**USDA FOREST SERVICE SOUTHWESTERN REGION**

**REGIONAL LEADERSHIP TEAM MEETING: MAY 2021**

**MISSION OBJECTIVES BREAKOUT COMPILATION**

**Breakout Sessions 2 & 3:** **Developing Mission Objectives Part 1 and Part 2**

**Day 2 – Tues, May 4, 2021
Breakout Group Composition:** ***Mix B Groups 1-3***

**Purpose**: Working with the provided Examples, the purpose of this session is to understand both the form and the scope of a Regional Mission Objective so that you are able to develop additional potential Mission Objectives. (see p 12 for the list of Criteria used to develop Regional objectives/outcomes)

**Description:** An objective is a future destination (as opposed to an action) that is reachable in a specified timeframe. Forming objectives in this way gives flexibility in implementation so that innovation and place-based solutions can flourish. Mission objectives are those “mini-destinations” that move an organization closer to its Vision and focus mission work and activity. (Capacity objectives come next since we need to see where we want to go before we can know what provisions we will need.)

For Region 3, longer-term Objectives (10-20 yr+) have been written, with a shorter 3-5 yr Outcome under it. The Outcome can be seen as a major first step toward the larger Objective. The Outcome Measure tells the RLT if the Outcome is being achieved. Some Outcome & Performances Measures have been included as examples to give the RLT the idea of the difference between them. After the RLT selects its final Objectives/Outcomes, Outcome Measures will be developed. Performance Measures will not be included in the Strategic Plan.

**Steps: *You will have a morning and afternoon session for this work.*** First, review the example Mission Objectives under your group’s assigned organizing principle from the three you reviewed yesterday(see next 3 pages). Feel free to review each of the three Organizing Principle Objectives to gain a broader understanding. Discuss all the objectives and outcomes in your Organizing Principle to ensure the group understands them, noting key explanations and questions in the template below. You can then work on revising the existing Objectives and/or develop new ones (follow the Examples on the next 3 pages). Do not be concerned about developing only the “right” Regional Mission Objectives during this session, as the RLT will evaluate the list at a later date for selection. If you have ideas about potential Outcome Measures under any Objectives, please note them.

**5-10 Minute Report Out:** Share highlights of the discussion, specifically any Mission Objectives/Outcomes that your group feels are particularly good ones. Be sure to share any questions or confusions, as these will be addressed during Report Outs so that your second session on this topic is easier.

**Recording Your Findings:** Use the template of Examples (starting next page) for your group’s assigned Organizing Principle. Use as much room as you need inside the template, using Track Changes for any edits to the existing material. Use the template below, if desired, for Report Out Highlights.

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| **GROUP 3 FINDINGS: Developing Regional Mission Objectives** | **WT Lead/Notes: Deiter** |
| Members: Duran, Brunswick, Korman, Carroll, Baines, Haskins, Cress, Holley, Staab, Luna, Mendonca |
| **Group’s Work Highlights = Grok Objectives and outcomes** |

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| **EXAMPLE 1. Mission Focus Areas & Objectives - Org Principle: Outcomes of our Work** |
| **Focus Area 1: Ecological Conservation** | **Focus Area 2: Economic Vitality** | **Focus Area 3: Social Benefits** |
| **Goal: The landscapes of the southwest maintain their ecological integrity and resilience to disturbances.** | **Goal: National Forest lands support economic development, providing raw materials and infrastructure necessary to sustain communities.** | **Goal: People receive the broad range of benefits from National Forest lands, including direct experiences, information, and well-being.** |
| Obj 1: Aquatic habitats that function as corridors and hot spots for biodiversity thrive. By 2042Like the concept, what are hot spots? Still needs massaging for verbiage and also outcome | Obj 1: Region 3 wood products advance emerging bio-based markets and water supplies. By 2035 | Obj 1: Tribal sovereignty is advanced through National Forest actions. By 2037? on what this meansMaking a strong effort to support traditional cultural uses and renew ties to the landDefinition of “Tribal Sovereignty” – Dale got it from a Tribal atty. Add this to Strategic Plan explanation.Workforce Capacity Obj: Educate about FS trust responsibility to Tribal Sovereignty |
| 2022-2027 Outcome: Human-caused degradation of aquatic habitats ceases. | 2022-2027 Outcome: The region’s supply is an established choice in the marketplace.Add biomass objective (finding value for low value product) | 2022-2027 Outcome: Region 3 land and water rights are adjusted to support Tribal sovereignty. |
| *Outcome Meas: TBD* | *Outcome Meas: TBD* | *Outcome Meas: TBD* |
|  | National forest and grasslands provide new recreation-based opportunities. By 2032 (similar to another objective)Capacity Implication: Increase opportunities for private use and investment in recreation | Add objective of providing quality recreational opportunities responsive to public desires? how to provide for new opportunities in a way that doesn’t screw up existing experiences and provide quality experiences for the new use – how to get ahead of the technologyExample of some game changing language from NM Outdoor Equity Fund - The Outdoor Equity Fund was created in 2019 to support transformative outdoor experiences, especially for youth from disproportionately impacted communities. These experiences foster health, wellness, and stewardship for our lands, waters, and cultural heritage, and the Outdoor Equity Fund was built on the recognition that for many communities of color, those experiences remain inaccessible due to barriers erected by systemic racism and inequality. The Outdoor Equity Fund aims to help get all kids outside by investing in grassroots groups that do this important work every day.Capacity: How to get people more attached to national forests – want to create relevancy of NFS through opportunitiesCapacity implication: how to create new recreation stewards |
| Add objective for managing recreation impacts to natural resources – prioritize dispersed/developed? in the next 3 to 5 years [Bringing Desert Obj over from Landscape Or Prin] | Elements individuals of the group felt would be missing for them if they were regional forester… |
| Possible add of meeting recovery plan requirements for T&E depending on wording would be mission or capacity |
| Would like more based on the cultural topics, partly captured by tribes and acequias – don’t want to lose connection with conversations and opportunities to have dialogue with each other, agreeing to disagree yet able to come back the next day for further conversations |
| Coexistence with wolves and grazing, tension around wild horses and feral livestock and making that a priority because significantly beyond our capacity, what are we good at that can contribute to climate adaptation eg. like beavers, water etc. (centers of regenerative capacity), not quite getting to – what are we missing |
| Capacity concerns:1. Diversity and inclusion, talented workforce, desire to remove barriers and attract
2. Customer service – including maintainting trust responsibilities, being good neighbors, respecting and allowing traditional cultural practices to continue
3. Access: GAOA workload in that spirit – its about high quality experiences that provide for public support and satisfaction
4. Technology: what does virtual services mean in terms of how we show up?
5. Sustaining multiple use, especially for things like mining and grazing that are controversial, about sustainable not necessarily ideal solutions
 |
| Mining and cultural topic needs to be recognized, but restated – anything with water, watersheds, water rights resonated – a common thread is water cycle and fire, carbon cycle, partial to saguaro and desert ecosystems – how do we integrate into water/carbon cycles? |
| Working on lots of landscape initiatives that include timberlands improvement, rx fire, watershed improvement, not convinced seeing those reflected in the current objectives.Adam additions: can we see all of the resource areas? Has questions about how some are writtenObj: Unregulated recreation is eliminated in sensitive ecological areas. By 2031 poss focus further within T&E habitat Obj: Unregulated recreation is eliminated in critical T&E habitats. By 2031Obj: Fragile ecosystems impacted by OHV are recovered and the public is provided with OHV experiences that meet their demand for variety while minimizing further impact to areas of concern. |
| Obj 2: Native species succeed through their natural seasons and migrations. By 2042 | Obj 2: Recreation on National Forests and Grasslands is sustainable and economically viable. By 2032Perhaps should be a partner capacity driven objective rather than mission. Such as: Would be more effective to define the meaning of sustainable and economical – to be successful, needs to meet the social needs of the recreationalists, quality of opps, not just affordability and capacity – includes self-sustainability and minimum resource impacts – social sustainability – should this be in bin 2 or 3? recreation elements can be in all 3 as appropriate | Obj 2: Water rights well-integrate with and support sustainable local use. By 2037 |
| 2022-2027 Outcome: Unintended physical barriers to T&E species movement and dispersal are eliminated (more difficult to achieve if move beyond just migration).Add outcomes for critical habitat for T&ENote: check consistency with existing forest plans and may be able to harvest phraseology from a regional perspectiveSpecies are able to access adjoining habitat, disperse, migrate, meet their life history requirementsCapacity: working better with permittees and other economic users and stakeholders to work towards recovery of T&E species. | 2022-2025 Outcome: Businesses that support sustainable visitor and recreation use in the high-use areas are aided by opportunities with the RegionNancy would like a shot at the wording, the concept is thereFeels like not much of a stretch for the region as worded2022-2025 Capacity Outcome: Our partners and communities maintain # percent of NFS trails. – Shared leadership and stewardship of NFS recreational trails by partners and communities increases to # percent. By 20##Obj: Leadership and management of trail systems are entrusted to interested parties through viable economic and social investment. By 2031Capacity Objective or Outcome: Developed recreation infrastructure action plan as a reference for items we may wish to elevate.Note: flexibility, agility, resilience to absorb unkept promises if partners cant live up to agreed upon expectations – margin of safety or governance such as no participation no trail - Contingencies are identified for unforeseen volunteer workforce fluctuations – anything game changing with our Adapt a Trail programs? Capacity related to Children’s Forest Initiatives are there organizational barriers to hosting those programs and potential for corporate sponsors to contribute to those programs? – outdoor classrooms and environmental education programs - Youth Education Strategy for possible verbiageCapacity: outreach on all recreational ops including permitteesRemoval of unconscious or unintended barriers to access NFS programs and resources/recreation etc. – possible Economic Recovery | 2022-2027 Outcome: Acequia practices enable access to sustained and restored natural resources. Capacity implication: R3 knows the key crosswalks between FS process & Acequia governanceAdd outcome speaking to securing instream flows and other waters of the US inc. stock water and wildlife – capacity objectiveJames and Erica will reflect on this using the Acequia guidance document for modifications to the wording. |
| *Outcome Meas: TBD* | *Outcome Meas: Economic impact studies show increase from NF**[Perf Meas: # of outfitter permits or miles of trail, e.g.]* | *Outcome Meas: TBD* |
| Obj 3: Ecosystem structure fosters disturbance processes that play their ecological role. By 2042Missing intent to do this at landscape scale for species composition and structure and reduce impacts to h2o quantity and quality for downstream users – is not just about current forests, but future forests – low value wood supply that has value – biomass bottleneck | Obj 3: Mining projects are located in areas that are culturally understood. By 2032Should objective be more inclusive, how to balance cultural appropriateness with need for raw materials – culturally acceptable Capacity implication: social awareness of the need for working landscapes in serving the raw material needs for americans as a whole – improve their understanding of their tie to the land – mining is intrusive but other jurisdictions and countries are not and connection to the great economy – connection of importance of multiple use lands in meeting the needs of the nation done in the most responsible way possible – may be more appropriate under social capacity objective rather than economic | Obj 3: Visitors to the Southwestern Region have opportunities consistent with what is advertised (publicized?). By 2032? on what does advertise mean and who doing the advertising, don’t like the word advertised – understand what is a quality experienceAdd objective regarding what makes for quality experiences, how planned and distributed across the landscape – niche concept |
| 2022-2027 Outcome: Ponderosa Pine landscapes are resilient to fire. | 2022-2025 Outcome: Mining sites are planned and developed to include tribal values.  | 2022-2027 Outcome: Saguaro Cactus population increases to 75% of natural distribution.Capacity implication: regarding deferred maintenance |
| *Outcome Meas: Satellite/LiDAR inventories show diversity of species and age class mix – reduction in fire risk based on condition class**[Perf Meas: Acres treated]* | *Outcome Meas: TBD* | *Outcome Meas: TBD* |

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| **EXAMPLE 2. Mission Focus Areas & Objectives - Org Principle: Landscape Type**  |
| **Focus Area 1: Deserts** | **Focus Area 2: Grasslands** | **Focus Area 3: Mountains** |
| **Goal: Marked by little precipitation and overall fragility, R3’s deserts continue to play their vital role in contributing to the biodiversity of the planet.** | **Goal: The soils of this intact ecosystem support an ample diversity of flora and fauna.** | **Goal: This ecosystem, as the source of the vast majority of water needed for life, produces water in alignment with its natural capability.** |
| Obj 1: Native ecological conditions do not support fire. By 2042 | Obj 1: Native species are resilient to forest species encroachment. By 2042 | Obj 1: Fire plays its natural role in our montane ecosystems. By 2042Not just restricted to montane if put in another org principle (range/grasslands and forests not desert) |
| 2022-2025 Outcome: Invasive grasses in the naturally intact areas are reduced such that fire doesn’t spread. | 2022-2025 Outcome: Eastern red cedar populations are eliminated in riparian areas.? is “eastern red cedar” to restrictive, should it include more or all invasives and still be done in 3 to 5 years?? how to include experts outside of RLT into the process to better inform the scope and wording of the objectivesPossible outcome: Perennial herbaceous species dominate and include native grasses, grass-like plants (sedges and rushes), and forbs, and in some locations, a diversity of shrubs. | 2022-2027 Outcome: Natural fire regime is set up in the urban interface. |
| *Outcome Meas: TBD* | *Outcome Meas: Zero red cedar in species composition, via long term monitoring plots**[Perf Meas: Acres treated]* | *Outcome Meas: TBD* |
| Obj 2: Directed Recreation Use in Region 3 Desert. by 2037 | Obj 2: Erosion occurs in keeping with the natural cycle of the grassland ecosystems. By 2031 | Obj 2: Headwaters function at their natural potential. By 2062 |
| 2022-2027 Outcome: Directed recreation opportunities are concentrated in the Wildland Urban Interface to protect the rest of the desert[Capacity implication: Infrastructure & signage to support directed rec]May be worth looking at recreation impacts in other specific areas such as riparian and wetlands in particular, but is an issue for all landscape typesConcern about TMR, OHV/UTV uses in particular in more than just desert landscape typesPossible focus on unauthorized road and trail decommissioning with outcome of addressing unmanaged recreation and accomplishing restoration and improve the quality of recreational experience, and returning more area to natural state | 2022-2027 Outcome: Soils are stable near springs, playas and streams.Add objective that relates more strongly to grassland recreation such as birding, hunting, wildlife viewing etc., overnight camping | 2022-2027 Outcome: Priority 1 watersheds (or T&E headwaters or major run-off sources) are producing increased water quality and quantity. |
| *Outcome Meas: TBD* | *Outcome Meas: Proper Functioning Cond. Status for soil stability indicators**[Perf Meas: Miles of fencing, permits adjusted, etc.]* | *Outcome Meas: TBD* |
| Obj 3: Sonoran Desert type is recovered. By 2042 | Obj 3: Contiguous open spaces are protected from conversion to other uses to the extent needed for the conservation of this ecosystem. By 2032 | Obj 3: Recreational use is in balance with montane ecosystems. By 2032 |
| 2022-2027 Outcome: Saguaro Cactus population increases to 75% of natural distribution.Not sure if saguaro is the right outcome, but would like to investigate more (invasive grasses and fire are the issue) also an issue for the desert tortoise - getting to 75% is a huge lift to develop nurseries and nurse plants etc. and keeping invasives out | 2022-2024 Outcome: Connect key wildlife habitat areas across boundaries. | 2022-2027 Outcome: Dispersed camping is concentrated in ecologically sustainable areas. |
| *Outcome Meas: TBD* | *Outcome Meas: TBD* | *Outcome Meas: TBD* |

| **EXAMPLE 3. Mission Focus Areas & Objectives - Org Principle: Scale of Impact** |
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| **1: Regional Vitality** | **2: National Way of Life** | **3: International Connections** |
| **Goal: R3’s forests and grassland contribute to rural and urban communities in an economical and environmentally sustainable manner.** | **Goal:** **Consumptive uses result in ecologically sustainable contributions to national supply that support the evolving American way of life.** | **Goal: National Forests contribute to improved health of globally connected ecosystem functions.** |
| Obj 1: Forests are within their natural range of variability, reducing risk from wildfire to infrastructure, water sources and communities. By 2042 | Obj 1: Headwaters function at their natural potential. By 2062Definition of natural potential? Eg. what do you do with a headwater dam? | Obj 1: Maintained open space contributes to functioning wildlife corridors and areas for migrating pollinators. By 2042 |
| 2022-2027 Outcome: Forest types in the urban interface are functioning within their natural range of variability. | 2022-2027 Outcome: Priority 1 watersheds (or T&E headwaters or major run-off sources) are producing increased water quality and quantity | 2022-2027 Outcome: Traditional ungulate migration routes are connected across boundaries. |
| *Outcome Meas: TBD* | *Outcome Meas: Streamflow monitoring indicates stable/improving water quality & base flows**[Perf Meas: # of watersheds treated]* | *Outcome Meas: TBD* |
| Obj 2: Recreation on National Forests and Grasslands is sustainable and economically viable. | Obj 2: Region 3 wood products advance emerging bio-based markets. By 2035 | Obj 2: National Forest and Grasslands provide vegetation and soils that sequester carbon and mitigate climate change. By 2042Need to figure out how to address our adaptations to climate change as part of our objective, what do we influence? What do we adapt to? And what do we mitigate? – may also include some capacity objective(s) in this regards\*\*\*KNOWLEDGE GAP: we don’t understand the emerging science around climate adaptionPossible recreation objectives on changes in recreation opportunities due to climate change eg. longer shoulder seasons, no snow for ski areas etc., more heat in the valley will be more people on water and in the hillsFor veg. could force change desired conditions to achievable conditions |
| 2022-2025 Outcome: Businesses that support sustainable visitor and recreation use in the high-use areas are aided by opportunities with the Region | 2022-2027 Outcome: The region’s supply is an established choice in the marketplace | 2022-2027 Outcome: Highest priority watersheds’ restored structure optimally contributes to green infrastructure, specifically transnational river corridors  |
| *Outcome Meas: TBD* | *Outcome Meas: TBD* | *Outcome Meas: TBD* |
| Obj 3: Visitors to the Southwestern Region have opportunities consistent with what is advertised. By 2032[Capacity implication: Deferred maintenance in *high-use areas* is accomplished.] | Obj 3: Grazing systems are adapted to be consistent with changes in climate. By 2032Eg. are yearlong allotments ecologically sustainable/viable given climate changeDo we need an outcome on grazing systems?When we talk about adapting grazing systems are those just tied to rangelands – suitable grazing land may be more to pointSomewhat worded as a how to do by speaking of adaptingWhat to do with wild horses and wildlife as part of sustainable grazing practices?  | Obj 3: Region 3’s three primary landscapes – desert, grasslands and mountains – are connected to cross-border ecosystems to support global environmental health. By 2037 |
| 2022-2027 Outcome: Saguaro Cactus population increases to 75% of natural distribution. | 2022-2025 Outcome: Allotments supporting T&E species are modified to emphasize the recovery of the species. | 2022-2027 Outcome: Watersheds shared with tribal nations and pueblos are in optimal functional condition. |
| *Outcome Meas: TBD* | *Outcome Meas: TBD* | *Outcome Meas: TBD* |
|  |  | Obj 4: The smoke emissions from uncharacteristic wildfires that affect international air quality are mitigated. By 2042Need to recognize smoke somehow and may go beyond just uncharacteristic wildlife, increase recognition of reducing impacts to communities and sensitive areas. Reducing regional smoke impacts is a bigger lift than just fires that impact international. |
|  |  | 2022-2027 Outcome: Large areas with contiguous fuels and high potential for smoke impacts are treated. |
|  |  | *Outcome Meas: Western Regional Air Partnership AQ Modeling?**[Perf Meas: Acres treated]* |

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| **GROUP 3 FINDINGS: Developing Regional Mission Objectives** | **WT Lead: Provencio / Notes: Watts** |
| Members: Bosworth, Torres, Hattenbach, Giang, Fetterman, Davis, Nuttall, Fetterman, S Martin, West, Krueger, Trujillo |
| **Group’s Work Highlight suggested changes/additions** |

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| **EXAMPLE 2. Mission Focus Areas & Objectives - Org Principle: Landscape Type**  |
| **Focus Area 1: Deserts** | **Focus Area 2: Grasslands** | **Focus Area 3: Mountains** |
| **Goal: Marked by little precipitation and overall fragility, R3’s deserts continue to play their vital role in contributing to the biodiversity of the planet.** | **Goal: The soils of this intact ecosystem support an ample diversity of flora and fauna.** | **Goal: This ecosystem, as the source of the vast majority of water needed for life, produces water in alignment with its natural capability.** |
| Obj 1: By 2042Rewrite:In non-fire adapted desert ecosystems, natural fire is minimized to preserve key vegetative function, composition and structure. | Obj 1: Native species are resilient to forest species encroachment. By 2042 | Obj 1: Fire plays its natural role in our montane ecosystems. By 2042Change to: Obj 1: Mixed conifer landscapes are resilient to disturbance (fire, insects, disease). By 2042Or \*\*Obj 1: Priority 1 watersheds are protected from / resilient to catastrophic wildfire. By 2042 |
| 2022-2025 Outcome: Invasive grasses in the naturally intact areas are reduced such that fire doesn’t spread. | 2022-2025 Outcome: Eastern red cedar populations are eliminated in riparian areas. | 2022-2027 Outcome: Host of ecosystem services??2022-2027 Outcome: The most vulnerable priority 1 watersheds 2022-2027 Outcome: Natural fire regime is set up in the urban interface. |
| *Outcome Meas: TBD*Addl Obj around STORING WATER HERE?? We don’t have control over reservoirs. Not in our mission, but how can we be influence. | *Outcome Meas: Zero red cedar in species composition, via long term monitoring plots**[Perf Meas: Acres treated]* | *Outcome Meas: TBD* |
| Obj 2: Directed Recreation Use in Region 3 Desert. by 2037 | Obj 2: Erosion occurs in keeping with the natural cycle of the grassland ecosystems. By 2031 | \*\*Obj 2: Headwaters function at their natural potential. By 2062 |
| 2022-2027 Outcome: Directed recreation opportunities are concentrated in the Wildland Urban Interface to protect the rest of the desert[Capacity implication: Infrastructure & signage to support directed rec]2022-2027: Ecologically sustainable motorized trail system. OHV use is limited to approved motorized trails that provide a great user experience and minimizes impacts to natural and cultural resources2022-2027 Capacity Outcome: need to properly implement/enforce TMR.  | 2022-2027 Outcome: Soils are stable near springs, playas and streams.Explanation: Grasslands evolved with native ungulates that kept balance/diversity of flora. Cows take that role now. Measure: add a measure related to meeting appropriate utilization levels for the grassland. | Outcomes: Honor our trust responsibilities related to water and sacred sites at headwaters. By 2037Outcome: Region 3 communities have adequate, clean water supply to meet demands. By 2032 (more reservoirs, desalination plant ex from CA, how do we assist in increasing capacity) CAPTURE and RELEASE WATER HERE |
| *Outcome Meas: TBD* | *Outcome Meas: Proper Functioning Cond. Status for soil stability indicators**[Perf Meas: Miles of fencing, permits adjusted, etc.]* |  |
| Obj 3: Sonoran Desert type is recovered. By 2042 | Obj 3: Contiguous open spaces are protected from conversion to other uses to the extent needed for the conservation of this ecosystem. By 2032 | \*\*Obj 3: Recreational use is in balance with montane ecosystems. By 2032 |
| 2022-2027 Outcome: Saguaro Cactus population increases to 75% of natural distribution. | 2022-2024 Outcome: Connect key wildlife habitat areas across boundaries.*(How/Capacity: Ranchers manage significant portions of grassland and have viable, sustainable operations where contiguous grasslands exist.)* | 2022-2027 Outcome: Dispersed camping is concentrated in ecologically sustainable areas. (Capacity issue….increased rec, not enough space in camping corridors ID’ed in TMR???) Need to address impacts from increased rec use from pandemic.2022-2027 Capacity Outcome: fully implement TMR (law enforcement/education/signage)? OHV use is banned limited to “areas” instead of dispersed use? TMR already required either on roads or in areas.2022-2027 Outcome: vehicles away from vehicle |
| *Outcome Meas: TBD* | *Outcome Meas: TBD* | *Outcome Meas: TBD* |

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| **GROUP 1 FINDINGS: Developing Regional Mission Objectives** | **WT Lead: Fox/ Notes: Skinner** |
| Members: M Martin, Dewbery, Montoya, Parker, Mosely, Palmer, Jacobsen, Bromley, Sapp, Ruyle |
| **Group’s Work Track Changes** |

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| **EXAMPLE 3. Mission Focus Areas & Objectives - Org Principle: Scale of Impact** |
| **1: Regional Vitality** | **2: National Way of Life** | **3: International Connections** |
| **Goal: R3’s forests and grassland contribute to rural and urban communities in an economical and environmentally sustainable manner.** | **Goal: Consumptive uses result in ecologically sustainable contributions to national supply that support the evolving American way of life.** | **Goal: National Forests contribute to improved health of globally connected ecosystem functions.** |
| Obj 1: Forests are within their natural range of variability (can you have this in a WUI? Should this be a specific veg structure that reduces fire severity), reducing risk from wildfire to watersheds and communities. By 2042 | Obj 1: Headwaters function at their natural potential. By 2062(what about drought? Or development that is out of our control) | Obj 1: open space (think about another word – this means different things to different people) contributes to functioning wildlife corridors and areas for migrating pollinators. By 2042 |
| 2022-2027 Outcome: Forest types in the urban interface (on NFS lands?) are functioning within their natural range of variability.2022-2027 Outcome:  | 2022-2027 Outcome: Priority 1 watersheds (or T&E headwaters or major run-off sources) are producing increased water quality security, and quantity2022-202x Outcome: Traditional water sources function and provide communities with water.2022-202x Outcome: Timber management is focused in areas with highest priority 2022-202x Outcome: Snowpack is maximized on north slopes 2022-202x Outcome: Water rights are secured*Capacity** *Acquiring and securing water rights for US and tribes.*

Mission Work* *Thinning on north slopes to optimize condition to increase quantity (capacity)*
 | 2022-2027 Outcome: Traditional ungulate migration routes are connected across boundaries.Potential Outcomes could be developed for: * Migratory Birds (fly ways support bird migration),
* Pollinators (butterflies),
* Non-ungulates (jaguar, wolf, etc.)
* Domestic livestock (permittees’ herds crossing border)

*Capacity Work could include: identification of corridors.**require highway department construct overpasses, underpasses, conduct veg treatments.**Also acquiring access to lands (see recreation outcome related to access – could serve this purpose as well)**International grazing opportunities*  |
| *Outcome Meas: TBD**Proper functioning condition* | *Outcome Meas: Streamflow monitoring indicates stable/improving water quality & base flows – watershed condition framework**[Perf Meas: # of watersheds treated]* | *Outcome Meas: TBD**Are animals moving through corridor* |
| Obj 2: Recreation on National Forests and Grasslands is sustainable and economically viable. | Obj 2:. The region’s wood supply is an established choice in the marketplace. By 2035 | Obj 2: National Forest and Grasslands provide vegetation and soils that sequester carbon and help mitigate climate change. By 2042 |
| 2022-2025 Outcome: Businesses that support sustainable visitor and recreation use in the high-use areas are aided by opportunities with the Region2022-2027 Outcome: Valuable lands/easements acquired (adjacent, adjoining, within NF) are available for public access. *[Trying to address an access outcome Access has become limited in places]*  | 2022-2027 Outcome: 2022-202x Outcome: Region 3 wood products advance emerging bio-based markets2022-202x Outcome: Wood products are accessible and profitable 2022-202x Outcome: Supply and technology support viable markets*(Capacity: “how” such as offering sales, marketing, stewardship contracting, creating markets (working with tribes), GAOA give preference to builders using cross-laminated timber* | 2022-2027 Outcome: Highest priority watersheds’ restored structure optimally contributes to green infrastructure, specifically transnational river corridors 2022-2027 Outcome: The region's forests and grasslands are investments of choice for conservation financing from non-governmental and private corporations.Capacity Outcome: Established Regional analysis and monitoring framework and data management facilitates science based, informed decisions. (governance)Mission Work: conducting monitoringCapacity Work: acquiring field tablets and other technology to conduct monitoring |
| *Outcome Meas: TBD* | *Outcome Meas: TBD* | *Outcome Meas: TBD**Sequestered carbon* |
| Obj 3: Visitors to the Southwestern Region have opportunities consistent with what is advertised (this objective is getting at visitor use, what is available, on websites/maps… descriptions of what they would see). By 20322022-202x Outcome: Expectations of visiting public are met in high use areas (covers roads, facilities, ).2022-202x Outcome: websites reflect reality (is this capacity or is a website a destination?)[Capacity implication: Elimination of deferred maintenance in *high-use areas* is accomplished. Competing for GAOA funds. maps and websites are accurate] | Obj 3: Grazing systems are adapted to be consistent with changes in climate. By 2032 | Obj 3: Region 3’s three primary landscapes – desert, grasslands and mountains – are connected to cross-border ecosystems to support global environmental health. By 2037 |
| 2022-2027 Outcome: Saguaro Cactus population increases to 75% of natural distribution. *(because people came to see this)* | 2022-2025 Outcome: Allotments supporting T&E species are modified to emphasize the recovery of the species.2022-2026 Outcomes: Grazing programs support sustainable agriculture and working landscapes2022-2027 Outcome: Unauthorized livestock are not present within riparian areas 2022-202x Outcome: forests and grasslands support sustainable free-range beef industry *(use that supports open space as opposed to fragmentation and development)*Capacity - permittees will be involved in achieving this goal with respect to the grazing objective | 2022-2027 Outcome: Watersheds shared with tribal nations and pueblos are in optimal functional condition. *(need to consider if this is where tribes want to work in next few years, and if they are in agreement with each other)**(optimal per the watershed condition framework)*Capacity Outcome: Conservation Education connects to landscapes through the lens of today’s youth (to increase understanding of connection to water)Capacity Work – education both ways – connect to conservation education in landscape types- landscapes in the eyes of today’s youth |
| *Outcome Meas: TBD* Trails maintained to standard (performance measure?)*NVUM visitor satisfaction (performance measure?)* | *Outcome Meas: TBD**Allotment management plans*  | *Outcome Meas: TBD* |
| Obj. 4: Communities have access to wood supply to meet needs |  | Obj 4: The smoke emissions from uncharacteristic wildfires that affect international air quality are mitigated. By 2042 |
| ….outcome? Water availability  |  | 2022-2027 Outcome: Large areas with contiguous fuels and high potential for smoke impacts are treated. |
| *Outcome Meas: Homes heated?* |  | *Outcome Meas: Western Regional Air Partnership AQ Modeling?**[Perf Meas: Acres treated]* |