

Colorado Forest Collaboratives Network Summary of 2022 Regional Forums

Overview of the Colorado Forest Collaboratives Network and Goals for the Regional Forums

For years, collaborative leaders and partners have convened in an annual Forest Collaboratives Summit to share updates, build relationships, and learn from one another. The general consensus amongst participants was that these meetings were greatly beneficial, but there was little capacity for follow-up or ongoing engagement. Hearing the need for more consistent networking amongst forest collaboratives, the Center for Collaborative Conservation conducted a [Situation Assessment](#) in 2020 to explore the need and desire for a statewide Forest Collaboratives Network; nearly 3 dozen interviews with people involved in Collaboratives across Colorado confirmed that there are specific needs collaboratives face that are currently unmet where a Network could add substantial value. Discussions with Networks in other states affirmed their structure, content, and value. In short, the Assessment found that there was strong need and interest in such a Network. Upon securing 3 years' worth of generous funding from Great Outdoors Colorado, Mighty Arrow Family Foundation, and Argosy Foundation, we hired Katie McGrath Novak to serve as a half-time coordinator and launched the Colorado Forest Collaboratives Network in January 2022.

The primary intention of the first year of work for the Network was to understand how staff time and funding could be used best to support place-based collaboratives. We spent our first several months in one-on-one and small group meetings listening to, and learning from, representatives of forest collaboratives and their partners across the state. We developed a strong foundation of knowledge of collaboratives' on-the-ground work, relationships with partners, successes, and challenges. It became clear that to deepen this understanding and determine concrete next steps for how the Network can support collaboratives, it would be best to gather in person with collaboratives in their own locale.

We hosted four Regional Forums across the state (Durango, Fort Collins, Colorado Springs, Glenwood Springs) with three primary goals:

1. Facilitate in-person relationship-building between Network staff, collaborative representatives, and partners.
2. Deepen our understanding of the existing network of collaboratives and partners across the state, what needs are already being met through those connections, and where there are still gaps.
3. Workshop our knowledge of collaboratives' challenges and seek recommendations for the Network to support collaboratives.

For these meetings, and the Network at large, our primary audience includes the leaders and staff of community-based organizations that play a primary role connecting, convening, and communicating among the full range of individuals, landowners, agencies, nonprofits, and other individuals and organizations with a strong interest and stake in forest and wildfire mitigation

challenges. A key secondary audience is all the partners of, and participants in, collaborative efforts.

We want your input on this report!

This report consists of our interpretation of what we heard from those who attended. We will be accepting feedback on this summary – whether you attended and feel that something should be added or changed, or if you did not attend and would like to share your input – and we are particularly interested in the following questions:

- Did we adequately capture the key perspectives you shared with us at the regional forums? Is there anything we should add, subtract, or change?
- Do you think the action items we propose will be beneficial in addressing collaboratives' challenges?
- Do you have any new thoughts or ideas you'd like us to consider including in this report?

In the following pages, in order of the agenda we used for the Regional Forums, we summarize the key ideas we heard across all four meetings. Then, we outline the work we plan to do in 2023 and beyond based on what we learned in 2022.

Messages from State Forester Matt McCombs & Department of Natural Resources Director Dan Gibbs

Statewide leaders at multiple organizations have been involved in the creation of the Colorado Forest Collaboratives Network. We are particularly grateful to Colorado State Forest Service Director and State Forester Matt McCombs, and Department of Natural Resources Executive Director Dan Gibbs, for participating in the Regional Forums. Director McCombs was able to attend in person at the Fort Collins meeting, where he kicked off the meeting with an inspiring introduction, describing his extensive history of working collaboratively across Colorado and sharing his vision for increasing and supporting collaboration moving forward. For meetings he wasn't able to attend, he provided [this short video introduction](#). Director Gibbs joined us in person in Glenwood Springs, where he outlined major accomplishments within the DNR, then opened the floor to feedback: "What do I need to know from you?" Attendees shared a range of



concerns, including a need for funding to be spread more evenly across the state, rather than staying in the Front Range, and they emphasized a need to get the right people in the room to prioritize on-the-ground work across the state.

Round Robin Introductions

Because relationship-building was a key component of the Regional Forums, we did a round robin of introductions and a getting-to-know-you question at each meeting. After the meetings, several people requested lists of attendees so that they could follow up with those they met; to ease further connections, see Appendix A for names and email addresses of all who registered for and attended the regional forums. [Edit 2/26/24: Please email the CFCN Coordinator for Appendix A.](#)

Overview of the Colorado Forest Collaboratives Network

We opened each meeting with a presentation outlining the history and purpose of the Colorado Forest Collaboratives Network. See Appendix B to view slides from the presentation.

Discussion: the Purpose & Need of the Colorado Forest Collaboratives Network

At each forum, after opening with a quick introduction to the Forest Collaboratives Network, we opened the floor to questions. We left the discussion period open-ended, and in most cases it centered around clarifying the Network's purpose and need. Below are a few common topics that arose during this discussion.

- **Collaborative capacity** | We heard that there is an overwhelming need for additional capacity in the form of resources, staffing, technical support, landscape prioritization strategies, community outreach, planning support, and more. At the core of this need is funding, but there are also needs for technical support and organizational planning. We heard that places with existing funding and resources tend to attract even more funding and resources, while collaboratives with the most need are often met with barriers to growth.

As it relates to the Forest Collaboratives Network, we heard that capacity constraints related to staffing, time, and travel will likely make it difficult for collaborative leaders to fully engage in a new Network, despite the value such a Network might bring. We heard that it is important for us to make it clear how any given activity or task will add value for participants. We also heard recommendations that the Network provide direct support for collaboratives to attend not only Network-sponsored events, but also other organizations' events that could benefit collaboratives.

- **Who is missing from the table?** | Our initial list of more than 40 place-based forest collaboratives across Colorado was derived from the [Colorado Atlas of Collaborative Conservation](#). Throughout 2022, we attempted to reach representatives from as many of those groups as we could, while adding new groups when we became aware of them and updating contact information. We have been tracking these changes in our own database, a simplified version of which can be found [here](#).

More than 60 individuals representing over 50 organizations attended the regional forums. About half of these organizations were place-based forest collaboratives; the other half included state and federal agencies, partner non-profits, utility companies, local fire departments, timber companies, and more. However, there were still missing pieces: a particular lack of racial diversity at these meetings, and a lack of some of the smallest collaboratives, especially those run primarily or entirely by volunteers. Attendees recommended specific individuals and organizations who might need to be involved in the conversation moving forward, and we invite ongoing recommendations.

In addition to increasing contact with the groups that already exist, we recognize that there are also parts of Colorado that do not yet have a collaborative and should, and that there are collaboratives in early stages of readiness that we are not yet aware of.

- **Measuring success (of collaboratives and the broader Network) |** At a couple of forums, we discussed the need for standardized approaches to measuring and monitoring success, but with sufficient flexibility to make such measures appropriate to a given community and situation. This is important for communicating the value of and need for collaboratives, securing and maintaining funding, and tracking statewide progress. We heard that there is currently no database that sufficiently captures treatments done across jurisdictions.

As it relates to the Network, we discussed that it will be difficult to track our success as a Network because we have rather abstract goals of supporting collaboratives, sharing stories, and connecting people. How do we measure such abstract successes?

- **Communicating the value of, and need for, collaboratives |** We heard a need for sharing collaboratives' stories and collective voices. One way the Network might help with this is by being a conduit between collaboratives and the Colorado Forest Health Council, and by leveraging relationships with state/federal agencies. Key questions at a policy level include: How can we incentivize collaboration? And, how can we support collaboratives and make collaboration easier for folks on the ground?
- **Industry involvement |** Across meetings, we heard that industry involvement in the Forest Collaboratives Network is critical. However, there was no consistent problem definition or recommended solution. Finding out where industry fits into the Network, and how the Network can support industry involvement, is an area that will require further exploration.
- **Stages of readiness |** This concept, closely related to the issue of collaborative capacity, is a framework to help identify where a collaborative is at, where they might be heading as they develop and hit certain milestones, and what support they might need to achieve

their goals. One key goal of the Forest Collaboratives Network is to support collaboratives at earlier stages of readiness and help them achieve their goals, or to identify areas where collaboratives do not yet exist and use the stages of readiness framework to guide the formation and growth of new groups (for more on the stages of readiness framework as it relates to forest collaboratives, read our 2022 Annual Summit summary).

- **Annual Forest Collaboratives Summit** | As we heard in our Situation Assessment, folks who had attended past Forest Collaboratives Summits agreed that they were valuable and worthwhile, but that there was little to no follow-through afterward. Most were excited to see Summit return, but hoped the Network would provide the follow-up to create a more lasting impact on collaboratives.
- **General resources** | We also heard of resources that collaboratives are in need of and hoped the Network could either create or compile. Topics included regional planning, project planning, grant administration, non-profit management, community engagement, monitoring and measuring impact, directly relevant science, upcoming events, and what other support organizations offer collaboratives.

Activity: Mapping Relationships

In this activity, participants drew lines on a map connecting their organization to others they had relationships with, and filled out a corresponding worksheet describing the nature of each relationship. The purpose of this activity was to be able to visually identify clusters or patterns of relationships across the state, understand what needs are already being fulfilled by different organizations, and identify opportunities to strengthen relationships or otherwise provide value to collaboratives.



On initial glance, we noticed distinct clusters of organizations and individuals that are well connected to one another (these clusters were particularly noticeable within regions of Colorado), but saw a lack of connection from cluster to cluster. We are working on a formal way to illustrate these patterns, potentially through use of a Social Network Analysis, to measure characteristics and strength of the Network across the state and help us identify target areas for reinforcement. We will share results and products as we complete them.

We also utilized the worksheets, which participants filled out describing their relationships in greater depth, to inform our work plan and ensure the Forest Collaboratives Network is complementing and supporting, rather than duplicating, what other organizations are already doing.

Workshopping proposed work plan for the Network

Using the knowledge we had gathered from our Situation Assessment and early conversations, we initially identified four key challenge areas collaboratives tend to face (Policy Connections, Building Connections, Funding and Capacity, and Information Sharing), and listed a few possible ways the Network might support collaboratives through those challenges. Through a mix of small and large group conversations, we refined and expanded these challenge areas, identified specific challenges within each one, came up with actionable ideas for the Network to provide support, and ranked the relative importance of each recommendation. For a full list of the ~90 recommendations we received at our regional forums, see Appendix C.

Below, we list a few key ideas we gathered in each topic area and follow with specific action items the Forest Collaboratives Network plans to take in 2023 based on what we heard at regional forums and in other conversations throughout the year.



Policy Connections

What we heard | Attendees had mixed awareness of the [Colorado Forest Health Council](#). Many saw the Forest Collaboratives Network as an ideal conduit for sharing information, stories, successes, and needs with the Council, in order to ensure policy-makers understand the value of collaboratives and actively consider their needs in the formation of new policies. We did not hear much about federal policy opportunities at these meetings, but we know federal policy is a crucial aspect of this work, so we will pursue opportunities to engage on federal policy as they arise.

Next steps | In October, Katie applied for a vacant seat on the Forest Health Council representing forest collaboratives, and we are excited and grateful to share that she was selected for the role. Here are a few ways we plan to utilize this role:

- We will send meeting information and agendas out in a timely manner so that people can attend Forest Health Council meetings and/or share their insights with Katie, who will then compile and share collaboratives' perspectives with the Forest Health Council to ensure policy recommendations are in line with collaboratives' needs (note: Forest Health Council meetings are open to the public and have opportunity for public comment at the end of the meeting; we will be sharing meeting information through our Network but you can also check for updates [here](#)).
- When there is a topic of particular interest to forest collaboratives, we will solicit feedback from the Network via email listserv and personal outreach.
- When there are major topics arising in the forest collaboratives space, we will get those topics onto the Forest Health Council agenda and bring in speakers to share ground-level perspectives directly with the Council.
- After each quarterly Forest Health Council meeting, we will condense the information most relevant to forest collaboratives into a brief, digestible summary specifically designed for collaboratives.
- We will likely engage in the Forest Health Council's two committees: the Policy committee and the committee on Leveraging Resources. Additionally, we will explore the need for a Forest Collaboratives Committee, where we can more consistently and formally explore collaboratives' needs as they relate to statewide policy.

Although we did not hear many recommendations for the Network around federal policy needs, we are consistently tuned into federal policies and actions as they relate to forest collaboratives, and we communicate with agency leadership where there is a direct link to collaboratives. We will continue to look for opportunities to voice collaboratives' needs in order to shape federal policies and actions. For example, we are currently participating in a dialogue with National Forest Foundation, Rural Voices for Conservation Coalition, and USFS staff about how more resources can be provided to place-based collaboratives.

We will also complete special projects to provide actionable insights to federal, state, and local leadership. Currently on the docket are: 1) a statewide survey highlighting collaboratives' key challenges and identifying specific ways state-level decisionmakers and support organizations can help; and 2) supporting faculty and graduate students researching inequities in Community Wildfire Protection Plans in Colorado.

Work Plan At A Glance: Policy Connections

- Represent forest collaboratives on the Colorado Forest Health Council
- Distribute Forest Health Council meeting invites, agendas, and summaries
- Share collaboratives' experiences and needs up to the Council and at a federal level to encourage policies that benefit forest collaboratives
- Complete special projects to provide insights on forest collaboratives to federal, state, and local leadership

Building and Maintaining Connections

What we heard | We heard there is still a strong appetite for an annual gathering of forest collaboratives, but that there needs to be ample advance notice of time, date, and agenda, so that those with limited capacity have plenty of time to plan and there is a clear value proposition. We also heard of a desire for a 'who's who' directory of people, opportunities, resources, etc. We encourage a look at the [Colorado Atlas of Collaborative Conservation](#), a resource for locating collaboratives across the state. We also heard that our regional forums did not see full representation from all those who should be at the table; in particular, the regional forums saw a distinct lack of representation from some of the smallest collaboratives and from Colorado's Indigenous Tribes and communities. Finally, we heard a very positive response to giving people the opportunity to meet in person and network formally and informally with others in their region.

Next steps | We have existing relationships with state and federal agencies (USFS, DNR, CSFS), collaborative support organizations (Fire Adapted Colorado, Coalitions & Collaboratives Inc., Colorado Forest Restoration Institute, Southern Rockies Fire Science Network, and more), researchers, and forest collaborative networks in other states (Sustainable Northwest in Washington/Oregon, Montana Forest Collaboration Network, and Idaho Forest Restoration Partnership). We will continue to strengthen these relationships over time, and expand relationships to include additional relevant actors, to act as a voice for collaboratives and shape policies and other actions on collaboratives' behalf.

We will continue hosting an annual Forest Collaboratives Summit to ensure strong communication about priorities, policies, and funding between state leaders and on-the-ground efforts, and to accelerate peer-to-peer learning about what is proving effective in the forest collaboratives space.

At our events, we will continue to build unstructured time into the agenda and encourage in-person participation when possible; we heard this informal networking can sometimes act as much-needed ‘emotional support’ for collaboratives. That said, we have also noted that including a virtual component would make our events more accessible, and will likely offer such an option at our major events.

We also plan to host regular, informal peer-to-peer exchanges on specific topics; we will provide the platform, but the exchanges would be group-led and facilitated by collaboratives who have found most success in a topic area. For example, one meeting might feature a collaborative who has done a successful landowner outreach campaign; after giving a brief overview of what they believe has contributed most to their success, they would open the floor to questions, discussions, and idea-workshopping.

Recognizing that we are still missing some key seats at the table, we will continue to expand our outreach; in particular, we hope to reach the smaller collaboratives who were often missing, and to explore how Colorado’s Indigenous Tribes and communities might engage with and be supported by the Network. We will continue to offer funding opportunities where possible to support under-resourced groups in attending Network events.

We will continue to keep the Atlas of Collaborative Conservation up-to-date, and will explore opportunities to expand the information in that document to be more useful to users.

Work Plan At A Glance: Building & Maintaining Connections

- Host annual Forest Collaboratives Summit
- Build opportunities for informal networking into events
- Provide platform for peer-to-peer exchanges on specific topics
- Expand outreach to include those currently still missing from the table
- Update & expand the Atlas of Collaborative Conservation
- Continue to strengthen our own relationships with agencies and support organizations to voice collaboratives’ needs and shape actions and policies

Funding and Capacity

What we heard | We heard that funding for capacity generally continues to be a challenge to many collaboratives. We heard that there is a specific need to provide funding for travel and registration for events and trainings, both those hosted by the Forest Collaboratives Network and those hosted by other organizations. We also heard of an idea for a “strike team” to help collaboratives complete bigger tasks like meeting facilitation, strategic planning, or grant writing/administration.

We also heard concerns about our own capacity as the Forest Collaboratives Network; across meetings we heard that a half-time coordinator position would likely not be adequate to fulfill the Network's full potential.

Next steps | We will continue to support, fund, and encourage the participation of entities that otherwise would not have time or money to participate without assistance, with a particular focus on priority areas that are not yet well-served by collaboratives. In addition to covering registration and travel costs, these opportunities may be as flexible as paying for peoples' time, childcare expenses, and other less commonly covered expenses related to attending events. We will explore the feasibility of a "strike team" for major tasks as outlined above.

In response to concerns that a half-time coordinator role would not be sufficient to fulfill the mission of the Forest Collaboratives Network, we are officially moving Katie to a full-time position starting February 1, 2023.

Work Plan At A Glance: Funding & Capacity

- Provide direct support to capacity-limited groups to attend events hosted by the Network and other organizations
- Transition Katie's role to full-time beginning February 1, 2023

Information Sharing

What we heard | We heard that organizations are often faced with information overload, and that in our communications we should be careful to avoid re-sharing the same information that is already being covered in other places. People were particularly interested in hearing about other collaboratives' successes and 'fantastic failures' so that they can learn from one another.

We heard mixed opinions on providing information about specific topics: funding opportunities, best practices for public engagement, and federal policy updates. Some groups seemed to be getting what they need in these areas, while others saw these as gaps.

Next steps | We will continue to maintain our webpage and email list, sharing information that is specifically relevant to forest collaboratives in Colorado, and isn't already being shared elsewhere. Here are a few specific things you can expect to see on our webpage and in email communications:

- With Katie representing collaboratives on the Forest Health Council, we will share meeting invitations and agendas, plus easily-digestible summaries of information most relevant to collaboratives.
- We will feature success stories and 'fantastic failures' of collaboratives (if you have a story you'd like to share, please contact Katie).
- We will share advice and stories on specific topics; for example, see [this blog post](#) we published last year featuring advice on the Forest Restoration and Wildfire Risk Mitigation grant application process from collaboratives who had been successful with the grant in the past.

- We plan to create a repository of templates and/or examples of organizational documents that new and growing collaboratives may need (for example, charters, by-laws, public outreach documents/language, website design, etc.). We will also explore completing bigger projects like a “how to build your own collaborative” manual.

Additionally, we will host or co-host webinars on relevant topics (for example, we co-hosted [this webinar on the Infrastructure Law as it relates to forest collaboratives](#), back in 2022). We are unlikely to direct much of our efforts to creating new science (ie. conducting studies), because we feel that other entities such as the Colorado Forest Restoration Institute are filling this gap. We will, however, partner with those organizations on projects from time to time and share their findings as they relate to collaboratives.

Finally, we will be convening an advisory group consisting of leaders of place-based forest collaboratives across the state. We will consult this group on a regular basis (TBD by advisors) to workshop ideas and refine our vision of what will be most useful on the ground.

Work Plan At A Glance: Information Sharing

- Share relevant information via website, email list, and webinars
- Topics include Forest Health Council communications, success stories, fantastic failures, peer-to-peer advice, and documents for new and growing collaboratives
- Convene an advisory group to refine ideas and strategy

Appendix B. Intro Presentation Slides

Welcome to the
Colorado Forest Collaboratives Network
Fort Collins Regional Forum

Tuesday, September 13, 2022

1

The purpose of this network is to benefit and support place-based forest collaboratives in Colorado by connecting them to information, resources, and each other, and by telling their stories to make their value and needs understood.

2

A Message from
Colorado State Forester Matt McCombs



3

Timeline: How did we get here?

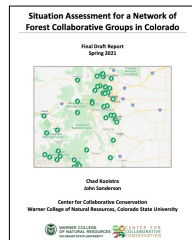
- Origin: The annual Colorado Forest Collaboratives Summit



5

Timeline: How did we get here?

- Origin: The annual Colorado Forest Collaboratives Summit
- 2021: Is there a desire & need?



6

Timeline: How did we get here?

- Origin: The annual Colorado Forest Collaboratives Summit
- 2021: Is there a desire & need?
- 2021: Secured 3 years of funding for ½-time coordinator



7

Timeline: How did we get here?

- Origin: The annual Colorado Forest Collaboratives Summit
- 2021: Is there a desire & need?
- 2021: Secured 3 years of funding for ½-time coordinator
- **2022: Coordinator hired**

8

Today's Goals

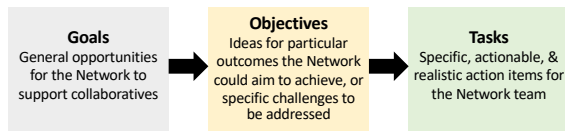
1. Getting to know you in person – welcome!
2. Mapping & understanding existing relationships



9

Today's Goals

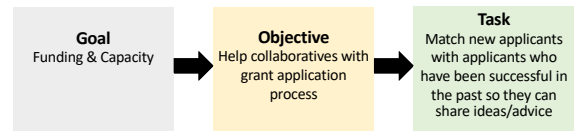
1. Getting to know you in person!
2. Mapping & understanding existing relationships
3. Problem definition & defining actionable next steps for the Network



10

Today's Goals

1. Getting to know you in person!
2. Mapping & understanding existing relationships
3. Problem definition & defining actionable next steps for the Network



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Mapping Exercise

Goal: Understand existing connections, what benefits they provide, & where there are still gaps

Tasks:

- Read through list of organizations listed & add any missing ones to the white section at the bottom of the map
- Draw lines between your organization(s) and others that you have relationships with
- Describe the relationship using the Mapping Relationships Worksheet

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Goals: General opportunities for the Network to support collaboratives

Building & maintaining connections with similar groups across the state	Funding & capacity	Information & opportunities	Policies / policy connections
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Objectives: Ideas for particular outcomes the Network could aim to achieve, or specific challenges to be addressed

Building & maintaining connections	Funding & capacity	Information & opportunities	Policies / policy connections
<ul style="list-style-type: none"> Mentoring across groups Sharing stories Emotional support – share in challenges & celebrate successes Connecting groups at different scales 	<ul style="list-style-type: none"> Help securing funding Capacity-building Help new organizations grow 	<ul style="list-style-type: none"> Info on specific topics (common request: resources for public outreach) Project planning resources Meeting facilitation for contentious issues 	<ul style="list-style-type: none"> Share collaboratives' voices with the Forest Health Council to inform policies Create story maps to share impact with broad audience Summarize how policies will affect collaboratives

19

Workshopping Solutions

- Each table gets 1-2 major categories to brainstorm solutions for
- Discuss ideas and write your top few on the paper

<p>Be specific!</p> <p> Share resources on relevant topics</p>	<p>Be realistic!</p> <p> Share resources via monthly newsletter</p> <p>Topic ideas include x, y, z</p>	<p>Our capacity currently includes:</p> <ul style="list-style-type: none"> 1 Coordinator (20hrs/wk) 1 Student intern (15hrs/wk) A little of John's time (~5hrs/wk)
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20

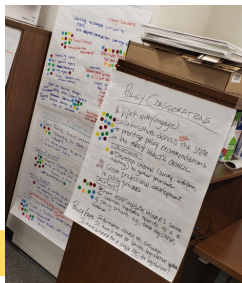
Workshopping Solutions

- Go around the room & see what ideas each table has come up with
- If you have ideas that have not yet been listed, feel free to add them!

21

Prioritizing Work Plan

- Each person gets 12 sticky dots
- Distribute your 12 dots to demonstrate how you view the relative importance of the proposed ideas



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SAVE THE DATE **CO Forest Collaboratives Summit**
THURSDAY, OCTOBER 27, 2022

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**Thank you for your time, enthusiasm, support, and
wonderful ideas!**

Please complete the survey in your meeting packet before you leave.

Appendix C. Work Plan Recommendations & Sticky Dot Rankings

Topic: Funding & Capacity		
Meeting	Idea	Rank
Durango	Grant matchmaker for collaboratives and/or funding map (are these the same?)	11
Durango	Quarterly (or biannually) summit of collaborative coordinators addressing challenges, trainings, etc.	6
Durango	Scholarship/grant to allow for cross-collaborative field trips (could be topic specific)	7
Durango	Seed money for new group coordination / facilitation	0
Fort Collins	Within - help organizations grow, administrative and collaborative governance capacity.	0
Fort Collins	Provide a repository of templates of core organizational documents, best practices and guidelines, like bylaws, charters, contracts, agreements	14
Fort Collins	Identify and share leverage points for stackings grants, matching funds - what's working and why? What have we learned from Chaffee, etc.?	0
Fort Collins	Provide grant-writing capacity, or be a matchmaker, provide technical assistance or review, or create a brain trust/network that can assist with review, keep a list of successful grant writers for hire. Group multiple applications for the same grants into joint proposals, spread the idea and resources around to parts of the state that aren't doing this. Connect to committee on leveraging resources. Network will not develop a funding opportunities database	19
Fort Collins	Utilize the network to go after funds and advocate for capacity for this CFCN.	1
Fort Collins	Special capacity needs. GIS/story maps, decision support tools, etc.	9
Colorado Springs	Implementing / coordinating plans for the incoming funding (fed, state, national)	1
Colorado Springs	Utilize organizations to coordinate, grow, find, build in building capacity (in-house vs partnerships)	9
Colorado Springs	Identify / build educational & institutional opportunity for internal implementor capacity	4
Colorado Springs	Identify / build industry initiatives to increase contracted capacity	16
Colorado Springs	Identify & increase capacity facilities for end use product	13
Glenwood Springs	Fund and form a Task Force (strike teams) Project Planning Task force	9
Glenwood Springs	Provide meeting facilitation and planning support (actual bodies/minds not just resources)	12
Glenwood Springs	Manage list serve to help share staff resources (capacity), organizational documents, sow, bylaws, presentations, etc.	0
Glenwood Springs	Outline the pathway for forming a new collaborative, design a flow chart with possible pathways and what resources we may need along the way. "choose your own adventure"	11

Glenwood Springs	Host a grant writing workshop, maybe could be focused on a specific grant(s)	3
Glenwood Springs	Strategic Planning & Implementation (organizational efficacy)	2
Glenwood Springs	Concierge Service/Dispatch for Resources	2
Glenwood Springs	List of physical resources, e.g. equipment that's available	2
Glenwood Springs	Coordinating grant applications and funding strategies	6

Topic: Building & Maintaining Connections		
Meeting	Idea	Rank
Durango	Learning exchanges similar to (or in conjunction with?) FACO, Fire Adapted Communities Learning Network - someone noted "strategic redundancy"	0
Durango	Themed field visits -- mentoring / peer-to-peer matchmaking (these seem like separate topics but the stickies were all in one bunch?)	11
Durango	Who's who directory that stays up to date (someone notes to connect with NMFWRI, SWCSNS, Tahnee Robertson, Alan Barton, to see where they're at on this effort and decide who owns/maintains the official map)	11
Durango	Welcome packet for new members of forest collaboratives (or a template to share?)	1
Durango	Standing calls for specific topics featuring guest speakers who have been successful in that area (topic areas include: monitoring, vegetation types)	8
Durango	Share stories of fantastic failures and success stories through: powerpoints, standing calls, blog posts, short videos, how-to cookbook	10
Fort Collins	Continue to host a Collaborative Summit	11
Fort Collins	Online map (collaborative database) to share case studies, stories and experiences for each collaborative. List out challenges, successes, skills, partners, etc.	4
Fort Collins	Newsletter - share a quick story from 1 collaborative on each newsletter (quarterly)	0
Fort Collins	Emotional support - build in informal coffee hours, happy hours for people to comfortably connect and vent	8
Colorado Springs	Note: Changed name of this bucket to "Building & maintaining connections with similar groups across the state"	n/a
Colorado Springs	Share groups goals and objectives with other members of the collaborative [Network?]	2
Colorado Springs	Develop common goals for groups	4
Colorado Springs	Identify values at risk and priority areas	6

Colorado Springs	Identify opportunities that fit the combined / common goals of the group	10
Colorado Springs	Identify pitfalls of projects that need to be worked through	0
Colorado Springs	Identify other entities needed to implement project	0
Colorado Springs	Identify funding for the project	0
Colorado Springs	Evaluate (Re) the common goals - were they met?	3
Colorado Springs	Lessons learned - reassess project successes & failures; i.e., were all the right people at the table?	10
Glenwood Springs	Shared spreadsheet contact info, coverage areas of offices (interactive map), ARC GIS Online, include agency people, with individuals to contact maybe also "areas of expertise")	8
Glenwood Springs	Statewide and regional hybrid meetings (quarterly) (plus recorded and posted)	2
Glenwood Springs	List serve	6
Glenwood Springs	Newsletter- Fantastic Failures (workshop idea, what we learned, 20/20), successes (share at in-person meeting), deadlines for grants, upcoming conferences, etc., (FAQs at grants) planned projects. and/or Facebook Group	3
Glenwood Springs	Short videos about collaborative projects (e.g. Joe Lavorini/Matt McCombs)	8

Topic: Policy Considerations		
Meeting	Idea	Rank
Durango	Work with / engage collaboratives across the state to prioritize policy recommendations to the Forest Health Council (collect priorities via survey, webform, or meeting)	17
Durango	Professional development opportunity in the form of workshops and/or seminar series specific to policy processes at various scales	9
Durango	Topics: CFLRP, Shared Stewardship, COSWAP, specific legislative updates (maybe), single POCI for legislature(?)	0
Fort Collins	Share out info from what the Forest Health Council (and wildfire matters and legislative committee) is doing OR should this move to info & opportunities	0
Fort Collins	Survey people doing work on the ground yearly and give that feedback to the FHC and other policy makers (USFS, legislators) (Qualtrics survey for ease of use to prep data). Network members should have feedback on what questions are asked.	16
Fort Collins	As needed (before state legislation sessions) policy/newsletter updates. What is pending, what has passed, where are the opportunities or implications for us?	11

Fort Collins	More story maps to info/opportunities out of policy and consider not having network staff do this - share existing story maps from groups vs creating new	0
Fort Collins	Annual meeting where collaboratives/network partners can participate/share info with wildfire matters (and we can give them feedback too). Could work in the Fall, bring them to us if possible and share out results of the survey. Use NOAA's theory of change. 2-day workshop? Day 1 - Share out info and feedback. Day 2 - a policy subcommittee (or small group) stays and discusses.	19
Fort Collins	All organizations a part of Network invited to monthly (10x/yr or every other month) info sessions (upcoming grants? how to xyz...) Invite the subject matter expert to help with this (i.e. Brad P. gives legislative update, CFRI/Chaska talks stages of readiness)	2
Fort Collins	Katie needs 40 hrs/wk + staff	12
Colorado Springs	Note: renamed "Policies / policy connections"	n/a
Colorado Springs	"Forest Health Council: -Get Katie on Forest Health Council -Report out (short & concise) to collaboratives -Communicate key issues to Forest Health Council"	13
Colorado Springs	Summary report on accomplishments directed to policy outcomes & needs & funding sources. Formatted to use for ...	2
Colorado Springs	"Communicate to collaboratives on upcoming legislation (state & feds) Can find summaries from CSFS, DNR, fed staff, etc."	14
Colorado Springs	Share comments on pending legislation with Forest Health Council, state & fed legislature, and governor, wildlife matters committee	15
Glenwood Springs	Have a system for collaboratives to get their ideas to the network, e.g. every 6 months, which then go to the Forest Health Council). Try to make air/smoke restrictions looser for prescribed fire/pile burning. Education to public and policy makers	13
Glenwood Springs	Let collaboratives know what Forest Health Council is doing via newsletter, email (snail mail to home/landowners) via webinar that's recorded	1
Glenwood Springs	Also make policy recommendations to legislators (liaison)	6

Topic: Information & Opportunities		
Meeting	Idea	Rank
Durango	Open-facing social network (curated), similar to Start-Up Colorado, Reddit, allows people to self-connect on a specific topic	5
Durango	Support/funding/scholarship for entities who should participate but do not have money or time to do so	11
Durango	Create a white paper for grantors which sets realistic timelines for project implementation	1
Durango	GIS/Geodatabase: functional statewide map of every collaborative, starting simple and adding complexity over time (someone notes NM Shared Stewardship portal as example, asks if NMFWRRI already does something similar)	15
Fort Collins	State public relations/marketing campaign. Outreach. Outreach material - Goal: guiding public to fund projects and legislation	0
Fort Collins	More support with admin/structural. Capacity via monthly webinar or panel speakers on specific topics.	1

Fort Collins	Templates	0
Fort Collins	Partner positions that span multiple groups, disciplines, scales who can information to others (ex. NFF positions)	16
Fort Collins	Guidance with monitoring programs. Metrics, low cost, this is under CFRI.	0
Fort Collins	Raise awareness at state and federal level. Policy makers, state/regional agency offices.	6
Colorado Springs	"Consistent (& coordinated across orgs) messaging -Wildfire awareness month -Support place-based groups with consistent messaging they can use; e.g. social media messages -Ask Sam Tucker"	16
Colorado Springs	"Quarterly newsletter about lessons learned -combine newsletters from multiple orgs (FACO, SRFSN, ...)"	3
Colorado Springs	Implementation tracking - across the state - standardize metrics	4
Colorado Springs	Help orgs maintain websites / combine websites?	0
Colorado Springs	Professional development, e.g., meeting management (ask Danny Margoles), facilitation (ask Heather Bergmann), conflict management	1
Colorado Springs	RMRS - Science you can use	1
Colorado Springs	Maintain collaboratives database with contact info	3
Colorado Springs	Monitoring coordination	14
Glenwood Springs	Don't duplicate FACO: what aren't they doing and fill that niche	6
Glenwood Springs	Make info bilingual/multilingual. Help organizations find resources to make their own info multilingual	Either 1 or 7
Glenwood Springs	Facilitator to help facilitate meetings/strike team: present about grants, prescribed fire, help groups get started/get work done.	Either 1 or 7
Glenwood Springs	Compile list of people who can do site visits, scope project, find contractors (list of contractors)	5
Glenwood Springs	How-to seminars/roadshow (recorded), build a website, what goes on a site, write grants, run a meeting, link to existing resources, no need to recreate FACO, Mitigation Best Practices, Building Neighborhood Ambassador Program	6
Glenwood Springs	Customizable material packages (physical and online)	2

Topic: Duplication (added at Durango meeting)		
Meeting	Idea	Rank
Durango	Clearing house for existing resources	0
Durango	Professional development through Colorado Nonprofit Association, CRC America	4
Durango	Avoid duplicating efforts of Southwest Collaborative Support Network (a peer-learning community of facilitators/coordinators)	3