclusion of additional collaborative groups
- Create a clearinghouse for collaborative lessons learned
- Include more stakeholders (e.g., Tribal entities, BLM) in SCALE meetings
- Continue exploring mechanisms of local contracting
- Provide more NEPA/CEQA support
- Continue promoting biomass utilization and the wood products industry

- Work to synthesize economic development information with information on forest management, project design, and wood utilization
- Discuss of limiting factors, such as pace and scale of all-lands efforts
- Consider hosting a workshop or longer meeting where the focus is on addressing issues
- Identify the strengths and resources of each collaborative and explore how they can be leveraged for a joint effort between collaboratives
- Increase promotion of the wood products and wood utilization innovations
- Strengthen networking resources

[Prompt: What is one thing you will do next in your collaborative?](#)

- Work with TREX to put fire back on the landscape
- Work on forest-water connections and groundwater management; help elevate this relationship in people's minds
- Utilize SCALE's resources and learn more about other collaboratives
- Spend more time thinking about landscapes in post-burn areas
- Share what was learned at this meeting with the collaborative
- Reach out to other stakeholder groups in the collaborative
- Share tools and resources with the collaborative
- ACTION ITEM: P. Tucker will compile a list of companies that visited industry day and will share with the collaboratives
- Look for ways to increase the dollars that go into the community capacity grant program.
- Figure out how to build capacity in community-based organizations; advocate for funding in fire reformation bills and the new Farm Bill
- Encourage awareness and participation in issues discussed today
- Continue to be an active and engaged learner and partner
- Begin conversations about post-CFLRP funding

Appendix A: Pathway to Service Contract Acquisitions



The above diagram illustrates the pathway to a service contract acquisition. Note that the path is cyclic and contains **program management** steps (highlighted in green) as well as **contracting** components (highlighted in blue). Collaborative input is most effective during the program management portions of the flow path. Also note that while Stewardship Contracts are required to use the tradeoff process nested within Best Value Evaluation, other contracts may use this process as well.