

MANAGING BY NETWORK CASE STUDY 2024

Youth Workforce Development: Two Tribal Partnerships

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1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



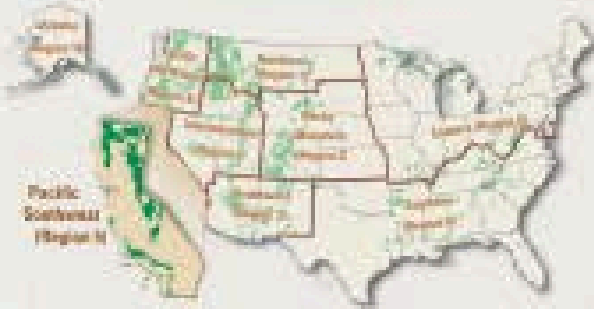
2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS

Pacific Southwest Region



Forest Service

Forest Service Regions



Forest Service Offices

- REGIONAL OFFICE
- NATIONAL FOREST SUPERVISOR'S OFFICE
- Ranger District Office
- Sites with Forest Service Office

Forest Service Managed Land

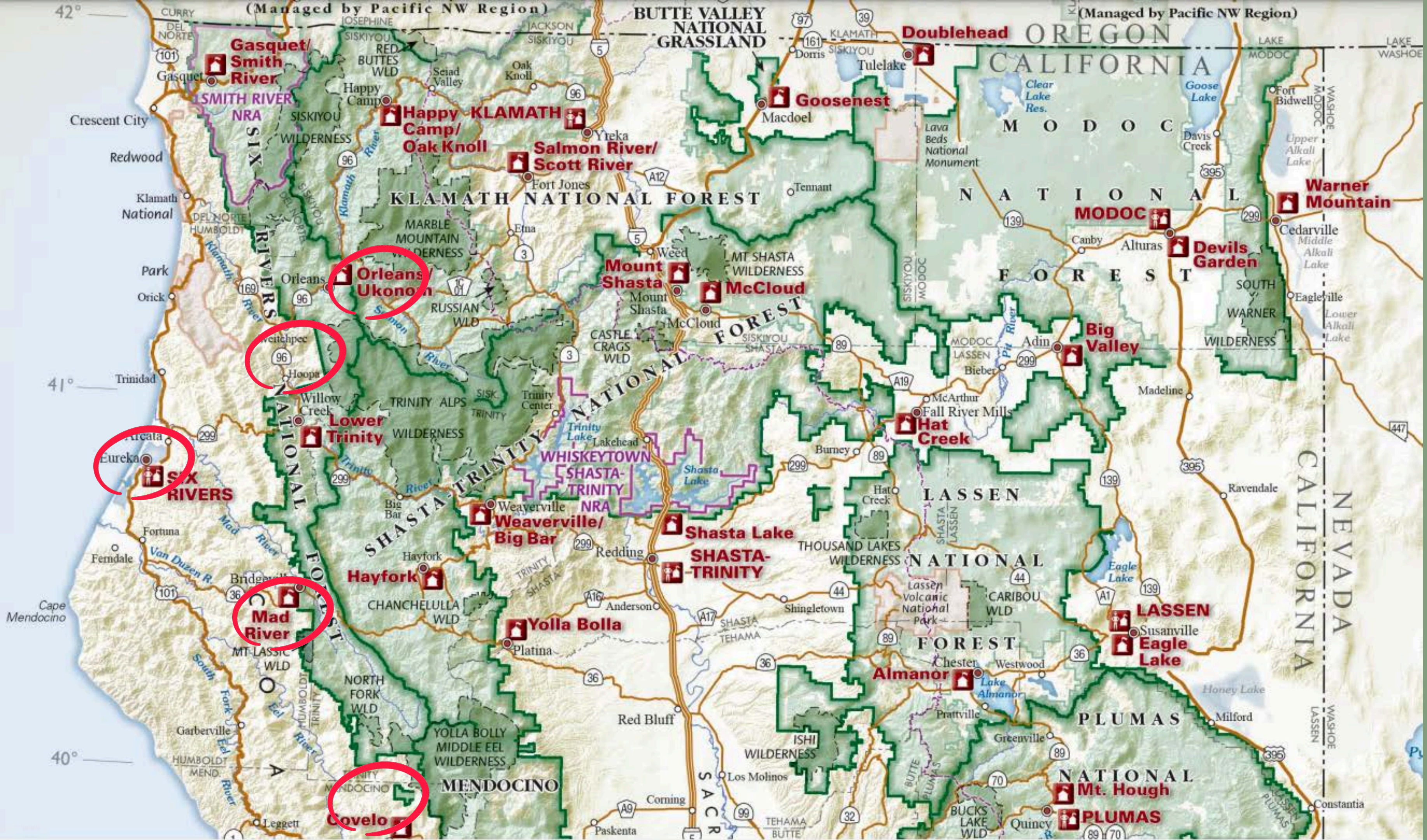
- National Forest or Grassland
- National Forest Withdrawal
- Designated Special Area
 - National Recreation Area, Park
 - National Forest Scout Area, or
 - National Monument
- Pacific Crest National Scenic Trail



SIX RIVERS NATIONAL FOREST (SRF)

- Region 5: Pacific Southwest
- Almost one million acres
- Narrow, 140-mile long band stretching from the Oregon border to southern Trinity County

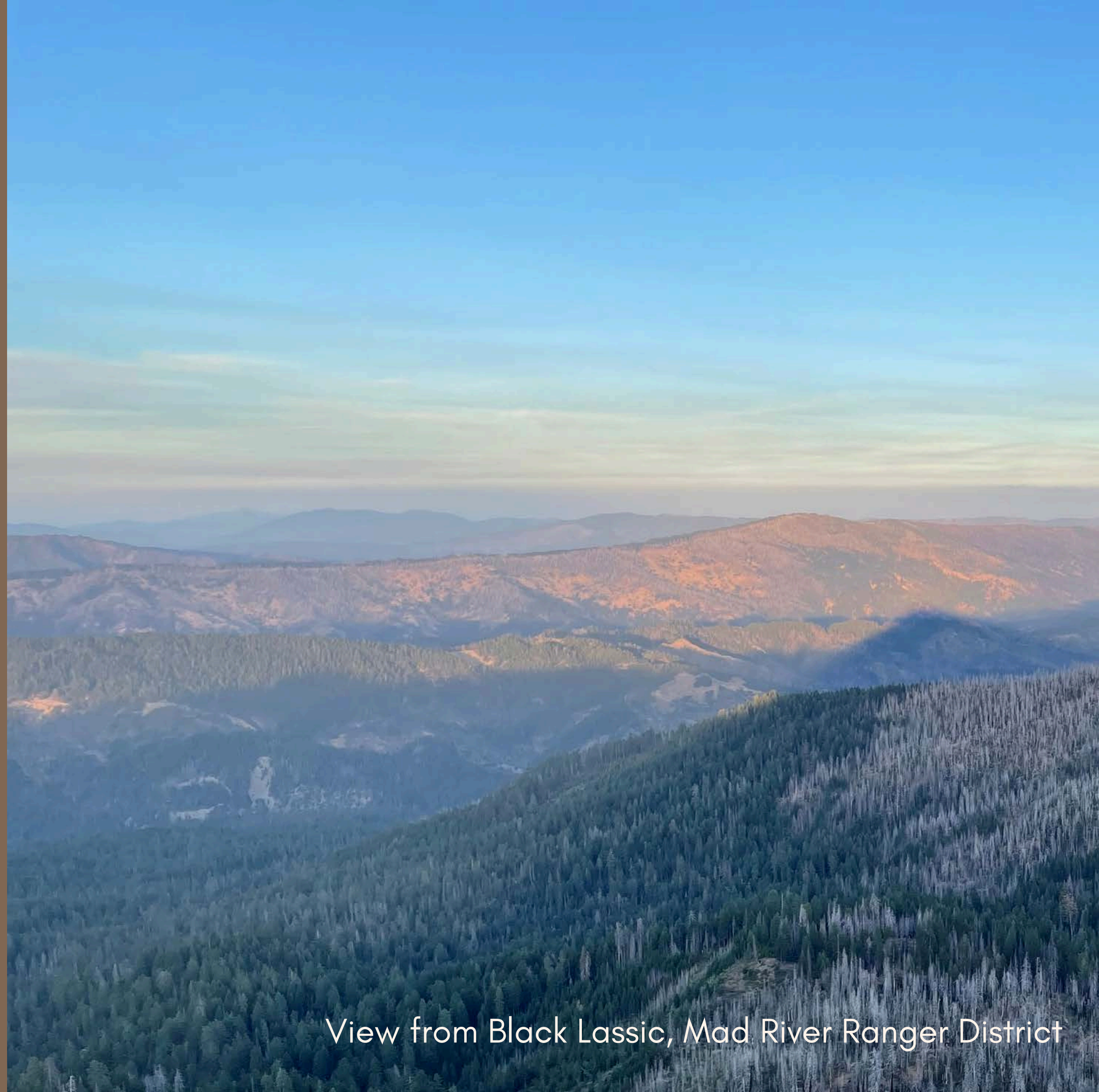




POLL

**How
prevalent
are wildfires
where you
live/work?**

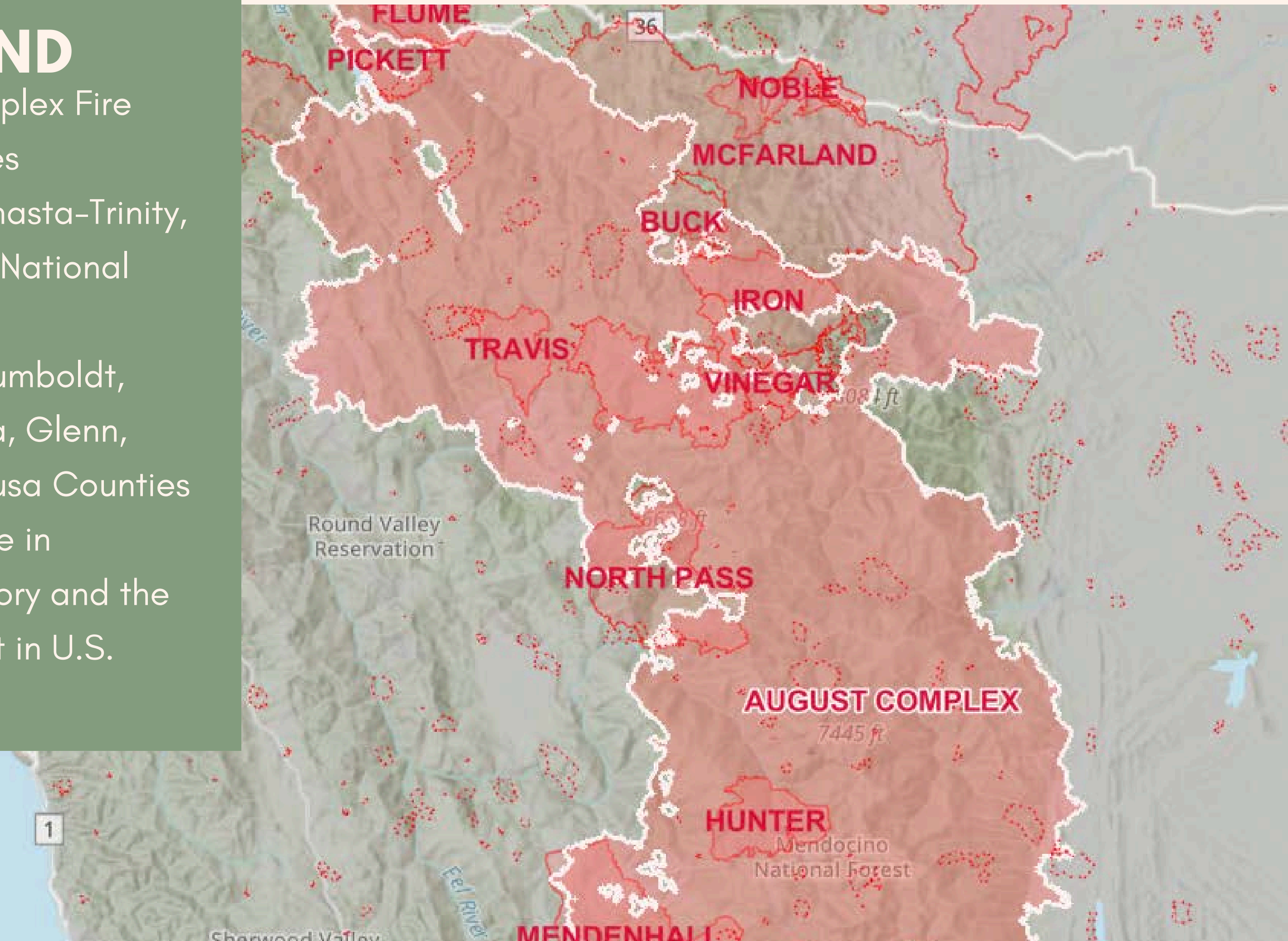
- A. Very**
- B. Somewhat**
- C. Not much**
- D. Not at all**



View from Black Lassic, Mad River Ranger District

BACKGROUND

- 2020 August Complex Fire
 - 1,032,648 acres
 - Mendocino, Shasta-Trinity, and Six Rivers National Forests
 - Mendocino, Humboldt, Trinity, Tehama, Glenn, Lake, and Colusa Counties
 - Largest wildfire in California history and the second largest in U.S. history





August Complex, 2020

BACKGROUND

- Other recent fires:
 - Corral Complex - 2013 (12,503 acres)
 - Mad River Complex - 2015 (71,175 acres)
 - Red Salmon Complex - 2020 (144,698 acres)
 - Monument Fire - 2021 (223,124 acres)
 - Six Rivers National Forest Lightning Complex - 2022 (41,600 acres)
 - Six Rivers National Forest Lightning Complex - 2023 (50,198 acres)
 - Smith River Complex - 2023 (95,107 acres)



Smith River Complex, Gasquet, CA - Gasquet Ranger District (2023)

POLL

What is FUELS MANAGEMENT?

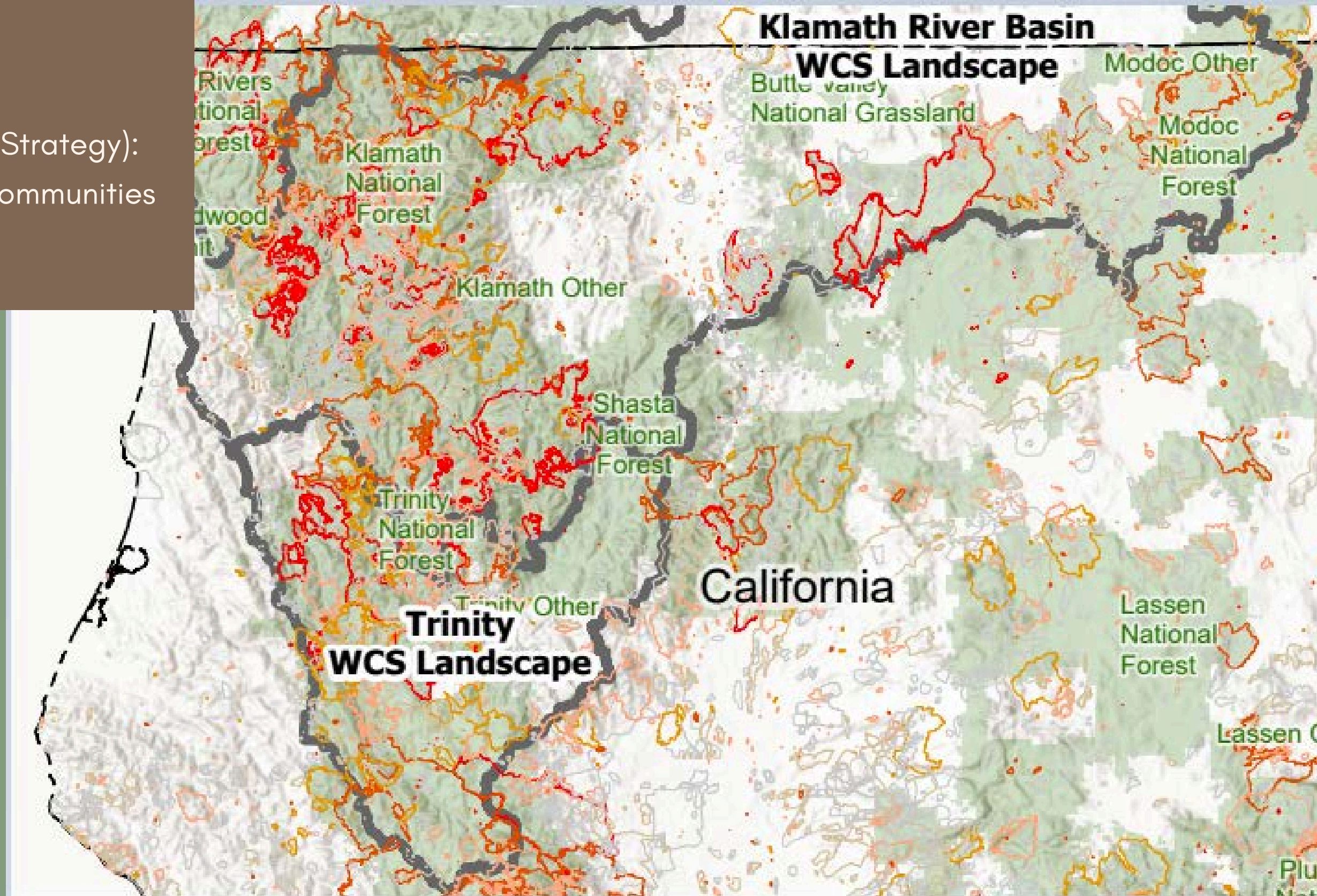
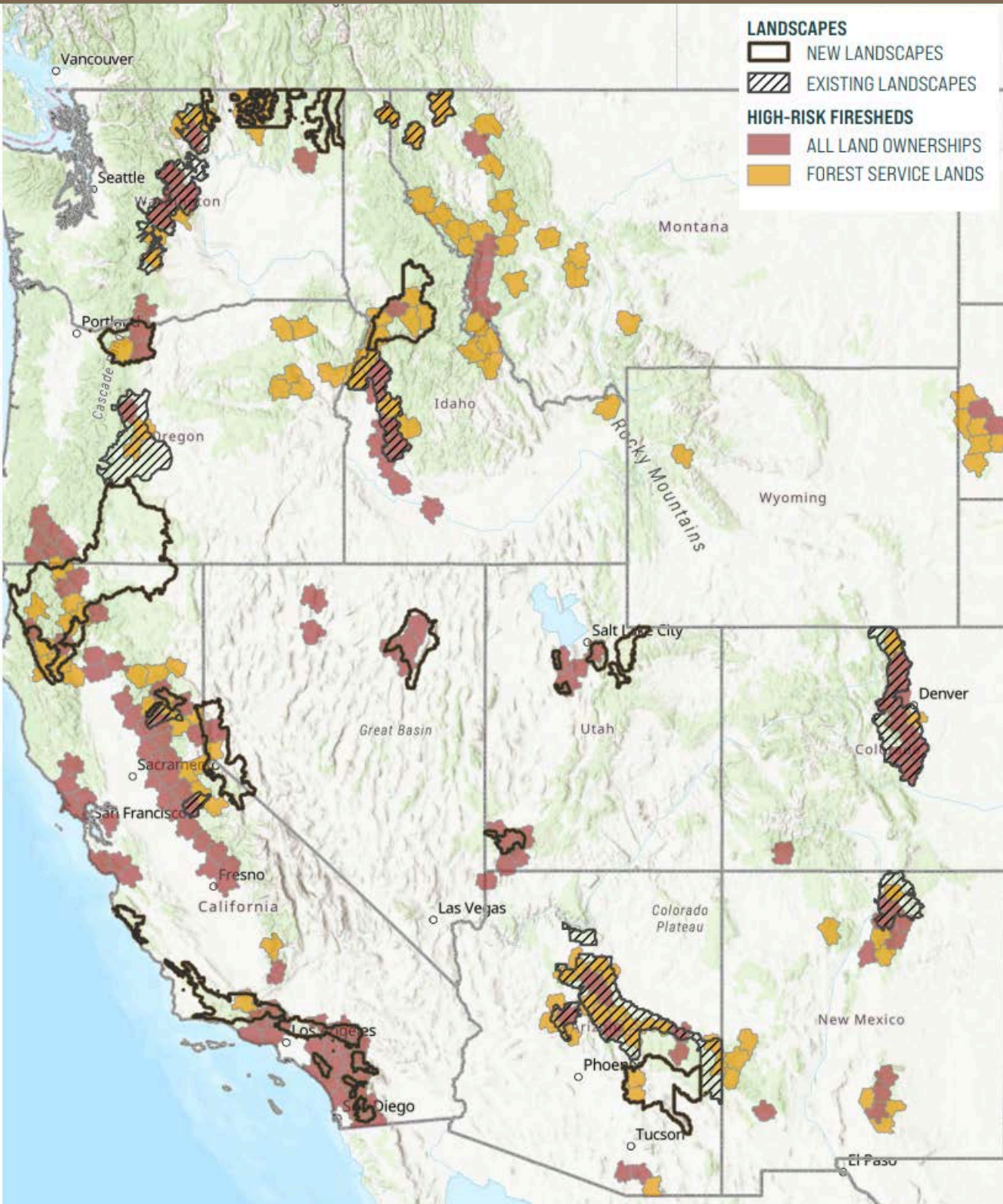
- A. Keeping track of supplies, including gasoline, for wildland firefighting
- B. Not letting your car get down to empty before refueling
- C. Removing combustible materials, such as trees, plants, and grasses, to protect high-value areas and resources from wildfire
- D. Supervising the supply and demand of energy resources, including natural gas



BACKGROUND

National Priority Landscapes (a.k.a. Wildfire Crisis Strategy):

- Trinity Forest Health and Fire-Resilient Rural Communities
- Klamath River Basin



Trinity and Klamath River Basin WCS Landscapes





1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS

1. Red Lassic Vernal Pool Protection Project & Workforce Development



1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



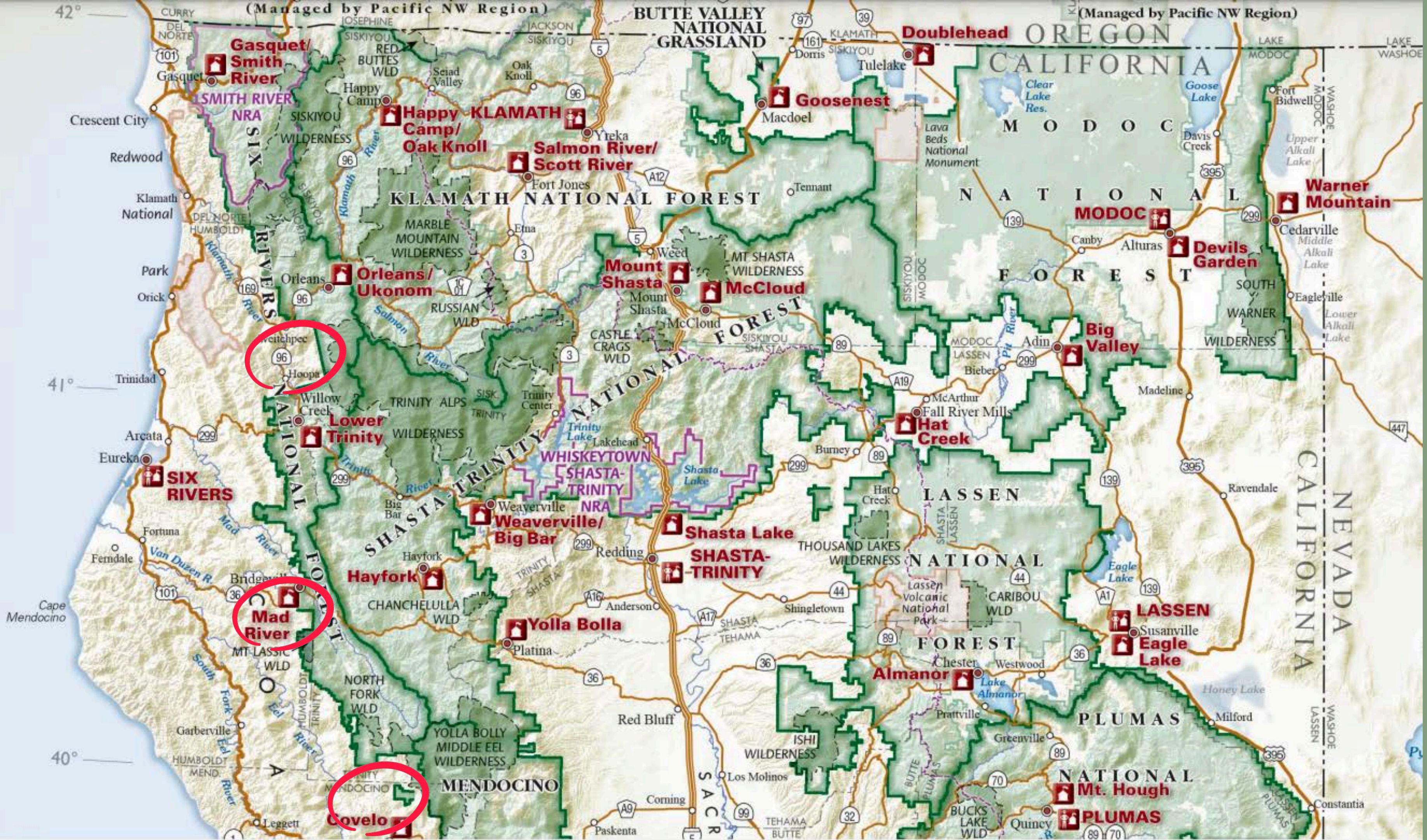
PARTNER

Native Health in Native Hands (NHNH)

- Hoopa, California
- 501c3 non-profit
- Est. 2020
- Created by Kinešt'e (Wailaki) people
- Work with the Round Valley Tribe
- Focus on re-establishment of traditional cultural values and practices:
 - Land access
 - Plants that nourish us
 - "Good fire"/cultural fire (N-shong konk')
 - Canoe-building and culture (Hai kinešt'e ku-nus, "The People's Canoe")

History of partnership: SRF & NHNH

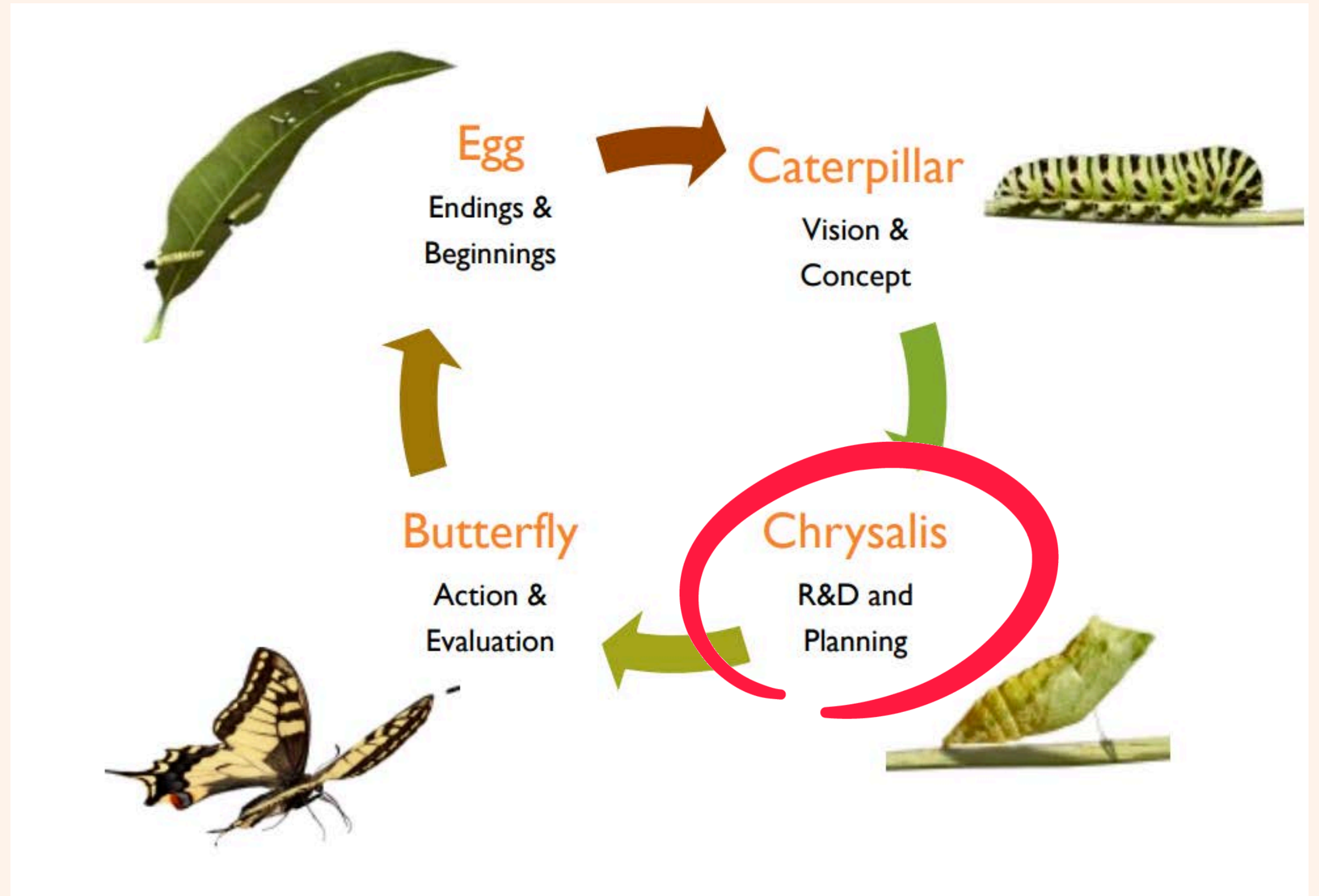
- First-time partnership



1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



PARTNERERSHIP LIFE CYCLE



QUESTION

**What is a
vernal pool?**

UNMUTE OR RESPOND
IN THE CHAT BOX.



Red Lassic lower vernal pool - Mad River Ranger District

1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



BACKGROUND

- **Red Lassic Vernal Pool Protection Project (RLVPPP)**
 - Vernal pools
 - Sensitive species:
 - Lassic lupine (*Lupinus constancei*)
 - Endangered
 - Vernal pool fairy shrimp (*Branchinecta lynchi*)
 - Threatened
 - Lassics sandwort (*Sabulina decumbens*)
 - Threatened
 - Nearby grazing allotment & threat from cattle
- **Resource Services:**
 - Post-fire restoration





Lassics - Mad River Ranger District

1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



GOALS

- **Red Lassic Vernal Pool Protection Project (RLVPPP)**
 - Protect sensitive species in and around two vernal pools near the Lassic Botanical & Geological Area
 - Study the effect of livestock-exclusionary fencing
 - Youth workforce development
- **Resource Services:**
 - Complete work in natural resources on the Mad River Ranger District
 - Youth workforce development





Lower vernal pool, November 7, 2023



Lower vernal pool, July 13, 2023



Lower vernal pool, August 26, 2022



Cattle tracks in lower
vernal pool,
November 2010



Lower vernal pool, October 2022

1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



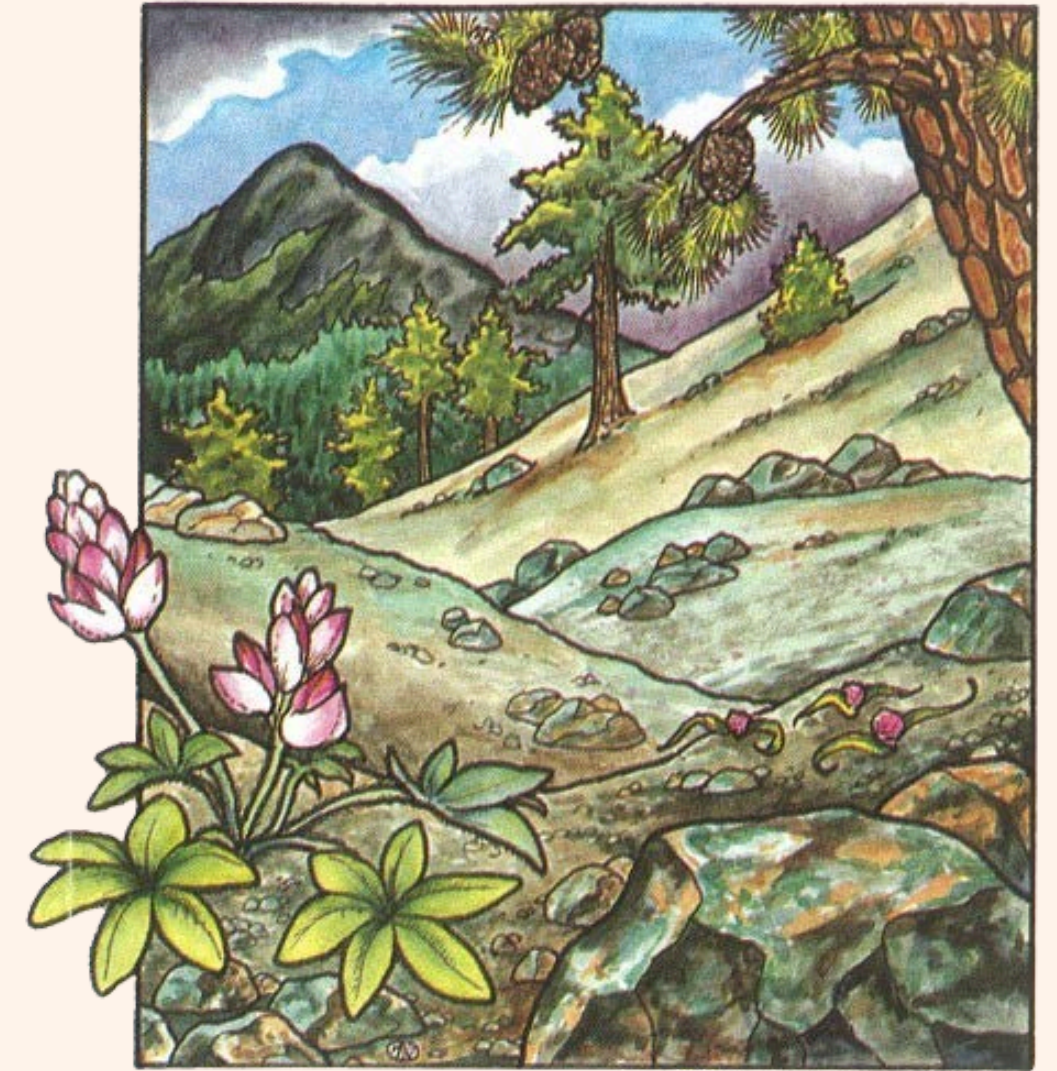
FUNDING

- **Red Lassic Vernal Pool Protection Project (RLVPPP)**

- Participating Agreement (PA)
- Trinity County Resource Advisory Committee (RAC)
- \$26,070 (18%)

- **Resource Services:**

- Participating Agreement (PA)
- Inflation Reduction Act (IRA) for National Priority Landscapes/Wildfire Crisis Strategy
 - Trinity Forest Health and Fire-Resilient Rural Communities
- \$120,000 (82%)



1. RED LASSIC VERNAL POOL PROTECTION PROJECT & WORKFORCE DEVELOPMENT



DETAILS

- **Red Lassic Vernal Pool Protection Project (RLVPPP)**
 - Finish building fencing around two vernal pools
 - Permanent split-rail fencing
 - Temporary, removable fencing
 - Study the effects of fencing on plants and animals
 - 10 days to build fences and start monitoring
 - FS will continue monitoring after project is started

- **Resource Services:**
 - Prescribed burning with cultural objectives
 - Development of burn plan
 - Fuelbreak construction/maintenance
 - Additional activities:
 - Forestry
 - Range
 - Botany
 - Archaeology



CCC crew and FS personnel cut and split logs
Summer 2023





CCC crew and FS personnel prepare and install split-rail fencing
Summer 2022



Stacked split rails

Split-rail fencing at another sensitive site





Upper vernal pool, November 7, 2023



Example of prescribed burn



Examples of burn piles



Example of prescribed cultural burn



**Questions?
Thoughts?
Ideas?**

2. Hoopa Valley Tribal Forestry Youth Service Corps



CR COLLEGE OF THE
REDWOODS

POLL

What percentage of your partnerships involve working with multiple partners?

- A. 0-25%
- B. 26-50%
- C. 51-75%
- D. 76-100%



2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



CR COLLEGE OF THE
REDWOODS

PARTNERS

Hoopa Valley Tribe

- Hoopa, California
- Tribal membership (2023): 3,608
- Importance of forestry:
 - 87,500 of the 89,400-acres Hoopa Valley Reservation are timberland
 - About 1.3 billion feet of commercially important timber species

College of the Redwoods (CR)

- Satellite campus in Hoopa: Klamath-Trinity Instructional Site (KTIS)
- Only postsecondary institution within 50 miles of the reservation

Their ongoing partnership

- Memorandum of Understanding (MOU) between Hoopa Valley Tribe and CR
- Partnership between CR and the Hoopa Career & Technical Education Program (HCTEP)

2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



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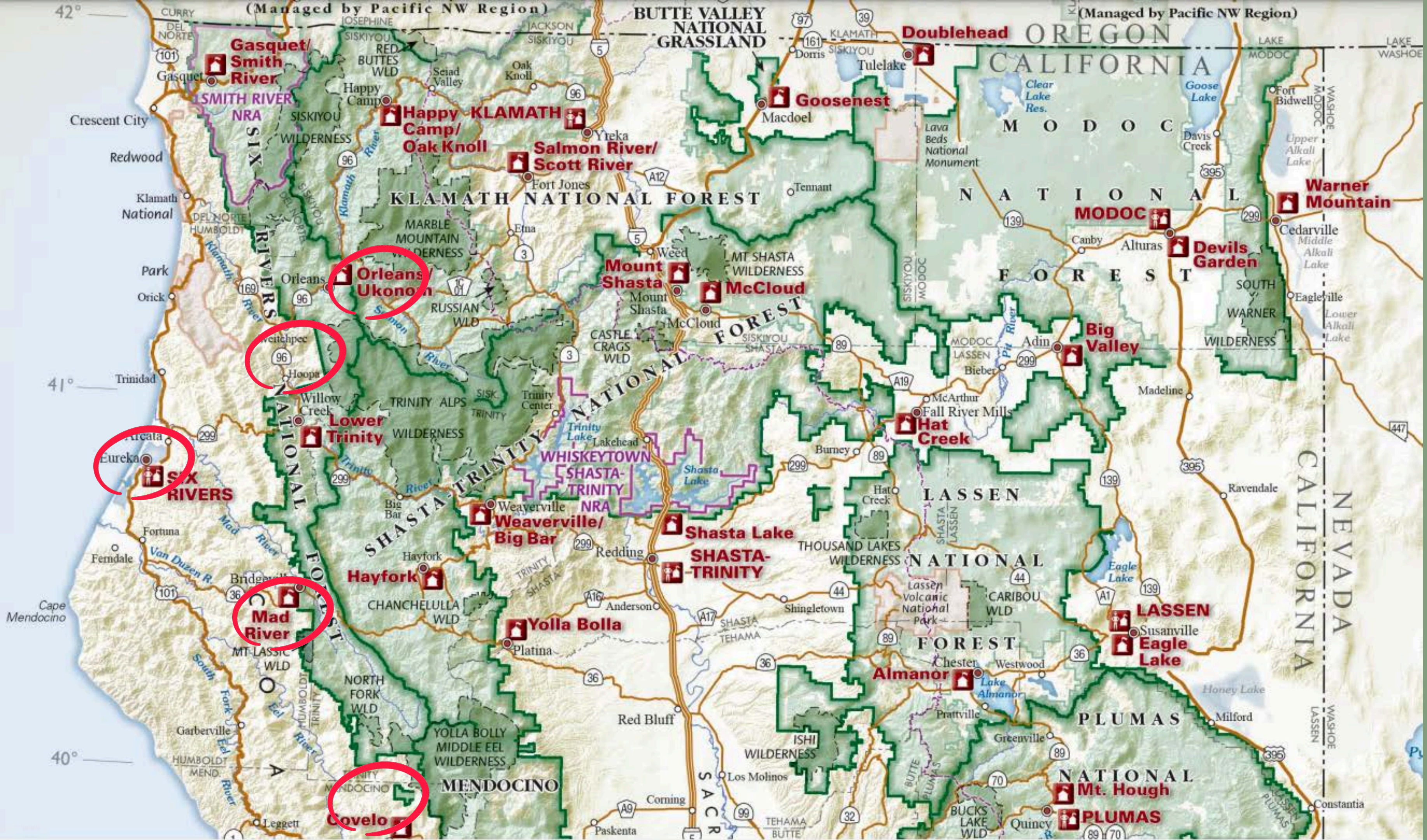
PARTNERS

History of Partnership - SRF & Hoopa Valley Tribe

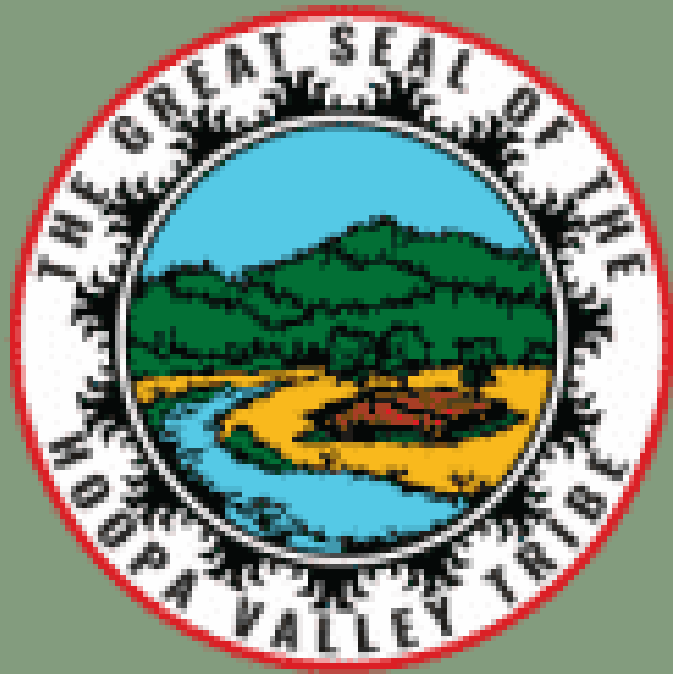
- Memorandum of Understanding (MOU): "Wildland Fire Management with Hoopa Valley Government" (expired)
- Tribal Forest Protection Act (TFPA) agreement: "Hoopa Tribal Protection Act" (expired)
- TFPA 638 contract - in the drafting process
- Active Interagency Agreements (IA) through Bureau of Indian Affairs (BIA): "Trinity National Priority Landscape and Red Salmon Disaster Supplemental"

History of Partnership - SRF & CR

- Past agreements
- No active agreements

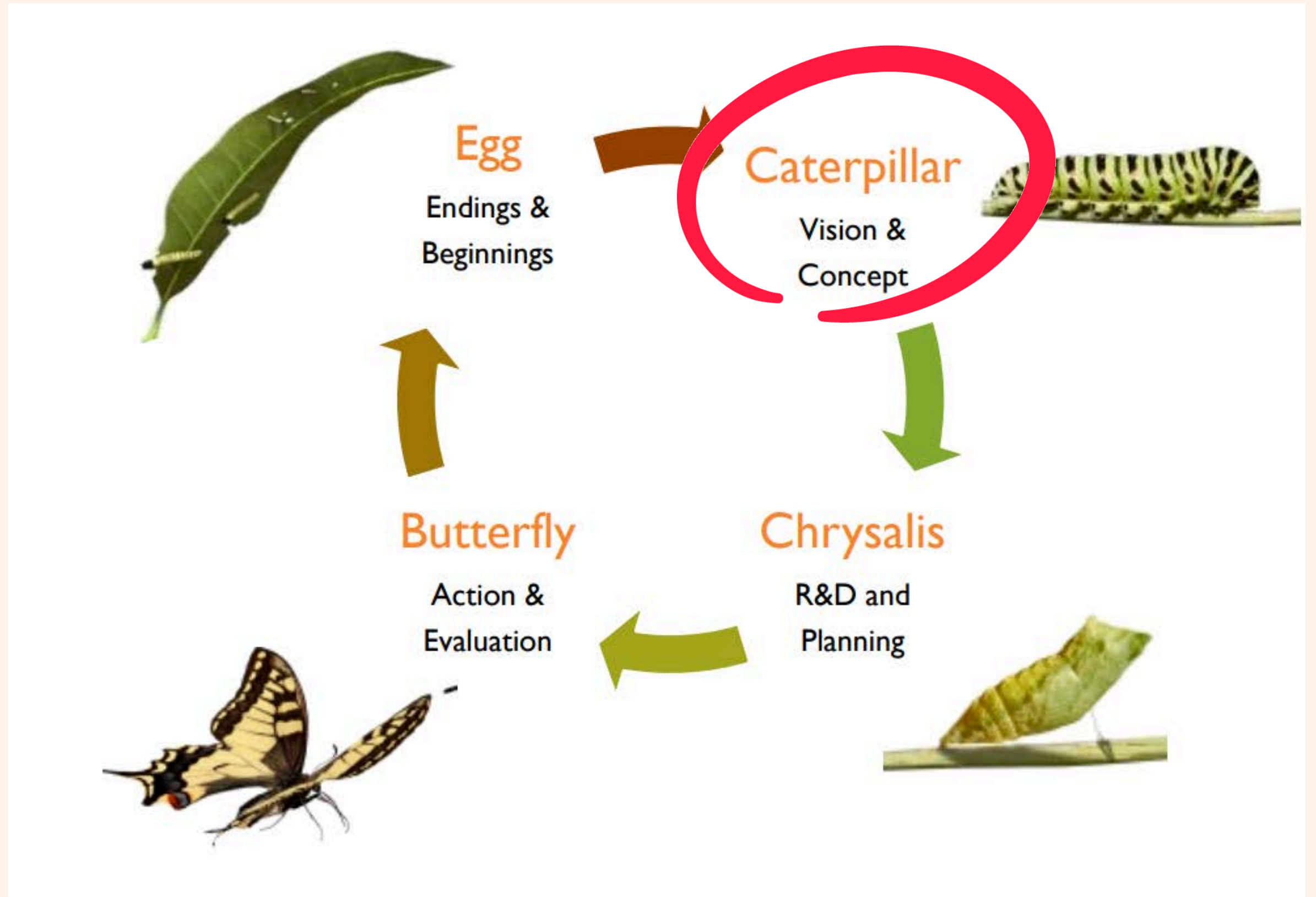


2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



CR COLLEGE OF THE REDWOODS

PARTNERNSHIP LIFE CYCLE



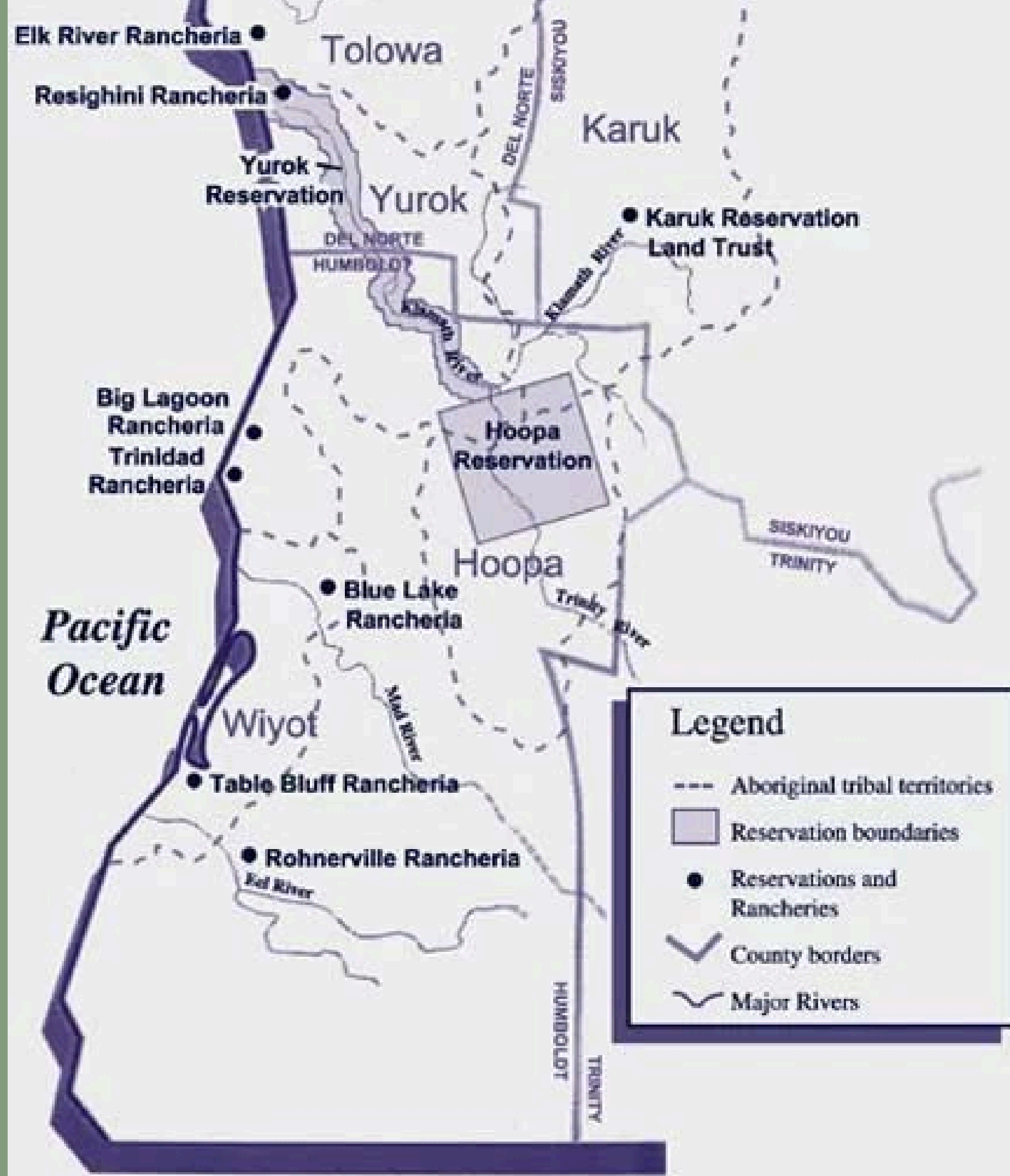
2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



GOALS

- Provide educational and workforce development opportunities to participants through 640 hours of hands-on forestry experience, which will earn them academic credits at College of the Redwoods
- Contribute to reforestation and fuels management on National Forest System (NFS) lands

HOOPA VALLEY TRIBE HOOPA, CA



2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



CR COLLEGE OF THE
REDWOODS

BACKGROUND

Hoopa, CA:

- Economics

- Poverty rate: 28.5% (vs. 12.2% in CA)
- Median household income: \$55,000 (vs. \$91,551 in CA)
- 93rd percentile for low-income households
- Employment: 38.2% (vs. 60% in CA)

- Education

- Some college, no degree: 26.7%
- Associate degree: 5.7%
- Bachelor's degree 12.2% (vs. 37% in CA)
- National context: 15.4% Native Americans 25 or older have earned bachelor's degree vs. 41.9% U.S. average; 40% drop in undergraduate enrollment since 2010

2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



CR COLLEGE OF THE
REDWOODS

BACKGROUND

- Fires on Hoopa Valley Reservation:
 - Red Salmon Complex - 2020 (144,698 acres total)
 - Lone Pine Fire (1,684 acres), part of the SRF Lightning Complex of 2023 -



Wildfires, 2020



Lone Pine Fire, 2023

2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



FUNDING

- Tribal Forest Protection Act (TFPA) 638 contract with Hoopa Valley Tribe
- No agreement with College of the Redwoods
- Indian Youth Service Corps (IYSC)
 - Focus on reforestation on NFS lands
 - \$41,175 (7%)
- Fire & Aviation Management (FAM)
 - Focus on fuels/vegetation management
 - \$545,000 (93%)

2. HOOPA VALLEY TRIBAL FORESTRY YOUTH SERVICE CORPS



CR COLLEGE OF THE
REDWOODS

DETAILS

- 6 students, 1 instructor
- 640 hours of hands-on experience:
 - Reforestation:
 - Cone/seed collection
 - Nursery work
 - Planting site preparation
 - Planting
 - Planting inspections
 - Vegetation management and fuels reduction
 - Vegetation surveys
 - Prescribed burning
 - Training--fire & chainsaw
 - Professional support
 - Resume workshops
 - Federal job info
 - Networking



GLOWS

Partner motivation

Funding

Project flexibility

Red Lassic Vernal Pool Protection Project & Workforce Development



Ancestral territory
Job skills + training
Traditional lifeways
Organizational development

Land stewardship
Fuels management

Moved from conservation project to focus on natural resources, including fuels




Hoopa Valley Tribal Forestry Youth Service Corps



Ancestral territory
Jobs skills + training
Educational opportunity
Continued partnership

Reforestation
Fuels management

Moved from focus on reforestation to focus on fuels

<p>GROWS</p>	<p>Timeframe</p>	<p>Relationship with partner</p>	<p>Communication</p>
<p>Red Lassic Vernal Pool Protection Project & Workforce Development</p> 	<p>Long planning process</p>	<p>Some succession planning, but unclear what had & had not been discussed</p> <p>Building relationship</p>	<p>Busy schedules</p> <p>Developing communication avenues & building trust</p>
<p>Hoopa Valley Tribal Forestry Youth Service Corps</p>  	<p>Short window of time to apply for funding</p> <p>Short window of time to plan agreement after receiving funding, leading to a rush to “find a home”</p>	<p>Joined project in early stages</p> <p>Building relationship</p>	<p>Busy schedules</p> <p>Challenge choosing instrument based on moving objectives</p>

TAKEAWAYS

- **Communication**

- Active listening
- “Learn to listen; listen to learn.”
- Meeting face-to-face

- **Joining a project at all points in the partnership lifecycle**

- Getting to know each other
- Succession planning
- Establishing norms and processes

- **Flexibility**

- Leadership role
- Project direction based on communication and collaboration

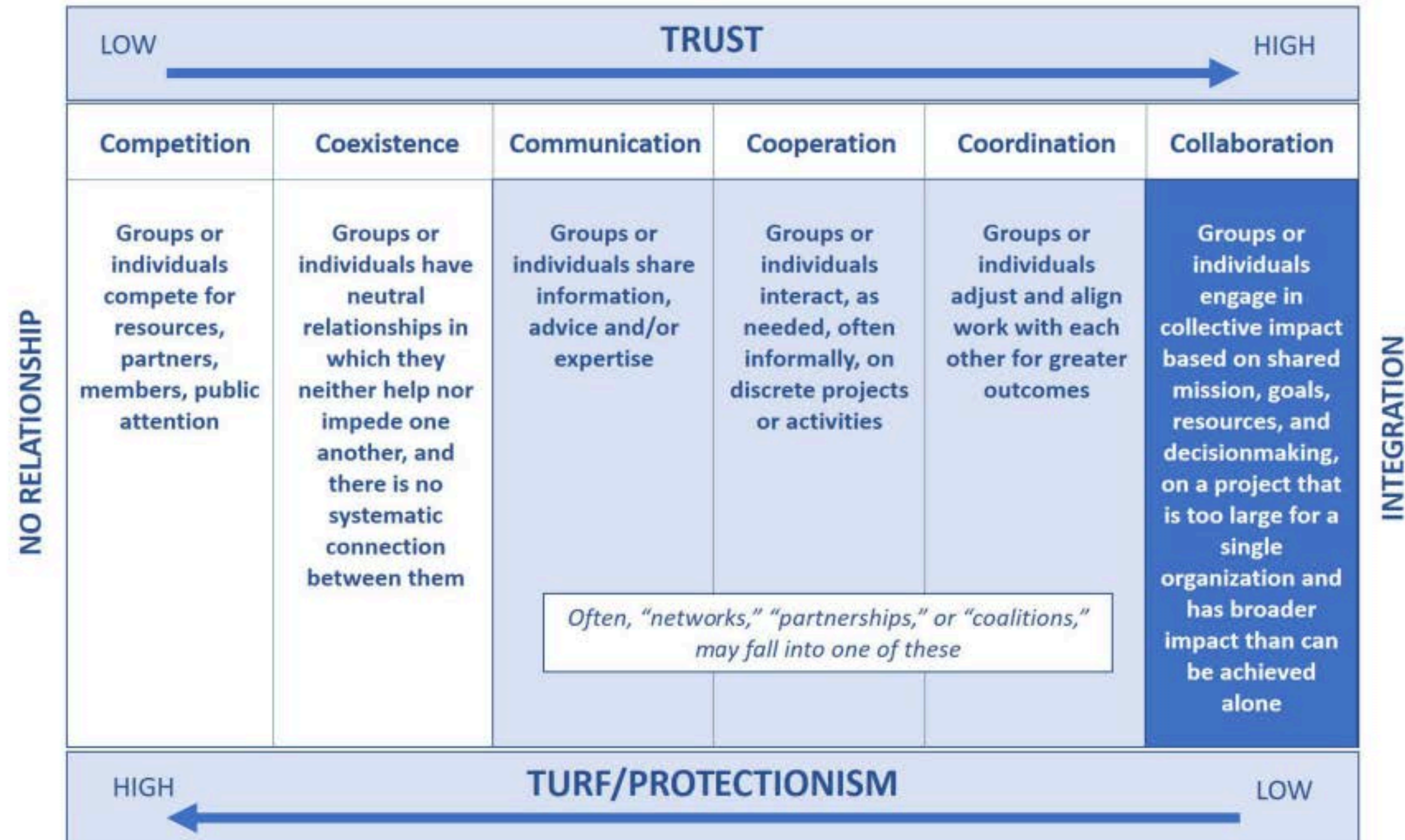


Continuum of Collaboration

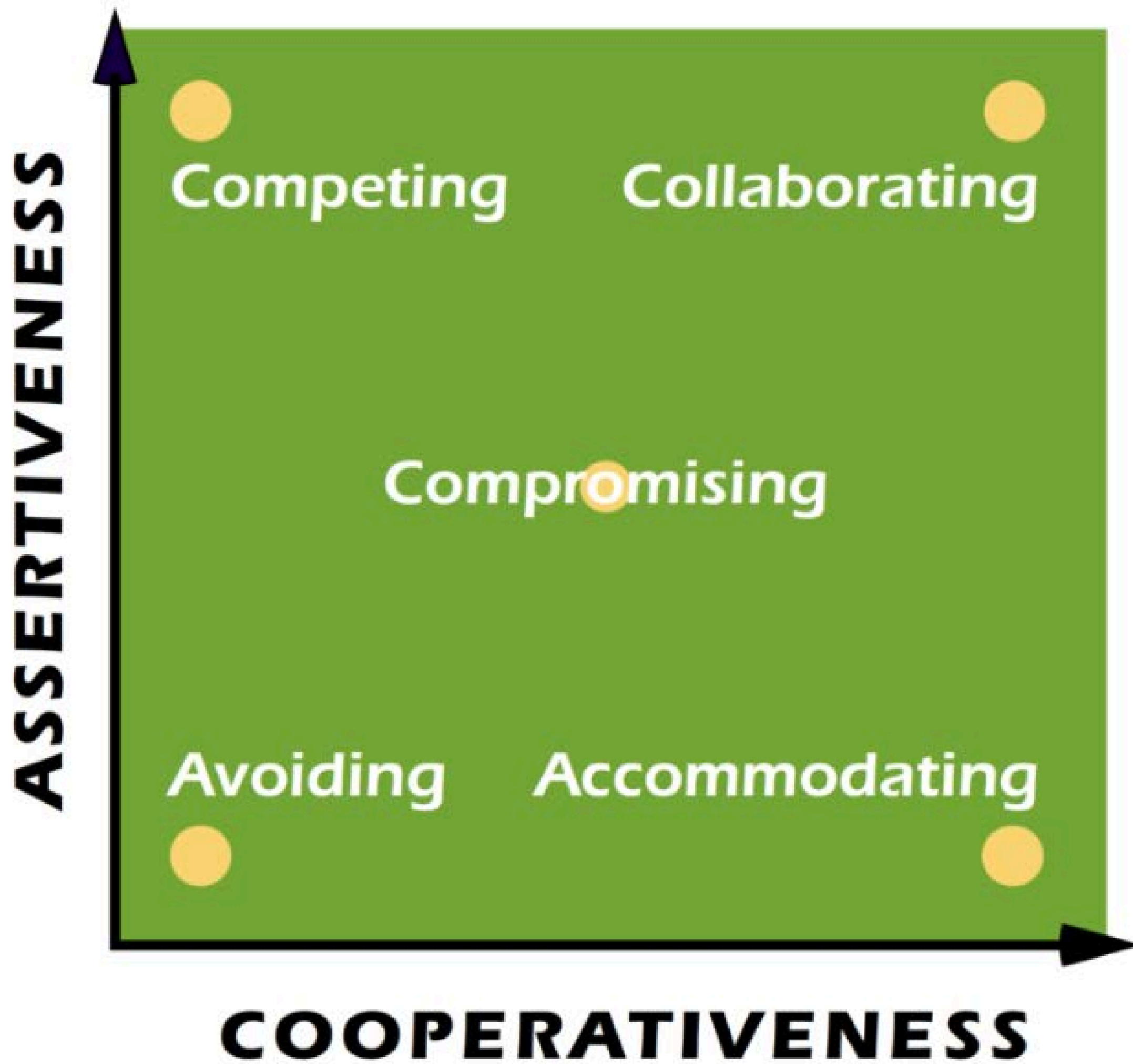
Some questions:

- Where is your collective work on this continuum? Where do you want it to be?
- Where do others think the collective work is? Where do they want to be?
- Is there general agreement/alignment on these questions? If not, where is there disagreement/lack of alignment?

Note: a given location on the continuum is not in itself more positive or negative than another. This is a tool for considering where your effort is, whether that location is the most effective one to achieve its goals, and relative alignment in how different partners may see your shared effort's location and characteristics.



THOMAS KILMANN INSTRUMENT (TKI)



A scenic landscape featuring a wide, rocky riverbed in the foreground. The river is surrounded by lush green vegetation and dense evergreen forests. In the background, there are rolling mountains under a clear sky. The overall scene is bright and natural.

**Questions?
Thoughts?
Ideas?**



SOURCES

Slides 1, 33, & 51

- Photo: Six Rivers National Forest. <https://www.fs.usda.gov/attmain/srnf/specialplaces>.

Slides 3-5, 15, & 38

- Maps: Six Rivers National Forest.

Slides 6, 13, 17, 21-23, & 31

- Photos: Danielle Bauman-Epstein.

Slide 7

- Map: CalFire. <https://storymaps.arcgis.com/stories/1a0a88e7872e48919831793fd496b814>.

Slide 8

- Photo: David Winnacker, USFS. <https://www.facebook.com/photo/?fbid=3496468247038382&set=a.3496465620371978>.
- Photos: Mike McMillan, USFS. <https://www.facebook.com/photo/?fbid=3659196960765509&set=a.3658811040804101>,
<https://www.facebook.com/SixRiversNF/photos/a.3658811040804101/3658859327465939/?type=3>.

Slide 9

- Photo: Bill Steven. <https://wildrivers.lostcoastoutpost.com/2023/aug/17/smith-river-complex-sparks-more-evacuations-no-est/>.

SOURCES

Slide 10

- Photo: <https://latimes.com/california/story/2021-11-08/us-forest-service-struggles-to-complete-prescribed-burns>.

Slide 11

- Map: US Forest Service. https://www.fs.usda.gov/sites/default/files/fs_media/fs_document/WCS-Second-Landscapes.pdf.

Slides 16 & 39

- Image: Partnership and Community Collaboration Academy. <https://f4c9b91c68.clvaw-cdnwnd.com/636ed9a3f9ecba59c20761829813ca92/200005044-f2418f241a/Partnership%20Network%20Life%20Cycle%202024.pdf>, slide 2.

Slide 18

- Photo: Deanna Seil, USFS.
- Photo: California Native Plant Society. David Imper. <https://www.cnps.org/plant-science/saving-the-lassics-lupine-9847>.
- Photo: Cal Flora. Jeb Bjerke. <https://www.calflora.org/app/taxon?crn=13370>.



SOURCES

Slide 19

- Photo: L. Coburn, USFS.
- Photos: Danielle Bauman-Epstein.
- Photo: Sierra Club, Redwood Chapter. <https://www.sierraclub.org/redwood/blog/2015/09/exploring-potential-wilderness-mt-lassic#:~:text=Lassic%20Wilderness%20and%20Botanical%20Area,barrens%2C%20and%20vegetation%20with%20character.>
- Photos: Six Rivers National Forest.

Slide 20

- Photo: Michael Miller, USFS.

Slide 24

- Photos: Six Rivers National Forest.

Slide 25, 28-30

- Photos: Deanna Seil, USFS.

Slide 26

- Illustration: USDA Forest Service. Gary A. Bloomfield, "Discovering Botanical Areas. "Lassics." 1992.

SOURCES

Slide 32

- Photo: Six Rivers National Forest. <https://www.facebook.com/100064604172820/posts/818868136943318/?mibextid=rS40aB7S9Ucbxw6v>.
- Photo: Stormy Staats, KTREX. <https://www.facebook.com/photo.php?fbid=720102173486582&set=pb.100064604172820.-2207520000&type=3>.
- Photo: Photo: Brittany Patterson, USFS. <https://www.facebook.com/SixRiversNF/posts/pfbid02Q6NpcsDdZiCCDCXeZNi5seWyUJRn3wQj2NtBySf6mx3xLynKGv6hsP4Jj426EvaN><https://www.facebook.com/SixRiversNF/posts/pfbid02Q6NpcsDdZiCCDCXeZNi5seWyUJRn3wQj2NtBySf6mx3xLynKGv6hsP4Jj426EvaN>.
- Photo: Six Rivers National Forest. <https://www.facebook.com/photo/?fbid=1601912966493929&set=a.1601910689827490>.

Slide 41

- Photo: Sean Gutierrez. <https://ecotrust.org/exploring-climate-smart-forestry-with-the-hoopa-valley-tribe/>. Photo: Danielle Bauman-Epstein.
- Map: "Hoopa Valley Reservation." Native Land Digital. July 21, 2022. [Map: Native Land Digital. https://native-land.ca/maps/territories/hoopa/](https://native-land.ca/maps/territories/hoopa/).

Slide 42

- "Hoopa CDP, California." United States Census Bureau. Accessed February 12, 2024. https://data.census.gov/profile/Hoopa_CDP,_California?g=160XX00US0634540.
- Hoopa, California." Climate and Economic Justice Screening Tool. November 22, 2022. <https://screeningtool.geoplatform.gov/en/#10.19/41.0534/-123.6621>.
- "Native American Students in Higher Education." Postsecondary National Policy Institute. November 2023. <https://pnpi.org/wp-content/uploads/2023/11/NativeAmericanFactSheet-Nov-2023.pdf>.



SOURCES

Slide 43

- Map: NASA. <https://phys.org/news/2020-09-nasa-aid-efforts-track-california.html>.
- Photo: Six Rivers National Forest. <https://www.ocregister.com/2023/08/18/hoopa-area-fire-5-contained-more-resources-sent-to-address-steep-terrain/>.

Slide 45

- Photo: Tsemeta Nursery. <https://www.tsemeta.com/about>.
- Photo: Dave Gardner Creative - National Forest Foundation. <https://www.fs.usda.gov/features/growing-trees-and-capturing-carbon>.

Slide 48

- Photo: Six Rivers National Forest. <https://www.fs.usda.gov/recarea/srnf/recreation/recarea/?recid=59663>.

Slide 49

- Partnership and Community Collaboration Academy. <https://f4c9b91c68.clvaw-cdnwnd.com/636ed9a3f9ecba59c20761829813ca92/200004655-8809c880a0/Continuum%20of%20Collaboration%20w%20Qs.pdf>.

Slide 50

- Partnership and Community Collaboration Academy, Session 9: Change Your Tack. <https://kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki/>.



SOURCES

Slides 52-57

- Illustration: USDA Forest Service. Gary A. Bloomfield, "Discovering Botanical Areas. "Bear Basin Butte/Broken Rib." 1992.

Slide 58

- Illustration: USDA Forest Service. Gary A. Bloomfield, "Discovering Botanical Areas. "North Fork Smith River." 1992.



RESOURCES TO LEARN MORE

- [Six Rivers National Forest](#)
- [Native Health in Native Hands](#)
- [Hoopa Valley Tribe](#)
- [Hoopa Valley Tribal Forestry](#) and [Tsemeta Forest Nursery](#)
- [College of the Redwoods](#)
- [USFS Region 5 Tribal Relations](#)
- [National Priority Landscapes/Wildfire Crisis Strategy](#)
 - [10 initial landscapes](#)
 - [11 additional landscapes \(including SRF\)](#)