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New Mexico

Community-Public Land Stewardship INITIATIVES

June-July 1999

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Welcome! to the first issue of *INITIATIVES*, a periodical newsletter that covers community and public lands perspectives, policies and projects in the Four Corners region. Prepared at Office of Community Services at Fort Lewis College, the stories in *INITIATIVES* are intended as a tool for those who need more information and communication about changing social, cultural, ecological and economical issues affecting our communities, institutions and landscapes.

Increasingly, widely diverse people are talking to each other about these issues. We hope *INITIATIVES* reinforces that dialogue and broadens it to include everyone. To this end, we hope you will contribute your thoughts, ideas, news and events.

New relationships based on realigning community, economy, and ecology

The goal of collaborative, or community, ecosystem stewardship, is to reestablish productive relationships between national forests and communities. Proponents of this approach believe that improved relationships will benefit both public lands and communities that depend on sustainable ecosystems.

Greater attention to social-value challenges, greater public involvement, and a broader ecosystem management is moving three processes forward that are leading to more diverse relationships among public land agencies and communities. In general, these processes are:

- an increasing involvement by the general public, interest groups, and local communities in resource management planning and decision-making;
- an awareness that stewardship of natural resource systems by knowledgeable and committed community members is more effective than top down governmental mandates and regulatory procedures; and
- growing support for community-based ecosystem management that incorporates both ecosystem and community sustainability into an overarching theory of holistic ecosystem health.

These processes are contributing to a new alignment of community, economy, and ecology, which are viewed as interdependent in a more-holistic, longer-term perspective of public-resource management. When community, economy, and ecology are treated as dynamically interactive

See **RELATIONSHIPS** on page 2

Forest Plan revision to incorporate local knowledge

The San Juan National Forest plan revision is underway again after a congressional moratorium was lifted. Revision team leader, Thurman Wilson, says that this revision will differ from the original plan by the way it incorporates citizen knowledge and desires into alternatives. Much of that kind of information was recorded through a local study process from spring 1996 to spring 1998. Community study and working groups made up of a number of diverse-minded individuals and Forest Service specialists learned about agency management practices and rationale, heard citizens share their experiences, their knowledge of specific areas and concerns for their use and protection.

This spring and summer, Wilson and the Office of Community Services, whose staff facilitated the study process, are reviewing and compiling the community information for drafting the revised Forest Plan and NEPA Environmental Impact Statement. Text should be ready this winter for more public review and discussion.

Backcountry byway links communities and BLM

The BLM and Fort Lewis College are engaging three mountain towns to develop "cooperative management strategies" for the Alpine Loop, a popular San Juan Mountains four-wheel drive scenic route. Motivated by a 1997 Arizona State University survey of byway visitors and local residents, local BLM managers plan to incorporate community views into an Alpine Loop management plan while also initiating stronger, long-term relationships with community leaders and residents. This more focused approach to relationships will take shape with community workshops during May in Ouray, Silverton and Lake City, that were facilitated by The Office of Community Services at Fort Lewis College. Contact Ken Francis for more information at (970) 247-7310.

RELATIONSHIPS—Continued from page 1

and synergistic, the management and policy equation for public-land agencies, such as the Forest Service and BLM, will be a balance of resource outputs and *sustainability*, products and *stewardship*, and a shifting from conflict to *partnership*.

The future of public-land management ties deeply to relationships understood as sustainable ecosystems and human communities within them, community stewardship of public lands that strengthen and modify traditional roles of governmental agencies, and community-public land partnerships that can build practical consensus on policies and actions in landscapes and bioregions.

It is in a national context of changing natural-resource perspectives, values, and roles that the importance of relationships between the Forest Service, the BLM and communities must be reexamined and given greater attention by a wide range of interests, stakeholders and decision-makers.

DISCOVERIES DISCOVERIES

The University of Missouri at Kansas City is launching a new journal that seeks to incorporate non-academic perspectives into community-based discourse. Editors of the *Journal of Community Discourse* say it is "dedicated to the open exchange of ideas concerning the social successes and problems affecting our communities."

The journal's editors encourage submissions that may not be given voice in traditional journals, including the work of those individuals outside the realm of academe, under-represented perspectives, and interdisciplinary works.

Topics covered by the journal include environment, politics and community organizing, economics, the law, diversity and multiculturalism, and other issues.

The *Journal of Community Discourse* recognizes that the solutions to social problems must cut across traditional disciplinary lines, its editors write.

This makes the journal a potentially useful tool for expressing some of the innovative activities of cross-boundary collaboration occurring in the Four Corners. Interested potential authors can send submissions or learn more by contacting editors at:

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- San Juan Skyway Partners

INITIATIVES is prepared for printing at the Office of Community Services, Fort Lewis College. We welcome submissions of news, event information, editorials, and essay ideas. Please write or call:

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The economics of forest restoration

The experience of southwestern Colorado's Ponderosa Pine Forest Partnership

Dennis Lynch, Department of Forest Sciences at Colorado State University, often draws a distinction between two research components of restoration harvest demonstrations that the Ponderosa Pine Forest Partnership conducted in southwest Colorado.

Both components — the economic analysis and ecological monitoring — were required for a Forest Service Administrative Use Study that allowed Montezuma County and the San Juan National Forest to co-pilot the demonstrations.

Dr. Lynch explains that the economic analysis, which he designed and oversaw, measures *what was removed during the harvest*. Ecological monitoring measures *what remains after the harvest*.

The nature of the relationship between these aspects of analysis, which is essential to the continuing development of restoration forestry, is one in which “ecology drives economy,” Dr. Lynch emphasizes. The silvicultural prescription developed by SJNF forester Phil Kemp based on ecological research conducted by William Romme of Fort Lewis College in Durango was obviously crucial in guiding harvests. But insights gained from the economic research hold the most immediate implications.

The method in brief

To determine an accurate economic picture of restoration forestry in southwest Colorado, Lynch looked closely at several economic-related parameters of the harvests, such as cost and revenue, resulting products, market-

ing for new products, and Forest Service administrative costs.

Lynch and his research associate counted every tree and weighed every log, following them from the cut to the mill and beyond, in order to measure the costs of the harvests to the income the loggers made.

The latest and most complete findings are in Lynch's report *Ecology and Economics of Ponderosa Pine Forest Restoration on the Mancos-Dolores District of the San Juan National Forest*. In summary, Lynch reports that out of the restoration project, which “incorporated five sale units covering a total of 492.6 acres, the removal of 31,163 trees (63.3 per acre) for 6,075.8 tons of sawlogs, 7,254.71 tons of waferwood, and 1,047.15 tons of other products such as posts and poles, pulpwood and pine excelsior,” the total profit to the logger was \$3,533.67.

Lynch describes the profit, which was less than one percent on gross revenues of \$434,645.54, as a break-even situation that “is hardly a model for a sustainable business venture. . . . Break-even projects will never result in the investments necessary to improve efficiencies and develop new products.”



PATHWAYS TO PROFITABILITY IN FOREST RESTORATION

- **Reduce sale costs:** cruising and administration costs, conduct weight scaling, sell at a flat price per ton.
- Restoration sales will not carry extra costs caused by harsh weather, roads, micro-management, market shifts, or equipment changes.
- Relate stumpage prices to harvesting costs and transactions associated with forest management in the local region.
- Relate time and expense of sale administration to the value of the products removed and the resource values being achieved.
- Consider long-term sales so buyers can invest in more efficient systems.
- Continue to collect data.
- Seek new products and markets.
- Never, never, never give up.

As a commercial venture in the interest of forest health, restoration forestry with these returns won't work in future endeavors without applying lessons learned from economic and ecological research components.

However, in adaptive management, learning what doesn't work often reveals more than knowing what does. This

thinking fits with that of the Ponderosa Pine Forest Partnership and its key members, such as San Juan National Forest forester Phil Kemp, who has reasoned that restoration forestry is not based on all of the same economic, ecological and social, values that have historically driven the timber industry — or the development of the American West, for that matter.

Restoration forestry has been popularized as scientists, land managers and communities have begun piecing together a vision for forests that encompasses multiple values and entails looking closely at the whole spectrum of past, current, and future ecological, social, and economic conditions before taking actions in a participatory, partnership framework.

Pertaining to the future, long-term goals of the national forest system, those new values are found in community-ecosystem stewardship, where ecology drives economy, rather than the other way around.

A process shaped by this concept can help to link institutional capacity, market and product development, industry retooling, ecological and economic research, post-harvest monitoring, and other stewardship initiatives in new ways that are beneficial to all involved. This includes the Forest Service (from ranger-district leadership, to Rural Community Assistance coordinators, to Washington), local mill owners and loggers, and plant and animal communities.

Implications of data on future actions

Dr. Lynch concluded that, for loggers to make a profit from which they could consider reinvesting under current market conditions, about a third of the wood fiber removed in a restoration sale should be saw timber. He emphasized, though, that the ecological prescription must control harvest preparation and implementation. “Restoration of the forest is, after all, the basic purpose of such projects” he writes.

Some of Lynch’s recommendations carry significant implications for the Forest Service’s timber program. He suggests new actions and policies that include:

- The Forest Service should assign a specialist to plan, organize and monitor an ongoing, consistent forest restoration and forest products program.
- Payments for material removed should relate to weight, not cruise, data.
- Stumpage pricing should relate to harvest costs and transactions associated with restoration.
 - Time and expense of sale administration should relate to the value of products removed and the resource values established by restoration.
 - To ensure profit, break-even criteria should guide removal of small-diameter wood fiber to balance it with removal of saw timber.
 - Support new techniques, products and market development with studies, loans, grants and technical assistance.
 - Create widespread recognition of forest restoration.

Some of these recommendations are not new ideas. However, because of the PFPF and Lynch’s research (and the Forest Service for providing the opportunity and funding for the demonstration in the first place), they do carry the credibility of empirical research and suggest next steps to take.

“The economic results of this study, while only at a break-even level, are encouraging enough to recommend further restoration and data collection in additional areas,” Dr. Lynch writes, adding that, “The study suggests that restoration can be accomplished without the input of appropriated tax dollars if the project is well designed.”

As restoration forestry continues to develop, the integration of both economic and ecological research and monitoring will be key to more efficient, productive harvests, development of new products and markets, reinvestment and retooling in the industry, improved wildlife habitat, more biologically diverse species populations and distributions, and hopefully, increased practice of community-ecosystem stewardship among diverse community members and organizations.

For more information, call the Office of Community Services at (970) 247-7333, or the Montezuma County Federal Lands Program at (970) 565-8525.

THE ECONOMIC ANALYSIS

CONCLUDES:

- Removal of products-other-than-logs (POL), material under 12 inches in diameter, results in an economic loss.
- New higher value products and markets closer to the forest must develop.
- At least six trees of 12-inch dbh (diameter at base height), or larger, per acre of higher-value sawtimber should be removed.
- Try for a relationship of at least 40% sawtimber to 60% POL.
- Based on current markets and conditions, price sawtimber stumpage between \$25 and \$70 per thousand board feet. Price POL at minimum rates.



FOUR CORNERS SUSTAINABLE FORESTRY INITIATIVE



The Four Corners Sustainable Forestry Initiative began in 1997 with the leadership of New Mexico State Forester, Toby Martinez, and other southwestern states foresters. They saw throughout the Four Corners region increasing risks for catastrophic fire and insect outbreaks in forest ecosystems, as well as a declining capacity in communities to deal with forest restoration and maintenance needs.

These conditions exist across social and jurisdictional boundaries in the Four Corners states of New Mexico, Colorado, Utah, and Arizona. There was a need to focus national attention and resources on these commonly shared issues.

A coalition of diverse interests formed to identify clear goals for the Initiative and seek congressional funding for associated programs. In 1999, Congress provided \$500,000 through the US Forest Service's State and Private Forestry Economic Action Program to seed Initiative programming. Funding is channeled through US Forest Service Region 3, headquartered in Santa Fe, New Mexico.

The coalition has grown since efforts began to address forest and industry conditions, proof of which was witnessed in late 1998, when over 50 individuals, representing numerous businesses, organizations and agencies, met in Cortez, Colorado to create a strategy and steering committee for the Initiative. The steering committee is made up of 16 members from tribes in the region and all four states. This committee is charged to coordinate and implement the Initiative's outreach and programs.

The Future

Initiative members are working to maximize accomplishments in 1999, requesting \$1 million for fiscal year 2000 from Congress.

These program dollars will go toward community-based projects and other collaborative efforts which encourage long-term solutions to both community and forest resource concerns. The Initiative partners will continue to seek funding through 2002.

Our Vision:

The Four Corners Sustainable Forestry Initiative aims to encourage forest restoration, maintenance, and risk reduction through sustainable, community-based forest enterprises.

The ***Four Corners Sustainable Forestry Initiative*** is a collaborative effort between businesses, federal agencies, local governments, tribal organizations, and non-profit groups.

For more information about the *Initiative*, its community grants program, or associated programs, just contact one of the following representatives.

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Current *Initiative* Programs

The Four Corners Forestry Initiative Community Grants Program . . .

is designed for demonstrating and implementing creative solutions to the forest restoration and economic sustainability needs of the region. The majority of Initiative funding is channeled into this program.

The Regional Integrated Resource Assessment . . .

first compiled in 1999, is a user-friendly document which includes regional forest conditions, available resource supply, as well as existing and potential markets and business opportunities.

A Regional Network . . .

of people is continually being developed to identify strategic actions as well as share information and technical assistance. The first **Strategic Action Summit** is in Taos, New Mexico on August 25 - 27, 1999.

Long-Term Goals

Merge . . . environmental and economic concerns by linking forest restoration and maintenance needs with the production and marketing of value-added products.

Strengthen and diversify . . . rural economies through community-led collaborative stewardship projects that illustrate creative solutions to forest restoration needs.

Facilitate . . . the development of an information sharing and technical assistance network among businesses, local leaders, non-profit groups, tribal interests, state and federal agencies, and individuals concerned with forests.

Develop . . . value-added products from small-diameter timber and other non-traditional forest resources, and identify markets for those products.

Reduce . . . the loss of natural resources to catastrophic fire, insect, and disease by restoring at-risk forest ecosystems.

FOUR CORNERS TOURISM ASSESSMENT

Building Strategies for Tourism Development and Resource Sustainability

The *Four Corners Tourism Assessment* is identifying how small communities might diversify their economy by taking advantage of tourism markets in the region, without adding more pressures to existing public-land attractions, or losing sensitivity to the community's desired identity.

Two assessment surveys have been developed to better understand relationships between public-land attractions and their corresponding "gateway" communities: one for the community and tribes and another for public land agencies.

Who we are

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Defining sustainable futures

The first phase of the Four Corners Gateway Initiative began last November in Cortez, Colorado as members of the Four Corners Heritage Council and the Community Public Lands Partnership, administered by the Office of Community Services at Fort Lewis College, outlined a tourism assessment which got underway this spring of 1999.

For the main activity of the assessment, surveyors are conducting interviews with community government and business leaders, citizens, and public land managers to help identify the ability and desire of Four Corners communities to develop tourism opportunities that are socially, culturally, and ecologically sustainable.

The Gateway Initiative, as the overall project is dubbed, was funded for 1999 by the Bureau of Indian Affairs, Bureau of Land Management and USDA-Forest Service. Along with CPLP-OCS agencies ac-
and FCHC, those knowledge that the small communities benefits of tourism that have recreation, and
in vacation travel, other forms of tourism are
creating new opportunities for traditional towns that want to diversify their local economies to include sustainable tourism.

Growing trends in vacation travel, recreation, and other forms of tourism are creating new opportunities for traditional towns that want to diversify their local economies to include sustainable tourism.

The funding is in response to the need to learn a number of things in order to ensure that towns and landscapes will receive positive benefits tourism. The assessment will identify such things as:

- a community's desire for tourism development and its ability to provide facilities and services;
- ideas for viable tourism projects or programs that can be implemented at the community level;
- what is the capacity of lands to bear tourism activities;
- what opportunities exist for public-land agencies, communities and the tourism industry to work together better.

The gathering of this kind of information is the assessment's objective. The broader objective is to learn about the needs of towns and agencies. For example, present and future capacities are important for the region's public lands and other popular attractions. This information will be diverse, considering how differently an archaeologist and a recreation planner might answer the survey questionnaire. The resulting information will be rich in knowledge and perspectives.

SUCCESS MEASURES

Pedestrian Friendly Communities

N*on-motorized modes of transportation in a community create a quality sustainable tourism experience. Trails & sidewalks encourage people to walk, rather than drive. Plus, a pleasant walking environment, which is environmentally beneficial, also reduces auto exhaust pollution. It also offers social benefits by allowing informal encounters among visitors and residents. Walking is a healthy exercise, too.*

WANT TO KNOW MORE?
www.subjectmatters.com/indicators/HTMLSrc/Indicator

A small research team has been interviewing people since late February soon after “kick-off” meetings in Cortez and Window Rock were held to familiarize interested individuals about the project. The team has been contacting key individuals in communities and public-land agencies for the interviews.

The researchers are focusing the assessment on small communities and agencies in the Four Corners. However, the Little Colorado watershed in east-central Arizona is included. Communities there are trying to rebound from declines in its natural resource industries.

The assessments in part will identify what towns and agencies have in common. For example, businesses might support expanding the economy through tourism, but questions of the landscape’s ability to support it may need answers first. How do we relate the land’s carrying capacity to the desires of the tourism industry?

In some cases—for example, the Dine—tribal communities and chapter house members may prefer to ask their own questions in their own ways.

“Understanding the [community and agency] networks out there is essential to implementing strategies and helping to integrate visitor experiences with sustainable tourism goals,” says Cleal Bradford. “Communities will be at different stages of tourism development. Once we know where they are, the Gateway project will know where to start helping them to assess their needs.”

Nuts and bolts of the assessment
Researchers are interviewing key community and public-land agency people, asking them to fill out a questionnaire. Information, once gathered, analyzed, and reported will help with tourism development projects and strategies.

One purpose of the Four Corners Tourism Assessment is to identify socially, culturally, and ecologically sustainable opportunities and limitations for tourism development in traditional communities. It also will identify opportunities for public-land agencies, communities and tourism businesses to work together on common goals.

Strategy

If communities want to market or attract tourism, they can target certain activities that are more sustainable and compatible with the land and their unique identity. The Gateway Initiative can help to:

- Identify the social, economic, and ecological benefits and costs of tourism development.
- Identify areas of heavy and light use and activities associated with them.
- Understand how agencies picture capacity issues, by learning what they do now and what they would like to do. We can use the information to develop strategies to improve, enhance methods.
- Understand how to improve land management and to build better relationships among town, agencies and businesses.
- Identify possible future sustainable opportunities.

Improving ecological stewardship and strengthening communities by fostering cooperation, learning and open communication.



The **FOUR CORNERS TOURISM ASSESSMENT** is a Community-Public Land Partnership project, funded by the USDA-Forest Service, Bureau of Indian Affairs, and the Bureau of Land Management, and conducted in partnership with the Four Corners Heritage Council. The **CPLP** is administered by the Office of Community Services, Fort Lewis College, 1000 Rim Drive, Durango, Colorado 81301.
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Program funded by Congress

San Juan National Forest prepares to test stewardship contracting for five years

The 1999 Interior Appropriations Bill provides authority during the next five years to experiment with

stewardship contracting via 28 contracts across the National Forest system. The San Juan National Forest will conduct an experiment through one of those contracts. The San Juan and its partners in the Southwestern Colorado Stewardship Contracting Pilot Project will plan and implement several sub-projects on both public and private lands within a watershed located in Montezuma and La Plata counties.

National Significance

Based on the outcomes of the five-year testing and monitoring of the 28 stewardship contracts, Congress, communities, special-interest groups and others will shape options for stewardship contracting across the nation.

The broad legislation that guides these pilots says in general to implement this concept and make sure to involve a broad diversity of people and groups, and closely monitor the process and its results.

While experiments with stewardship contracting were authorized for a short time in the early 1980s, this round will have greater implications for a number of reasons:

- Stewardship contracting is a mechanism to get needed restoration management done on lands of low commercial value, but high ecological value.



- Stewardship contracting offers opportunities for people in small communities to get involved and take responsibility for, and ownership in, the forests from which they benefit.
- The USFS timber program, as it exists today, does not work well for restoration forestry. Stewardship contracting offers new tools to accomplish land management needs.

Southwest Ecosystem Stewardship Pilot Goals

- Address forest restoration and maintenance needs with the help of credible science, broad public involvement, and traditional management tools.
- Encourage economically sustainable local and regional businesses related to forest restoration. Work opportunities would include harvests, road management, wildlife enhancements.
- Demonstrate that stewardship contracting can improve financial efficiency, streamline administration, and increase restoration and maintenance activities on the land.

- Work collaboratively on forest issues across both social and economic boundaries.

Strategies to Meet Goals

- Design agreements and contracts, using the new authorities that accomplish multiple-resource restoration and maintenance needs across a landscape.
- Create working arrangements with the Colorado State Forest Service which allow their staff to implement and administer management activities on Forest Service lands for the pilot.
- Develop a Stewardship Working Group made up of citizens and other agencies to review proposed activities and to lead monitoring efforts.
- Implement a well-designed monitoring program.
- Gather costs for implementation of stewardship agreements incurred by both the San Juan NF and the Colorado State Forest Service (CSFS). Compare those costs to traditional Forest Service costs.



Southwest Ecosystem Stewardship Partners

- **Community Public Lands Partnership** (administered by the Office of Community Services, Fort Lewis College)
- **Montezuma County**
- **Colorado State Forest Service**
- **San Juan National Forest**



Cherry Creek Landscape Stewardship Contract Plan

An agreement between the Colorado State Forest Service and San Juan NF will allow the CSFS to implement identified stewardship projects across the Cherry Creek landscape. Needed management activities will be identified by representatives from the USFS, CSFS, private landowners, and a Stewardship Working Group over the life of the pilot program.

Activities might involve monitoring, timber harvest, prescribed fire, road obliteration or maintenance, wildlife improvements, and noxious weed control. The state will contract with local businesses to conduct work, then oversee that work. The state will maintain a stewardship account for distributing and holding funds.

The USFS will conduct NEPA activities and monitor all project activities. The Stewardship Working Group, made up of a diverse mix of locals, will help identify projects and monitor activities as they proceed.

The initial project focuses on the Cherry Creek landscape which encompasses roughly 11,000 acres of public and private land. Of that mixed ownership, 1,300 acres are private land. The

landscape has previously been the subject of public visioning. While projects may occur across land ownerships, priority will be placed on projects where USFS staff has already identified needs and where management is needed to meet desired future conditions as already identified by the public.

Identified Project for 1999

A 40-acre site has been selected for an initial project. A small, family owned mill in the area will conduct the following activities under a stewardship agreement with the Colorado State Forest Service:

- Thinning of small ponderosa pine.
- Regeneration of a small patch of aspen.
- Noxious weed control.
- Thinning of oak beneath larger pine trees to protect from fire and in some clusters to encourage larger oaks for wildlife benefits.

Compensation will be sought for the contractor for work done through the value of ponderosa pine harvested. Activities, including harvests, will be guided by a management plan designed by the CSFS and USFS.

Putting Enlibra principles to the (field) test

Recent reports say the new Enlibra principles can innovatively resolve environmental disputes and create broader participation in environmental management. It is easy to agree with the principles in principle, so to speak, but their broadness leaves them subject to various, perhaps competing, interpretations.

The real test of the principles, will be not how various interests interpret them, but how they are practiced and how they inform and are informed by existing and future environmental endeavors.

In southwest Colorado and the Four Corners region, for example, very similar principles have guided a practice of innovation in partnership and problem-solving, results-based projects between public-land agencies, local governments, citizen groups, and landowners.

A presentation at last fall's *Conference of Environmental Protection and Growth Management in the West* by County Commissioner Eugene Story revealed links between Enlibra principles and accomplishments in Montezuma County, Colorado. Story gave examples for each principle put into practice in the Ponderosa Pine Forest Partnership and the Montezuma County Comprehensive Land Use Plan. He shared his thoughts on lessons learned which we share with you here:

- There is no one-size-fits-all answer to environmental protection and growth management challenges. "We need flexibility to adapt to our own local situations," Story said, adding that Enlibra allows that kind of flexibility.
- Address challenges from the most local level—from "the grass roots up."
- Focus on communication and trust building, rather than prescribed, highly formalized bureaucratic fixes. Local leaders should tap into informal networks to discover and solve problems before they become disruptive and driven by outside forces.
- Elected officials, staff people, environmentalists, and business people have to take risks to transform the energy of fighting each other into constructive problem solving.
- Begin with commonly recognized problems that are soluble; build on small successes.
- Give everyone of all persuasions a

chance to take ownership in problems and solutions, but don't let extreme views paralyze constructive actions.

- No matter how hard we try, we're going to have blow ups and mistakes, but we need to stay focused on protecting the relationships we have built and learn from our mistakes openly and honestly.

These principled actions, based on trial-tested experiences, suggest that whether or not initial goals are fully realized, it is vital

that outcomes are reached by participation of all who have a stake. Cumulatively, they provide a concrete criteria for moving towards the balance and stewardship that Enlibra stands for.

The question of how to interpret Enlibra has come up, but now we can apply lessons of forerunners to the understanding of how to face challenges in the environment and in how we work together in confronting them.

COS presents both challenges and opportunities

The long awaited Committee of Scientists report on Forest Service planning makes a strong connection between a guiding principle of sustainability and "building the capacity of stewardship" within the Forest Service, other land management agencies, local governments, social groups, and individuals.

Entitled "Sustaining the People's Lands: Recommendations for Stewardship of the National Forests and Grasslands into the Next Century," the report lists eight building blocks of stewardship capacity — trust, collaborative broad-based understanding, joint fact-finding, dealing with conflict, willingness of the agency, resources, collaboration resources and skills (capabilities), and a learning organization. It then goes on to say that pursuing a planning process constructed of these building blocks will not be easy, because they contradict long-held professional paradigms and organizational norms that focus on commodity outputs.

The Committee of Scientists recommends developing organizational structures that provide a "ready forum and mechanism for the collaboration, information-sharing, and linkages between people and resources that are internal or external to the agency."

This recommendation, which evokes a principle of sustainability and a strategy of partnership, presents significant opportunities and implications for local and regional community and public-land partnerships.

While the Forest Service clearly needs to go through the challenging process of

change to build its capacity and make institutional transformations in order to support community-ecosystem stewardship, it can not do it alone. None of the public-land agencies can change themselves without a proactive community. It is the continued presence of active community-ecosystem partnerships working to improve specific landscapes and sustain real communities that can bring out the reflection and stimuli needed for institutional capacity building.

While the track record is anecdotal at this point, a clear picture is emerging of how such partnerships are bringing new opportunities for learning, ecological improvement, trust building, accountability, and institutional revitalization to public-land agencies that work collaboratively.

Given numerous challenges confronting both the Forest Service and community partnership initiatives in the Four Corners, it's worthwhile spending time with the solid and interesting ideas in the Committee of Scientists report and have a dialogue as we and the Forest Service begin to grapple with its implications.

New publications provide analysis and practicalities of forest restoration and community stewardship

The Ponderosa Pine Forest Partnership: Community Stewardship in Southwestern Colorado. [(1999). Cortez, CO: Montezuma County Federal Lands Program, 44 pages.]

This booklet introduces PFPF partners and describes the methods they effectively used to implement a demonstration restoration project. It tells a story that shares ideas for integrating community stewardship goals with forest restoration methods.

The Ponderosa Pine Forest Partnership: Forging New Relationships to Restore a Forest. (1999). Durango, CO: Office of Community Services, Fort Lewis College.

This academic, analytical paper (40 pages), which tells the PFPF story, identifies and examines broader linkages that have occurred across southwest Colorado simultaneously with, in direct relation to, the PFPF. It answers questions of interest within the US Forest Service related to building capacity for being more effective in innovating community stewardship, adaptive management and community-public land partnerships.

CALENDAR

spring through fall, 1999

Gateway Tourism Assessment Time Frame

May, June, July: Conduct interviews and begin analyzing data.

August, September: Continue analyzing data, write report and recommendations

End of September, or October: Hold open houses to share information with communities.

August 25 & 26, 1999

First Four Corners Sustainable Forestry

Strategic Action Roundtable, Taos, New Mexico

For more information, contact a Sustainable Forestry person in your region, see page 6.

Feedback! What do you like about *CPLP Initiatives*? What would you like to see in the next issue—a particular topic, project, or locality? Would like to submit event dates, news, essays, photos for publication? Contact Tim Richard, Office of Community Services, Fort Lewis College, 1000 Rim Drive, Durango, CO 81301. (970) 247-7066, fax: (970) 247-7032, e-mail: richard_t@fortlewis.edu

COMMUNITY-PUBLIC LAND STEWARDSHIP INITIATIVES

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