**Feb 2021 RLT Strategic Planning: Breakout Compilation – 9 Groups**

**Focus Area Organizing Principle**

**Executive Summary of Breakout Group Org Prin & Focus Area Options**

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| **Org Principle** | **Focus Area 1** | **Focus Area 2** | **Focus Area 3** |
| **What We Do** | Serve | Sustain | Steward |
| **“** | Restore lands | Protect places | Engage communities |
| **“** | Restore  Restore  Restore | Provide  Respond  Respond | Connect  Conserve  Protect |
| **“** | Uniting communities | Unifying visions of a resilient landscape | Fostering memorable experiences |
| **Outcomes** | Ecological Conservation | Social | Economic |
| **“** | Ecosystems | People | Products |
| “ | Resilient Lands | Responsive Access | Sustainable Resources |
| **Who We Serve** | Rural | Urban Interface | Cities and water users |
| **“** | Stakeholders who receive economic benefit | Stakeholders who advocate | Decision-makers |
| **“** | Permitees | Public | Decision-Makers |
| **Landscapes** | Desert | Grasslands | Mountains |

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| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Wendy Jo Haskins Grp 1A** | |
| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| ASPECTS of what we do | Respond, Protect, Serve, Manage, Sustain, Steward, Provide, Interact, | | Action, easily understood internally externally, default, encompassing |
| WHO we serve | Permittees, Public-near and far, Partners, Stakeholders, other governments, communities, | | Everyone knows and has a role and can relate |
| Landscapes we steward | Desert, Riparian, Sky Islands, Mountains, Rim country, Grasslands, Urban interface, Rural communities, | | Aligns with unique nature and geography of SW reg |
| Communities | Rural, Urban, Agricultural, Recreational, Commercial, Municipal, Tourist, Place-based interested people, Governments | | Joyful, Happy, Co-existence |
| OUTCOMES of what we do | Resilient Landscapes, Responsive service, Sustainable Resources,  Recreational & Economical Opportunities,  Employee empowerment contributing to a common value of nature, land, and people | | Encompasses what, who and why |

**[No 2A Group]**

| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Tom Torres 3A (Rita/Adam/Stephanie/Steve)** | |
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| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| **What we do** | *Restore/Provide/Connect* | | *Easily understood by workforce*  *Provides clear focus/priorities*  *Closest to where we are now. – 3R’s*  *3 R’s could live within this framework* |
| **“Follow the Money”** | *Work funded/prioritized by Congress* | | *Clear to employees*  *Easy to communicate w partners*  *Responsibility placed on land users to communicate w/ legislators* |
| **Discretionary vs. Non-Discretionary** | *Complete work required by law/reg/policy*  *Complete discretionary work aligned w/ stakeholders* | | *Clear to employees*  *Easy to communicate w partners*  *Responsibility placed on land users to communicate w/ legislators*  *Allows stakeholders opportunity to establish priority work* |
| **Balance** | *Balance local vs national interest*  *Vision vs implementation*  *Consumptive use vs Preservation*  *Collaboration vs. Autonomous* | | *framework for conflict management* |

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| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Treva Slaughter (4A)** | |
| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| ASPECTS of what we do | Restore, Respond, Protect | | Easily understood by workforce |
| WHO we serve | Licensees, Public, Decision-Makers | | Easily understood by “customers” |
| Landscapes we steward | Desert, Riparian, Mountains | | Aligns with unique nature of SW reg |
| Communities we serve | Wilderness, Rural, Urban Interface | | Helps internal/external understanding of varied needs |
| OUTCOMES of what we do | Resilient Lands, Responsive Access, Robust Resources | | Speaks to customer needs, makes outcomes clear to workforce |
| Components | Land, Communities, Employees | | Easy to understand Organizational Structure |
| Services | Ecosystems, People (internal/External), Products | | Strong Connection to Agency Mission |
| External Perceptions | Access, Opportunities, Information, Influence/Representation | | Resonates with the People We Serve |

| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Erin Swiader 5A** | |
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| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| ASPECTS of what we do | Restore lands, ~~Respond,~~ Protect places, Engage communities | | Easily understood by workforce |
| WHO we serve | Users, Providers, Influencers and Governance ~~Licensees,~~ ~~Public, Decision-Makers, Producers~~ | | -Different way of defining our users  -Can be applied to both internal and external audiences  Easily understood by “customers” |
| Landscapes we steward | Desert, Riparian, Mountains, Grasslands | | Aligns with unique nature of SW reg |
| OUTCOMES of what we do | Resilient Lands, Responsive Access, ~~Robust Resources,~~ Empowered Relationships, Responsible, Sustainable Recreation | | Speaks to customer needs, makes outcomes clear to workforce |
| Social Equity  Ecological Conservation  Economic Viability | S: How are the peoples’ needs being met?  Economic: Are we being good stewards of public dollars?  Social: more holistic approach to addressing inequities and conflicts  Ecological Conservation: more holistic | | Can be applied to both internal and external audiences |

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| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Heather 6A** | |
| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| ASPECTS of what we do | *Restore, Respond, Protect (sounds like LEI lingo);* plan, implement, monitor; preserve; conserve; diversify; facilitate (use); | | Easily understood by workforce |
| WHO we serve | *Licensees, Public, Decision-Makers;* permittees, employees, management, public;generations, culture; volunteers, partners; past, present, future generations; | | Easily understood by “customers” |
| Landscapes we steward | *Desert, Riparian, Mountains*; grasslands; timber, riparian, desert; Wilderness; aquatics; hi/low/mid elevations; | | Aligns with unique nature of SW reg |
| Communities we serve | *Rural, Urban Interface;* urban, rural; tribes, acequia, land grant; NGO, State, Fed; industry, enviros, academics; | | Helps internal/external understanding of varied needs |
| OUTCOMES of what we do | *Resilient Lands, Responsive Access, Robust Resources*; preservation, conservation; interconnect; relationships | | Speaks to customer needs, makes outcomes clear to workforce |
| **Functional Areas** | **Fire, timber, lands/minerals, recreation, business admin, tribal relations,** | | **How we organize now; doesn’t work, employees have multiple priorities,** |

| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Nancy B 7A** | |
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| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| ASPECTS of what we do | Restore, Respond, Protect | | Easily understood by workforce |
| Convening | \*Stakeholders who receive an economic benefit from the National Forest. (Ski areas, livestock permittees, outfitter guides, licensees)  \*Stakeholders (Advocacy groups, Users, watershed collaborative groups)  Decision makers, (Congressionals, FS Leaders, Tribal, Others with Governance role)  \*word choice? | | Promotes understanding. Develop common goals. Demonstrate that our work is achieving agreed upon goals (Forest Plan and project decisions) and legally required work. Improve communication between the agency and others.  Gain support for agency activities and management (and hopefully fewer lawsuits and objections.) |
| WHO we serve | Licensees, Public, Decision-Makers | | Easily understood by “customers” |
| Landscapes we steward | Desert, Riparian, Mountains | | Aligns with unique nature of SW reg |
| Communities we serve | Wilderness, Rural, Urban Interface | | Helps internal/external understanding of varied needs |
| OUTCOMES of what we do | Resilient Lands, Responsive Access, Robust Resources | | Speaks to customer needs, makes outcomes clear to workforce |
| Is there a concept for moving forward toward a desired condition?  Convene diverse belief groups (stakeholders?) to communicate concerns toward working together.  Not possible to be everything to everybody.  Are we backing up too far? | | | |

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| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Bill Sapp 8A** | |
| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| ASPECTS of what we do | Restore, Respond, Protect | | Easily understood by workforce |
| WHO we serve | Licensees, Public, Decision-Makers | | Easily understood by “customers” |
| Landscapes we steward | Desert, Riparian, Mountains | | Aligns with unique nature of SW reg |
| Communities we serve | Wilderness, Rural, Urban Interface- | | Helps internal/external understanding of varied needs |
| OUTCOMES of what we do | Resilient Lands, Responsible Access, Robust Resources | | Speaks to customer needs, makes outcomes clear to workforce |
| Opportunities | Uniting communities (external and internal), unifying visions of a resilient landscape, fostering memorable experiences | |  |

| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Ian Fox 9A** | |
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| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| ASPECTS of what we do | Restore, Respond, Conserve | | Easily understood by workforce |
| WHO we serve | Permittees, Public, Decision-Makers, other Agencies, partners, local governments, Tribes, | | Easily understood by “customers” |
| Landscapes we steward | Desert, Mountains and Grasslands | | Aligns with unique nature of SW reg |
| Communities we serve | Rural, Urban Interface, Cities and water users, | | Helps internal/external understanding of varied needs |
| OUTCOMES of what we do | Resilient Lands, Responsive Access, Sustainable Resources | | Speaks to customer needs, makes outcomes clear to workforce |
| **Time, schedule -** | **Urgent, day to day, strategic** | | **Do not recommend, this creates reactionary responses instead of strategic, thoughtful planning and execution** |
| **Allocations** | **NFHF, NFTM, NFRW** | |  |
| **Initiatives** | **GAOA, Shared Stewardship, 4FRI** | |  |

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| **FINDINGS TEMPLATE: Organizing Principle** | | **Process Person: Travis 10A** | |
| **Organizing Principle Theme** | **Associated Focus Areas** | | **Benefits of this theme to the Region** |
| **ASPECTS of what we do** | **Restore, Respond, Protect** | | **Easily understood by workforce** |
| **WHO we serve** | **Permittees, Public, Decision-Makers,** | | **Easily understood by “customers”, keeps us relevant and agile** |
| Landscapes we steward | Desert, Riparian, Mountains | | Aligns with unique nature of SW reg |
| Communities of place we serve | Wilderness, Rural, Urban Interface | | Helps internal/external understanding of varied needs |
| Communities of interest we serve | Native American, Hispanic, utilitarian, preservation, environmental, conservative, liberal | | Acknowledges multiple use interests directly. |
| OUTCOMES of what we do | Resilient Lands, Responsive Access, Robust Resources | | Speaks to customer needs, makes outcomes clear to workforce |
| Multiple “Uses” (functional) | Timber, Range, Water, Etc | | Easily understood by workforce, customers. Aligns with MUSYA |
| State by State | Tourism, restoration | | Aligns with State government efforts |
| Impact From Decisions | Shared decisions (collaboration), Internal decisions, external decisions | | Better defines stakeholder participation |