



GREATER SANTA FE FIRESHED COALITION COMMUNICATIONS PLAN

Introduction

Effective communications strengthen collaborative partnerships. Sharing information through established networks keeps partners informed of other partners' plans and activities, supports partners' ability to achieve their own organizational goals, and builds strong ties and trust among partners that enhance the long-term organizational sustainability of the collaborative group and partnering organizations. A communications plan and a strategy for building strong internal and external relationships are important cornerstones of a successful collaborative organization. The Greater Santa Fe Fireshed Coalition strives to maintain good communications among partners, with likeminded organizations, and with the general public.

The *National Cohesive Wildland Fire Management Strategy* has identified the following goals for communication and collaboration:

- Increase knowledge of the goals, guiding principles, core values, and national priorities in fire and land management organizations and expand other stakeholder knowledge and understanding;
- Improve stakeholder and public knowledge of wildland fire fundamentals;
- Mobilize higher education and extension resources to provide opportunities for stakeholders to improve their collaboration knowledge and skills;
- Improve and expand communication between scientists, program managers, specialists, and stakeholders implementing the National Strategy to ensure that the best science and proven professional practices are used;
- Promote evidence-based wildland fire prevention communications and education;
- Encourage and support a continuous, rolling, and collaborative dialog among stakeholders and across regions to enhance shared understanding, roles, mutual trust, and willingness to pool resources and take joint actions.

The GSFFC subscribes to the communication goals of the *National Cohesive Wildland Fire Management Strategy* and aims to implement these goals in the Greater Santa Fe Fireshed region.

Organization

The GSFFC is an informal collaborative partnership of federal, tribal, state and local governmental agencies, private organizations and committed individuals. These groups have joined together with the goal of restoring watersheds and reducing wildfire hazards in the southern Sangre de Cristo mountains, lying to the east of Santa Fe, NM. A part of the project area encompasses an important watershed from which Santa Fe derives a portion of its city water supply. Much of the land within the project area is in the Santa Fe National Forest, including a portion of the federally designated Pecos Wilderness Area. There also is a state park and private land, and a portion of the Pueblo of Tesuque's reserved land. Partners in the GSFFC are stakeholders in this diverse landscape, and are concerned about restoring and maintaining healthy ecosystems and watersheds, as well as a functioning fireshed, across this landscape.



Communications Team

The Communications Team consists of volunteers from partnering organizations, who represent the goals and interests of their own organizations as well as the GSFFC. This Communications Plan establishes the values, goals, operational strategies and procedures, and projected outcomes for the GSFFC

Communications Team and for the GSFFC as a whole. The purposes of the Communications Team are:

- to facilitate information sharing among GSFFC partnering organizations;
- to communicate to the public information pertaining to the GSFFC activities as well as the organization and its goals;
- to keep the public informed of activities and goals of Coalition partners;
- to maintain ties and share information with other like-minded organizations in New Mexico;
- to coordinate communication with policymakers;
- to sustain a public presence in Santa Fe Fireshed communities.

In short, the Communications Team facilitates processes that enable partners to carry out forest and watershed restoration projects across the Fireshed landscape.

GSFFC Communication Values

The following values guide the preferences of GSFFC stakeholders for communications and participation in the GSFFC.

- Value 1 Partners and advisors in the GSFFC value open communications, sharing information among stakeholders, and inclusiveness working towards the goals of the GSFFC;
- Value 2 Partners and advisors in the GSFFC value participation and input from all Coalition stakeholders in significant decisions regarding the Santa Fe Fireshed;
- Value 3 Partners and advisors in the GSFFC value productive dialogue with the public and strive to present accurate, science-based information on conditions in the Fireshed and Coalition projects to the general public;
- Value 4 Partners and advisors in the GSFFC value listening to diverse perspectives and incorporating ideas that advance the goals of the Coalition into its plans, strategies and operations;
- Value 5 Partners and advisors in the GSFFC value evidence-based wildfire prevention and forest and watershed management and restoration based on scientific principles.



GSFFC Communication Norms

The following norms guide expectations of GSFFC partners and advisors for communications and participation in the GSFFC.

- Norms 1 Partners and advisors will regularly attend and participate in the quarterly Coordinating Meetings of the GSFFC;
- Norms 2 Partners will join and contribute to the projects taken on by the GSFFC Committees. Advisors may also participate in committee activities;
- Norms 3 Partners and advisors will represent the GSFFC as well as their own organizations in their activities and public communications pertaining to the project area;

Audiences

This Communications Plan is divided into four parts, each aimed at a different audience. Part 1 establishes desired outcomes and means for internal communications among partners and advisors of the GSFFC. Part 2 describes outcomes and means for communications with the public, including public education projects, public relations, communications with elected leaders and policymakers, and maintaining communications with the Coalition's contact list. Part 3 identifies communications outcomes and means for the partnership between the Pueblo of Tesuque and other GSFFC partners and advisors. Part 4 is aimed at communications outcomes and means between the GSFFC and other collaborative organizations in New Mexico and elsewhere.

Part 1: Internal Communications

Internal Communications includes strategies for keeping GSFFC partners and advisors informed of each other's activities, for archiving communications relevant to the GSFFC's projects and activities, and for facilitating and encouraging collaborative initiatives among partners.

Internal Communications Functions

The functions of internal communications are:

- IC Function 1 Provide a forum for partners to share information, so that all partnering organizations can notify other partners of their activities, and can keep abreast of what other partner organizations are doing to conserve the Santa Fe Fireshed.
- IC Function 2 Work collaboratively to determine shared interests and appropriate means to carry out activities that represent those interests and achieve common goals.
- IC Function 3 Collect and archive communications among members, including minutes from meetings, other documents produced by the GSFFC, communications with other organizations, and information produced by partners and advisors.
- IC Function 4 Seek, receive and archive data and information on wildfires and forest management, to support research and outreach efforts.
- IC Function 5 Create a welcoming and collaborative environment among partners and advisors.



Internal Communications Desired Outcomes

The desired outcomes for internal communications are represented in the goals and objectives that express the terms and structures that will guide communications among GSFFC partners and advisors.

Internal Communications Goals and Objectives

The goals and objectives of internal communications are:

IC Goal 1 Communication and information sharing among GSFFC partners and advisors is easy, reliable, and timely.

IC Objective 1-1 Partners are aware of each others' projects, are able to keep up-to-date on the progress of ongoing projects, and have the opportunity to identify collaborative opportunities.

IC Goal 2 Partners and advisors have strong working relationships.

IC Objective 2-1 Partners collaborate on projects.

IC Objective 2-2 Partners interact in educational or field settings between quarterly meetings.

IC Goal 3 Partners, advisors, contacts and the public have easy access to information on the plans and activities of the GSFFC.

IC Objective 3-1 Meeting agendas are posted on GSFFC website and social media prior to GSFFC Coordinating Meetings and minutes are posted following meetings.

IC Objective 3-2 GSFFC planning and strategy documents are available on the GSFFC website and social media.

IC Objective 3-3 Notices of public meetings and activities carried out by the GSFFC and partners are posted on the GSFFC website and social media, and reports are available on these media.

IC Goal 4 Partners and advisors have access to archives of data and research on wildfires, forest management, and watershed health produced in the Fireshed and the Santa Fe area.

IC Objective 4-1 GSFFC internet resources include archived material or links to materials produced by partners and advisors.

IC Goal 5 All parties, interests, viewpoints, perspectives, and positions are regularly represented in GSFFC committees, discussions and internal communications.

IC Objective 5-1 The GSFFC is inclusive both in membership and in participation in activities.

IC Objective 5-2 The GSFFC presents a welcoming environment that encourages participation and representation of minority viewpoints.

Internal Communications Means

The means for internal communications are represented by the strategies and tactics through which partners and advisors can communicate with each other in an effective and timely manner.

Internal Communications Strategies and Tactics

The strategies and tactics of internal communications are:

IC Strategy 1 Facilitate communications between partners and advisors.

- IC Tactics 1-1 Establish and maintain communications media through which partners and advisors can communicate easily, efficiently and regularly.
- IC Tactics 1-2 Establish an internal communications network and protocols for using e-mail and other communications applications.
- IC Tactics 1-3 Organize Coordinating Meetings at least quarterly to discuss projects, update progress and identify collaborative opportunities.

IC Strategy 2 Create opportunities for interaction among diverse partnering organizations.

- IC Tactics 2-1 To the extent possible, ensure that each committee includes a diverse set of members representing different organizational categories: (1) Federal agencies, (2) State agencies, (3) City agencies, (4) Tribal agencies, (5) Non-governmental organizations, (6) Businesses, (7) Fireshed Communities.
- IC Tactics 2-2 Schedule periodic outings or field trips to allow partners to view the work of other partnering organizations and to spend time in the field discussing Fireshed issues.
- IC Tactics 2-3 When planning community outreach activities, organizers should strive to include representatives from two or more partnering organizations.

IC Strategy 3 Create and maintain an archive of GSFFC documents, communications and reports.

- IC Tactics 3-1 Maintain a GSFFC site on All About Watersheds to archive GSFFC documents such as meeting agendas and minutes, and announcements of events.
- IC Tactics 3-2 In the All About Watersheds archive, include a section with data and reports from research conducted by partners and other organizations.

IC Strategy 3 Provide all partners and participants in the GSFFC an opportunity to be represented in GSFFC committees, discussions and internal communications.

- IC Tactic 3-1 Ensure all partnering organizations are contacted prior to each meeting and given an opportunity to include items on the agenda.
- IC Tactic 3-2 The facilitator at each meeting should ensure all parties have an opportunity to contribute to each discussion topic.



IC Strategy 4 Encourage partners and advisors to collaborate on projects their organizations carry out outside of GSFFC meetings and activities.

IC Tactics 4-1 Report regularly on these collaborations at all GSFFC Coordinating Meetings.

Part 2: Public Relations and Education

Public Relations and Education incorporates a variety of means of communicating with the public. Examples include:

- Communications with GSFFC Contacts
 - Maintaining a contact list
 - Communicating periodically with Contacts to update them on the status of GSFFC projects
- Public relations with the general public
 - Periodically issuing press releases and/or appearing on local media to increase public awareness of Fireshed issues
 - Maintaining social media to inform the public about the GSFFC, Fireshed issues, and Fire Wise communities
- Public education programs
 - Public meetings
 - Meetings with community organizations, schools
- Communications with public officials
 - Cultivate relationships with city, county, state and federal public officials and policymakers
 - Periodically inform policymakers of Fireshed issues and concerns
 - Invite policymakers to participate in or to send staffers to GSFFC Coordinating Meetings
- Emergency communications
 - Retransmit information and recommendations from agencies regarding the status of wildfires and prescribed fires

Public Relations and Education Functions

The functions of public relations and education are:

- PRE Functions 1 Enhance the ability of GSFFC partners to communicate messages to the public about their activities, projects and perspectives;
- PRE Functions 2 Engage the public in the Santa Fe Fireshed and increase public knowledge about forest management in a fire dependent ecosystem and creating wildfire-defensible zones;
- PRE Functions 3 Maintain communication with GSFFC contacts in the Santa Fe Fireshed and keep contacts updated on GSFFC activities and positions;



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- PRE Functions 4 Support efforts by partners to create landowner and/or community groups in the Fireshed, and provide support services to enhance these efforts and organizations;
- PRE Functions 5 Offer training in Fireshed communities, to community leaders, on forest management, restoration, fire safety, conflict resolution, and organizational development;
- PRE Functions 6 Notify the public about forest management conditions, including prescribed burns and managed wildfires, and interpret the purposes of management for the public to better understand management strategies;
- PRE Functions 7 Offer contacts and members of the public opportunities to learn more about the GSFFC and to contribute to GSFFC projects and activities;
- PRE Functions 8 Listen carefully to concerns raised by the public regarding the activities of the GSFFC and its partners, and respond to these concerns in ways that are appropriate to the circumstances and that convey a science-based approach to forest management;
- PRE Functions 9 Maintain positive relations with the local press and periodically inform the public of GSFFC activities and positions through local mass media;
- PRE Functions 10 Maintain positive relations with public officials and keep public officials apprised of projects and activities carried out by the GSFFC and partners

Public Relations and Education Desired Outcomes

The desired outcomes for public relations and education are represented in the goals and objectives that express the terms and structures that will guide communications between GSFFC partners and advisors and the public, including Fireshed communities, the mass media, non-partner organizations with similar interests.

Public Relations and Education Goals and Objectives

The goals and objectives for public relations and education are:

- PRE Goals 1 The GSFFC maintains an active presence on social media to communicate information about the activities of the GSFFC and its partner organizations, as well as to share information from organizations working towards similar goals.
- PRE Objectives 1-1 Internet and social media sites present updated information on the GSFFC and related topics.
- PRE Objectives 1-2 Partner organization internet and social media sites include information on the GSFFC and the Santa Fe Fireshed.



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- PRE Goals 2 Partners convey coordinated and uniform messages to inform the public about expectations in a fire dependent ecosystem and ways to prepare their home and neighborhood for wildfires.
- PRE Objectives 2-1 Residents in Fireshed communities demonstrate an understanding of the risks inherent in living in a fire-dependent ecosystem, as well as means of mitigating the risk of wildfires.
- PRE Objectives 2-2 Residents in Fireshed communities express a tolerance for smoke and other effects of prescribed burns and managed wildfires.
- PRE Goals 3 The GSFFC maintains communication with contacts and communities in the Fireshed, updating them on activities of GSFFC partners.
- PRE Objectives 3-1 The GSFFC has positive working relationships with residents in communities throughout the Fireshed, and these relationships facilitate grassroots transmission of information.
- PRE Objectives 3-2 The GSFFC maintains a list of contacts, consisting of people who have expressed an interest in the GSFFC and who wish to keep up-to-date with the Coalition's activities.
- PRE Objectives 3-3 The GSFFC regularly utilizes its contact list to send messages to those who express an interest in the GSFFC.
- PRE Objectives 3-4 Information about wildfire prevention and watershed health regularly appears in local media (newspapers, television, radio).
- PRE Objectives 3-5 Each Spring, residents of Fireshed communities attend meetings and activities to inform them about wildfire prevention, Firewise safety and maintaining healthy forests and watersheds
- PRE Goals 4 GSFFC partners work to organize Fireshed communities and maintain relationships with individuals and groups in Fireshed communities.
- PRE Objectives 4-1 The GSFFC supports efforts to create neighborhood organizations, ambassadors, and representatives in Fireshed communities who act as liaisons to maintain two-way communications with community members.
- PRE Goals 5 GSFFC partners regularly train community members in Firewise strategy, emergency preparedness, monitoring, and characteristics of healthy watersheds.
- PRE Objectives 5-1 The GSFFC supports and coordinates training projects in Fireshed communities.



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PRE Goals 6 The GSFFC assists agencies in keeping the public informed about wildfire management, including prescribed burns and managed wildfires.

PRE Objectives 6-1 Public messages from agencies are reposted on GSFFC social media and sent to the GSFFC contact list.

PRE Objectives 6-2 Private landowners and regular users of the Fireshed understand the role of wildfire in forested landscapes, the importance of maintaining healthy forests within the Fireshed, and how to mitigate the risk of destructive wildfires.

PRE Goals 7 Fireshed and Santa Fe residents are aware of the GSFFC and know its mission and messages.

PRE Objectives 7-1 Partner organizations educate the public about the GSFFC as well as their own organizational goals and mission.

PRE Goals 8 Messages about the GSFFC, the Santa Fe Fireshed, and science-based forest management appear regularly in Santa Fe area mass media.

PRE Objectives 8-1 GSFFC partners maintain positive relationships with local reporters.

PRE Goals 9 Local, county, state and federal elected officials and policymakers are aware of issues and concerns in the Santa Fe Fireshed, and incorporate the interests and concerns of the GSFFC and Fireshed communities to public policy.

PRE Objectives 5-1 Invite elected officials to participate in GSFFC meetings and activities, by speaking or sending staffers.

PRE Objectives 5-2 Send periodic updates to elected officials on GSFFC activities.

Public Relations and Education Means

The GSFFC implements public relations and education through defined strategies and tactics.

Public Relations and Education Strategies and Tactics

PRE Strategies 1 Create and maintain an informative and active internet presence, including a website, Facebook page, and Twitter account.

PRE Tactics 1-1 Designate a GSFFC social media coordinator or coordinators who regularly monitor the GSFFC internet presence, post materials for partners and advisors, and maintain updated social media pages.

PRE Strategies 2 Ensure that messages to the public conform to the GSFFC's science-based approach and represent the values and goals of the GSFFC.

PRE Tactics 2-1 Partners should collaborate with other GSFFC partners and advisors in developing public information and education campaigns.



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- PRE Tactics 2-2 Information conveyed to the public should represent evidence-based wildfire prevention and management approaches.
- PRE Tactics 2-3 To the extent possible, information conveyed to the public should be framed to convey messages about living in fire-dependent ecosystems, tolerance for smoke, and emergency preparedness.
- PRE Strategies 3 Develop a means for the public to join the GSFFC contact list, keep contacts informed of GSFFC activities, and educate contacts about healthy forests and watersheds and strategies to mitigate the risk of catastrophic wildfires.
 - PRE Tactics 3-1 Include a means for Fireshed residents and the public to join the GSFFC contact list on GSFFC internet and social media sites.
 - PRE Tactics 3-2 At public meetings and events, provide a means for Fireshed residents and the public to join the GSFFC contact list.
 - PRE Tactics 3-3 Designate one member of the Communications Team to maintain and regularly update the list of contacts. Partners should send all information on contacts to the designated member.
 - PRE Tactics 3-4 Establish a means of sending messages to GSFFC contacts, and a regular means of communicating with contacts to maintain interest in the GSFFC.
 - PRE Tactics 3-5 Use email messages to contacts to highlight information on the GSFFC website and social media pages.
- PRE Strategies 4 Partners and the GSFFC should work to organize residents in Fireshed communities to facilitate two-way communication, including rapid communication in emergency situations.
 - PRE Tactics 4-1 Partners seeking to create community groups can use the Fireshed name and concept as an organizing tool.
 - PRE Tactics 4-2 Partners should collaborate on forming community organizations, ambassadors and community liaisons to facilitate two-way communications.
- PRE Strategies 5 Partners in the GSFFC may occasionally supplement educational communications with training activities to raise awareness and capacity in Fireshed communities of strategies to mitigate fire risk and maintain healthy watersheds.
 - PRE Tactics 5-1 Foresters and firefighters can collaborate to offer comprehensive training and lessons for Fireshed residents on watershed health, risk management and emergency preparedness.



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- PRE Strategies 6 During fire season, monitor State Forestry and Forest Service messages and retransmit messages about prescribed burns and fires in the Fireshed are to the public through GSFFC social media accounts
- PRE Tactics 6-1 Allow public information officers for GSFFC partners access to GSFFC accounts to post information on prescribed burns and active wildfires in the Fireshed.
 - PRE Tactics 6-2 During fire season, the GSFFC social media coordinator(s) should monitor and regularly update social media with information on fires in and near the Fireshed.
 - PRE Tactics 6-3 Retransmit messages by New Mexico State Forestry, the USDA Forest Service, the Pueblo of Tesuque Natural Resources officials, and other landowners and managers about the status of prescribed and wildfires over social media and other means the GSFFC has set up for public communications
- PRE Strategies 7 Promote the GSFFC, its accomplishments and its mission and messages to the public.
- PRE Tactics 7-1 Place periodic summaries of GSFFC activities and perspectives in local media outlets, including newspapers and radio.
 - PRE Tactics 7-2 Hold regular discussion sessions with the public in various locations throughout the Fireshed, to answer questions about the Fireshed and to engage the public in the activities of the GSFFC.
- PRE Strategies 8 Maintain positive relationships with mass media in the Santa Fe area and statewide, and communicate with the media to convey the GSFFC's message to the public and to advertise GSFFC events.
- PRE Tactics 8-1 Cultivate positive relationships with media representatives.
 - PRE Tactics 8-2 Invite media representatives to GSFFC events.
 - PRE Tactics 8-3 Coordinate with partners' public information officers to write and distribute press releases and communications through the mass media.
- PRE Strategies 9 Communicate scientific findings, experiences, positions and concerns to local, county, state and federal elected officials and policymakers.
- PRE Tactics 9-1 Build and maintain positive relationships with elected officials and policymakers.
 - PRE Tactics 9-2 Establish channels to communicate messages to elected officials and policymakers.
 - PRE Tactics 9-3 Regularly invite elected officials and policymakers or their staffers to participate in GSFFC Coordinating Meetings and other activities.
 - PRE Tactics 9-4 Prepare occasional policy documents or letters from the GSFFC, and/or organize public campaigns to communicate concerns and information about the Fireshed to local, county, state and federal elected leaders and policymakers.

- PRE Strategies 10 Responses to public comments not directed to the GSFFC, but about GSFFC activities (e.g., letters to the editor, editorials in local media, inquiries from public officials based on constituent's input).
- PRE Tactics 10-1 Responses should address each public comment on a case-by-case basis.
 - PRE Tactics 10-2 Responses should incorporate a range of GSFFC partners and advisors, not just the Communications Team. For comments of significant concern, the Chair of the GSFFC can appoint a committee of partners and advisors to create a response.
 - PRE Tactics 10-3 Responses can take a range of forms, including (1) do not respond directly to the comment; (2) respond directly to the comment in the same forum; (3) GSFFC representatives meet with those making the comment to discuss their concerns; (4) incorporate the concerns expressed in the comment in GSFFC projects, including public education projects.
 - PRE Tactics 10-4 Factors to consider in determining how to respond include (1) how much effect the comment is likely to have on GSFFC operations and activities, public perceptions of the GSFFC and the Fireshed project, and perceptions of the GSFFC among public decision-makers; (2) who is making the comment, and what organizations are represented; (3) what forum the comment is made in, how wide an audience it will reach, and how likely it is to influence that audience; (4) the nature of the comment or critique itself, and the ability the GSFFC has to respond to the concerns expressed; (5) whether the comment is a critique of the GSFFC, the Fireshed project, specific aspects of the Fireshed project, or a specific partner or advisor
 - PRE Tactics 10-5 Factors to consider in a response include (1) uphold the GSFFC values, including information sharing, listening to stakeholders, productive and accurate public dialogue, and communicating evidence-based information; (2) focus on what is best for the Fireshed, and explaining why this is the best course of action; (3) if necessary, emphasize that the GSFFC is a coalition of public and private entities, not an official regulatory body, and that the GSFFC operates primarily through information sharing, collaborative projects, and public education. The GSFFC does not have enforcement authority.

Part 3: Tribal Relations

The Pueblo of Tesuque is a partner in the GSFFC, and other Pueblos, including Nambé and Pojoaque, are adjacent to or are potentially affected by the Greater Santa Fe Fireshed. The Pueblo of Tesuque has long-standing cultural traditions and practices, as well as economic interests and social goals, which may differ from federal and state agencies and private entities. The Pueblo includes forested land within the GSFFC project area boundaries and has its own natural resource management strategies and agencies that carry out forest and fire management, crucial to the success of the GSFFC. As a result, communications goals, objectives, strategies and tactics between the Pueblo of Tesuque and other partners and advisors in the GSFFC may represent a unique set of norms, values and processes, which facilitate communication in ways that respect the sovereign governance, cultural traditions and practices of the Pueblo of Tesuque and other Tribal communities.

Tribal Relations Functions

The functions of GSFFC Tribal relations are:

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| TR Functions 1 | The GSFFC recognizes the Pueblo of Tesuque and other Pueblos and Tribes as sovereign nations and governments. The Pueblo of Tesuque is an important landowner and resource manager within the Fireshed. |
| TR Functions 2 | Norms, desired outcomes, means and operating principles that apply to the Pueblo of Tesuque also apply to the GSFFC's interactions with other Pueblos and Tribes. |
| TR Functions 3 | The GSFFC recognizes the importance of interacting with the Pueblo of Tesuque in ways that respect their culture and traditions. Members of the Pueblo of Tesuque generally prefer communications and notifications that come from Tribal leaders and that are conveyed face-to-face. Other effective means of communication with the Pueblo of Tesuque community include the Governor's announcements at church services, a quarterly newsletter published by the Pueblo, bulletins from the Governor posted on boards around the Pueblo, messages to students in schools, and organized public meetings. |
| TR Functions 4 | The GSFFC recognizes the importance of operating within the Pueblo of Tesuque's established forms of governance. Personnel from the Pueblo of Tesuque's Environment Department participate in the GSFFC, and work with the Tribal Historic Preservation Office, the Bureau of Indian Affairs (BIA) Northern Pueblos Agency, local firefighting crews, and other Tribal and government agencies. Important decisions pertaining to the Pueblo's land or interactions with other landowners, policy matters, and information communicated from the Pueblo over mass media, must come from the Governor of the Pueblo of Tesuque. |
| TR Functions 5 | In addition to its own statutes, rules and norms, the Pueblo of Tesuque operates under state and federal laws, regulations and court rulings governing Pueblos and Tribes, including the Tribal Forest Protection Act of 2004, the BIA's Reserved Treaty Rights Lands program, the National Indian Forest Resources Management Act of 1990, BIA forestry manuals and handbooks, Executive Orders 13007 and 13175, land ordinances and the Treaty of Guadalupe Hidalgo. |
| TR Functions 6 | On most of the Pueblo of Tesuque's land, residents do not live in wildland-urban interface (WUI) conditions. The lifestyle is agrarian, with production for consumption. Water is an important asset that maintains the culture, and is used to support the Pueblo's lifestyle, not for aesthetics. Maintaining a clean, abundant and safe water supply is a priority. |

Tribal Relations Desired Outcomes

The desired outcomes for Tribal relations are represented in the goals and objectives that express the terms that will guide communications between GSFFC partners and advisors, including Pueblo of Tesuque representatives to the GSFFC, and the sovereign Pueblo of Tesuque, its members, and residents on Pueblo lands.

Tribal Relations Goals and Objectives

GSFFC goals and objectives for Tribal relations include:

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| TR Goals 1 | Communication about activities in the Fireshed that may result in smoke, debris flows in the floodplain, impacts on the irrigation infrastructure, or similar effects, reaches the |
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Pueblo in a timely fashion so that the messages can be transmitted to Pueblo residents through local communications channels.

- TR Objectives 1-1 Members and residents of the Pueblo of Tesuque are updated regularly through local communications channels about events in the Fireshed that affect their well-being and the well-being of Pueblo land.
- TR Objectives 1-2 Members and residents of the Pueblo of Tesuque understand the role of wildfire in forested landscapes, the importance of maintaining healthy forests on Pueblo land and adjacent lands, and how to mitigate the risk of destructive wildfires.
- TR Goals 2 The GSFFC maintains communication with members and residents of the Pueblo of Tesuque, updating them on activities of GSFFC partners.
- TR Objectives 4-1 The GSFFC has a positive working relationship with members and residents of the Pueblo of Tesuque, and these relationships facilitate grassroots transmission of information.
- TR Objectives 4-2 Members and residents of the Pueblo of Tesuque regularly receive information about wildfire prevention and watershed health through their local channels (Governor's messages, newsletters, bulletins, public meetings).
- TR Objectives 4-3 Each Spring, a public meeting or activity is held to inform members and residents of the Pueblo of Tesuque about wildfire prevention, Firewise safety and maintaining healthy forests and watersheds.
- TR Goals 3 Public messages sent out by the GSFFC include media that are likely to reach members of the Pueblo of Tesuque.
- TR Objectives 3-1 At least one representative of the Pueblo of Tesuque serves on the GSFFC Communications Team to coordinate communication with Pueblo members and residents.
- TR Objectives 3-2 To the extent possible, communication from the GSFFC to the Pueblo of Tesuque is carried out in a timely fashion to allow time for decisions to be made through the Tribal government and communications to be transmitted through local channels.
- TR Goals 4 Pueblo of Tesuque emergency management coordination and operations are strengthened by collaboration in the GSFFC.
- TR Objectives 4-1 GSFFC partners with emergency management skills and capacity work with the Pueblo of Tesuque Emergency Management Team to improve the capacity of Pueblo authorities to respond to wildfire and post-fire emergencies effectively.
- TR Objectives 4-2 Overall emergency management preparedness is strengthened throughout the Fireshed as a result of increased knowledge among Pueblo of Tesuque members and residents about forest management and wildfire mitigation, and ongoing treatments and maintenance to sustain healthy forests.

Tribal Relations Means

The GSFFC implements Tribal relations goals and objectives through defined strategies and tactics.

Tribal Relations Strategies and Tactics

- TR Strategy 1 The GSFFC recognizes that the Pueblo of Tesuque needs advance notice of Coalition processes that will lead to decisions or commitments, since decisionmaking under the Pueblo's governance structure is made by the Pueblo Governor and Tribal Council. Administrative departments, including the Environment Department, must present proposals to the Pueblo Governor and the Council for approval prior to making commitments to the GSFFC. Generally, the Pueblo's government cannot vote on an issue until one meeting after the issue was first raised.
- TR Tactics 1-1 GSFFC leaders and committee chairs should make every effort to present information to the Pueblo of Tesuque as early as possible.
- TR Tactics 1-2 For other Pueblos or Tribes that join the GSFFC, the Coalition should work with Tribal leaders to establish procedures that respect the norms and ordinary processes used in Tribal governance.
- TR Strategy 2 The GSFFC will ensure that the Pueblo of Tesuque has the opportunity to participate in all outreach efforts.
- TR Tactics 2-1 When planning and carrying out outreach efforts that will reach Pueblo communities or involve Pueblo members, GSFFC leaders shall consult with Pueblo representatives for the most appropriate ways to implement outreach efforts in Pueblo communities.
- TR Tactics 2-2 Schools play an important role in the Pueblo of Tesuque community, and serve as a valuable means of reaching both youth and their parents.
- TR Strategy 3 When preparing messages to the public that will be sent through mass media, the GSFFC Communications Team shall ensure that media reaching the Pueblo of Tesuque are included.
- TR Tactics 3-1 Many members of the Pueblo of Tesuque listen to Native American radio programs on KSFR, KANW, KTAO and KUOW. The GSFFC will, to the extent possible, ensure that these broadcasters are included in messages sent through local mass media.
- TR Tactics 3-2 Messages that specifically reference the Pueblo of Tesuque or Pueblo policies must be approved first by the Governor of the Pueblo of Tesuque.
- TR Tactics 3-3 To the extent possible, mass media messages should also be communicated through the Pueblo of Tesuque's traditional channels of communications.
- TR Strategy 4 Ensure that communications with members of the Pueblo of Tesuque follow traditional approaches.
- TR Tactics 5-1 Whenever possible, meet with Pueblo communities face-to-face, and provide notice of meetings or activities directly, following the Pueblo's norms and preferences for communication.
- TR Tactics 4-2 Pueblo representatives to the GSFFC should serve as liaisons for communications with the Pueblo, to ensure communications do not violate cultural or traditional observances.

Part 4: Communications with Other Collaborative Organizations

Collaborative organizations are commonplace in natural resource management today. These groups represent the culmination of an evolution in resource management towards greater public participation and more emphasis on large landscape management approaches across property boundaries. Collaboratives bring stakeholders together to coordinate and plan projects that are mutually beneficial to all parties involved, while respecting the autonomy of each stakeholder. Collaborative groups also offer opportunities to discuss various viewpoints and perspectives early in the planning of projects, which improves overall planning and outcomes, and avoids conflict and litigation later on. And, collaborative organizations enhance opportunities for fundraising to finance fire mitigation treatments.

It is in the interest of the GSFFC to maintain professional relationships with other collaborative organizations in the Santa Fe area, in New Mexico and around the U.S., as well as with organizations that provide informational and networking resources to collaborative groups. These relationships can assist the GSFFC in sharing information and resources, fundraising, and organizational development.

Communications with Other Collaboratives Functions

Effective and on-going communication with other collaborative organizations serves several important functions.

- COC Functions 1 Maintain communication with collaborative organizations with similar goals to the GSFFC in order to share information on strategies, challenges and their resolutions; to identify and take advantage of opportunities for cooperative and mutually beneficial activities; and to work together towards a statewide culture in which the values of living in a fire-dependent ecosystem are recognized and accepted as normal and desirable, and managing healthy forests and watersheds is promoted as a policy goal and educational priority.
- COC Functions 2 Monitor and participate in opportunities for continuing education and institutional capacity-building through the National Forest Foundation, federal land management agencies, state universities and colleges and the Cooperative Extension Service, state agencies and organizations, Tribal organizations, and other collaborative organizations.
- COC Functions 3 Establish the GSFFC as a leader and innovator among forest collaboratives in New Mexico.

Communications with Other Collaboratives Desired Outcomes

The desired outcomes for communications with other collaborative organizations are represented in the goals and objectives that express the terms and structures that will guide communications between GSFFC partners and advisors and sister collaborative organizations.



Communications with Other Collaboratives Goals and Objectives

- COC Goals 1 The GSFFC has working relationships and maintains contact with nearby collaborative groups on issues of mutual interest and benefit.
- COC Objectives 1-1 GSFFC partners attend regular meetings of nearby collaborative groups and report on their activities to the Coalition.
 - COC Objectives 1-2 Participants in nearby collaborative groups attend GSFFC Coordinating Meetings.
 - COC Objectives 1-3 Participants in nearby collaborative groups receive information sent out by the GSFFC to contacts.
 - COC Objectives 1-4 The GSFFC collaboration is strengthened through learning from nearby collaborative groups.
- COC Goals 2 GSFFC partners participate in conferences, webinars and other informational activities sponsored by local and national organizations.
- COC Objectives 2-1 The GSFFC collaboration is strengthened through learning from participation in conferences and webinars.
- COC Goals 3 The GSFFC is recognized as a leader and innovator among forest collaborative organizations in New Mexico, and a model for other forest collaboratives.
- COC Objectives 3-1 Increase recognition for GSFFC projects among collaborative organizations in Northern New Mexico, and statewide.
- COC Goals 4 The GSFFC operates as a learning organization.
- COC Objectives 4-1 Through interaction with other collaborative organizations, ideas for effective communications strategies are absorbed into the GSFFC's operations.

Present a positive image of the GSFFC in the broader forest management and fire communities, and contribute to statewide goals and efforts to mitigate wildfire risk.

Communications with Other Collaboratives Means

The GSFFC implements communications with other collaborative organizations through defined strategies and tactics.

Communications with Other Collaboratives Strategies and Tactics

- COC Strategy 1 Encourage interaction between members of the GSFFC and other collaborative groups.
- COC Tactics 1-1 Include collaborative groups in Northern New Mexico on our regular communications channels, such as social media



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- COC Tactics 1-2 Invite other collaborative groups to send a representative to participate in GSFFC meetings
- COC Tactics 1-3 Send a representative from the GSFFC to meetings and activities of other collaborative groups, and report on their meetings at the GSFFC Coalition meetings.
- COC Tactics 1-4 Send copies of documents produced by the GSFFC to other collaborative organizations in New Mexico, including annual reports, research reports, plans, and reports on activities carried out by the GSFFC or its partner organizations.
- COC Strategy 2 Stay abreast of other collaborative groups' activities through social media and direct contact.
 - COC Tactics 2-1 Maintain friend, like or follower status on social media accounts with other collaborative organizations.
 - COC Tactics 2-2 Invite other collaborative groups to friend, like or follow GSFFC social media sites.
 - COC Tactics 2-3 Transmit relevant information from other organizations to all partners and advisors of the GSFFC.
- COC Strategy 3 Encourage learning and capacity building among GSFFC partners.
 - COC Tactics 3-1 To the extent possible, end representatives of the GSFFC to participate in workshops and activities pertaining to collaboration organized by the National Forest Foundation and other organizations.
- COC Strategy 4 Creating a network of forestry collaborative organizations in New Mexico.
 - COC Tactics 4-1 Produce documentation of GSFFC projects and share them with other collaborative organizations.
 - COC Tactics 4-2 Send representatives to professional meetings to discuss GSFFC projects and strategies.
- COC Strategy 5 Develop the capacity of the GSFFC as a learning organization.
 - COC Tactics 5-1 Interact with other collaborative organizations and report on lessons learned to GSFFC partners through social media, All About Watersheds, or at meetings of the GSFFC Coalition.