

## Appendix A: Media and Meeting Listings

### Calendar of Media Coverage

01/2012	Gallup Independent- Next Steps is Environmental Impact Study
01/24/2012	Local TV Interview, originally telecast on Channel 10, informing the public of Cibola County about the project.
05/27/11	Beacon- Mountain Bikers bring Money, Hilso Trailhead Dedication
05/26/11	Premiere Destination , Economic Development on the Zuni Mountain Trails
12/21/10	Beacon- The Zuni Mountains a Recreation Destination
06/08/10	Beacon-Group Promotes Mountain Trails
04/13/10	Gallup Independent- Dawn Till Dusk Mt Bike Race on the High Desert Trail System
03/11/10	Gallup Independent- Zuni Mt. Trail System Study Underway
12/2009	Beacon- Forest Service to Plan Bike Paths an Initiative Started by the Zuni Mt. Trail Partnership
12/2009	Beacon- McGaffey Gets Trail money Expanding Trail Opportunities
07/29/10	Gallup Independent- Zuni Mountain Trail Expansion Hopes to Link Grants, Gallup
07/10/09	Gallup Independent-Zuni Biking/Hiking Trails, Galloping Toward Grants

### Calendar of Partnership Meetings

2/5/14	ZMTP conducted work on the Concept Plan
11/21/13	Meeting/ updates for MOU partners/Stakeholders hosted by Matt Reidy, District Ranger
2/22/13	Meeting hosted by FS to Update Partners regarding NEPA process
12/12/12	Public announcement from Mt. Taylor Ranger District clarifying Proposed Action with extended public comment period
10/29/12	FS Hosted Three Public Open Houses/ Grants (10/29), Gallup (11/5), and Ramah (11/7)
9/26/12	ZMTP Meeting with SWCA to Review Project Management Plan
7/18/12	ZMTP Work on Project Prioritization

5/30/12	ZMTP NEPA /Start Meeting
4/16/12	ZMTP work on Project Objectives
4/10/12	Work to establish a local bike group on the East Side
2/13/12	Update sent out to the larger interested community members in Grants
1/24/12	Local TV Interview informing the public of Cibola County
12/15/2012	Development of MOU between FS, Cibola County, and McKinley County
9/11 - 1/12	ZMTP Meetings to Determine Recommended Trail Corridors (x3)
9/21/11	Presentations to RAC for Funding
8/22/11	ZMTP Meeting to Identify Trail Network for the East Zuni
7/20/11	ZMTP Meeting East Zuni Mapping Exercise
06-08/2011	IMBA Site Visit Report/Recommendations
7/24/11	Cibola County Public Input Meeting
7/17/11	Cibola County Public Input Meeting
6/4/11	Hilso Trailhead & McGaffey Trails Dedication
5/23/11	IMBA Visit & Recommendations to Cibola and McKinley County Public Forum (two days)
May 2011	RAC Presentations for Funding
May 2011	Inviting Public to IMBA Presentation for community input
04/2011	Request to Cibola Economic Development for Funding to bring IMBA
3/30/11	ZMTP meeting Discuss Mapping and data collection, Trail Evaluation Criteria, Hilso Trail Dedication Planning
2/16/11	Quad Packet Flyers Soliciting Input on where people recreate in the Zuni Mountains
2/18/11	ZMTP MOU updated with current partners
1/6/11	ZMTP Meeting, Plan Hilso Trailhead Ceremony, RAC Presentations, Public Involvement Monthly Forums, Project Plan Elements and Responsible Persons, Partnership Agreement, Determine Strategies for using trail mapping as a civic engagement tool

12/7/10	ZMTP Meeting/ Hilso Trail Head, RAC joint proposal, ZMTP Agreement, Public Engagement Plans, Vision, Trail Design Expertise
11/4/10	ZMTP Meeting to Determine Park Service Personnel (Attila's) role
11/2/10	ZMTP Field Outing in Zuni Mountains
10/14/10	ZMTP Meeting/ USFS Process, Recreation Trail Program, Funding Sources, Coordination of planning, timing, funding and work
10/5/10	ZMTP Conference Call/RAC Funding, Compiling input from June Workshops, Vision Statement, Field Work and Mapping,
06/10-07/10	ZMTP Workshops for Community Engagement
6/24/10	Cibola County Public Comment Workshop
6/17/10	McKinley County Public Comment Workshop
4/26/10	ZMTP Meeting/ Workshop Formant, Vision, Goals, Mapping, Outreach
4/15/10	ZMTP Meeting/ Purpose of Workshop, Workshops Presentations, Door Knocking
3/29/10	ZMTP Meeting/ Finalize Draft Vision, Workshops and Outreach, Door Knocking prior to Workshops
1/11/10	ZMTP Meeting/ Public Input Workshop Planning, Partnership Agreement, RAC Project Scoping, Identifying Additional Partners
1/15/2010	Notice to local paper seeking interested individuals for feedback
12/14/09	ZMTP Meeting/ Work plan, Partner Roles and Responsibilities, Project Concept and History
8/19/09	ZMTP Meeting to discuss possibilities of connecting Westside to the Eastside
7/21/09	ZMTP Meeting/ Collecting Data from local riders, Travel Management Plan, and possibilities for trail development in the Zunis,
6/22/09	ZMTP Meeting/Trail Expansion Possibilities, History
5/27/09	ZMTP Meeting/ First meeting with partners from Cibola County/Kick off the expanded Zuni Mt. Trail Partnership

**Appendix B: ZMTP NM Trail System Powerpoint**  
**Tom Mayer**

# Zuni Mountains Trail Partnership

## Non-motorized Trail System Development

- Information Gathering:
  - Steering Committee
  - GPS routes
  - Ground truthing or routes
  - Web site
  - Public workshops
  - IMBA Trail Solutions Recommendations
- Filters:
  - Wildlife
  - Heritage
  - Soil & Water
  - Legal ROW access
  - Safety
  - User Experiences
  - Implementation Costs





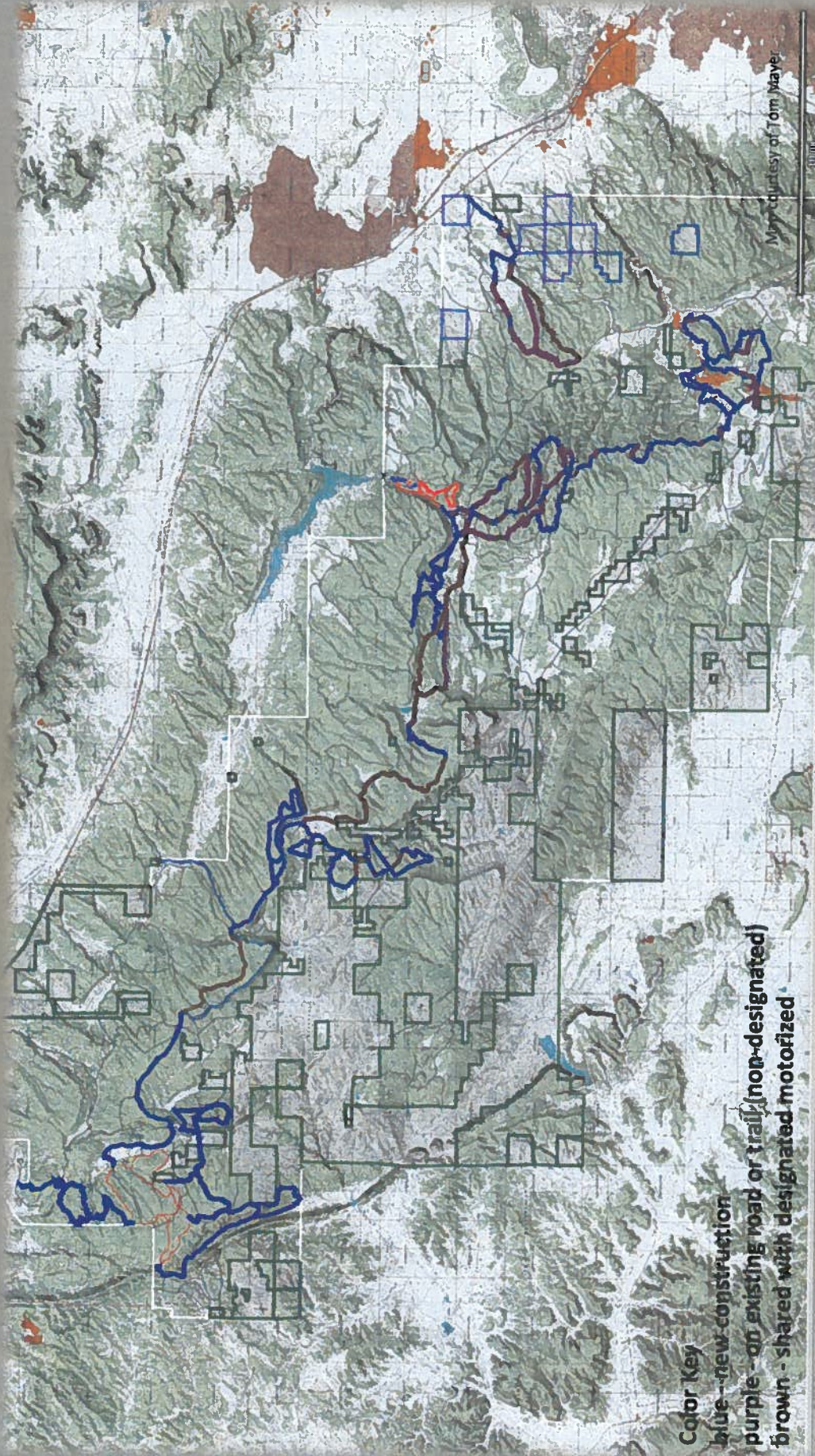
## Results of the Partnership Efforts

- ✓ MOU among key partners
- ✓ Increased interest in trail development by Cibola County
- ✓ Hilso Trailhead Opening
- ✓ Ramah RTP Grant
- ✓ Northern NM RAC Funding
- ✓ YCC projects and employment





# 240 miles of non-motorized trails!



### Color Key

blue -- new construction

purple -- an existing road or trail (non-designated)

brown -- shared with designated motorized





# West-half of Zuni Mountains

Front Wingate Trailhead

Himso Trailhead

Twin Springs Trailhead

### Color Key

blue - new construction

purple - on existing road or trail (non-designated)

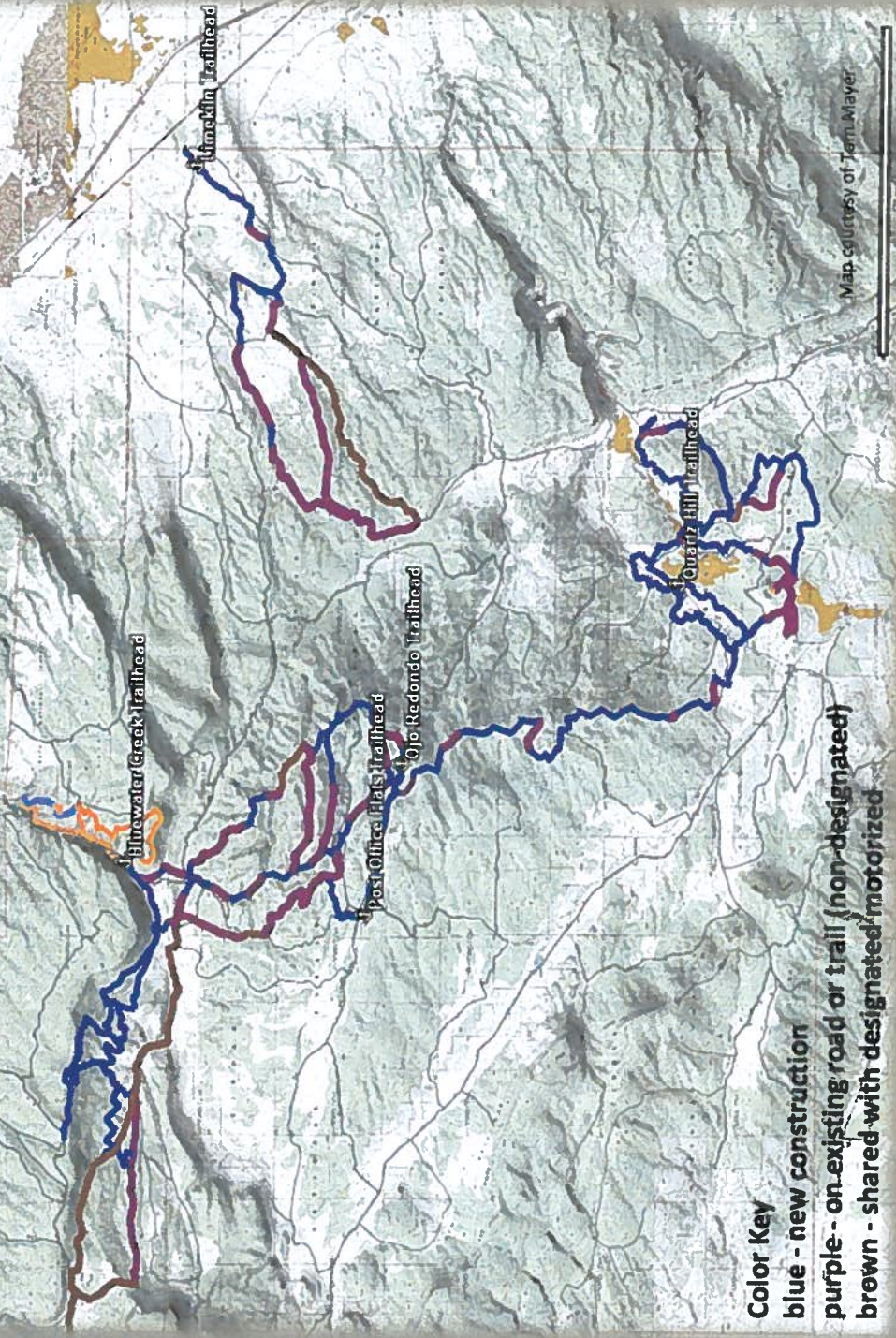
brown - shared with designated motorized

Map courtesy of Tom Mayer





# East-half of Zuni Mountains



**Color Key**  
 blue - new construction  
 purple - on-existing road or trail (non-designated)  
 brown - shared with designated/motorized





## Quartz Hill Trail Network

The stacked loop system at Quartz Hill is serviced by the existing parking area along County Road 49. This trailhead will have gravel parking with no facilities. It is easily accessible on gravel roads from Grants or State Hwy 50 from the south. This stacked loop system is designed to challenge the beginner rider with gentle rolling hills through open ponderosa pine trees and great views of lava flows intermixed with technical lava rides.

### 46 miles of trails

- X miles of beginner trails
  - X miles of intermediate trails
  - X miles of advanced
  - X miles on closed roads
  - X miles of new construction
  - X miles on designated roads
- etc.

TH is an existing pullout parking area. The TH will be expanded to accommodate x number of vehicles and have kiosk/sign with no facilities and Pack-in-pack-out.



Photo courtesy of Tom Mayer

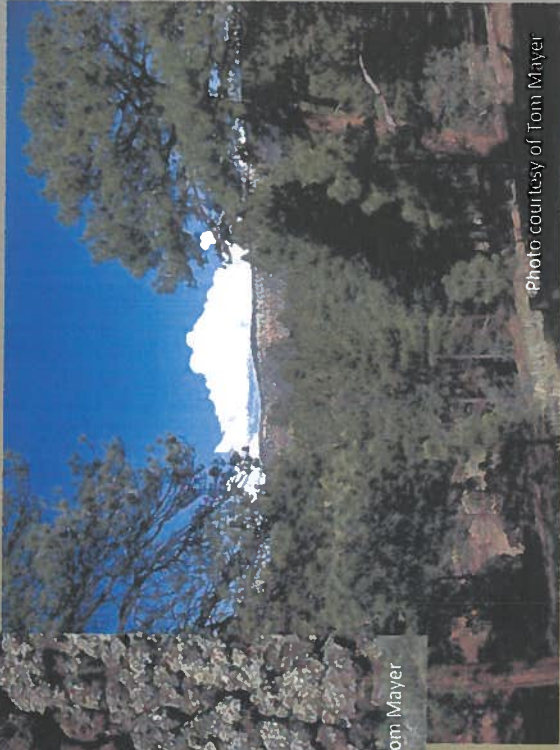


Photo courtesy of Tom Mayer

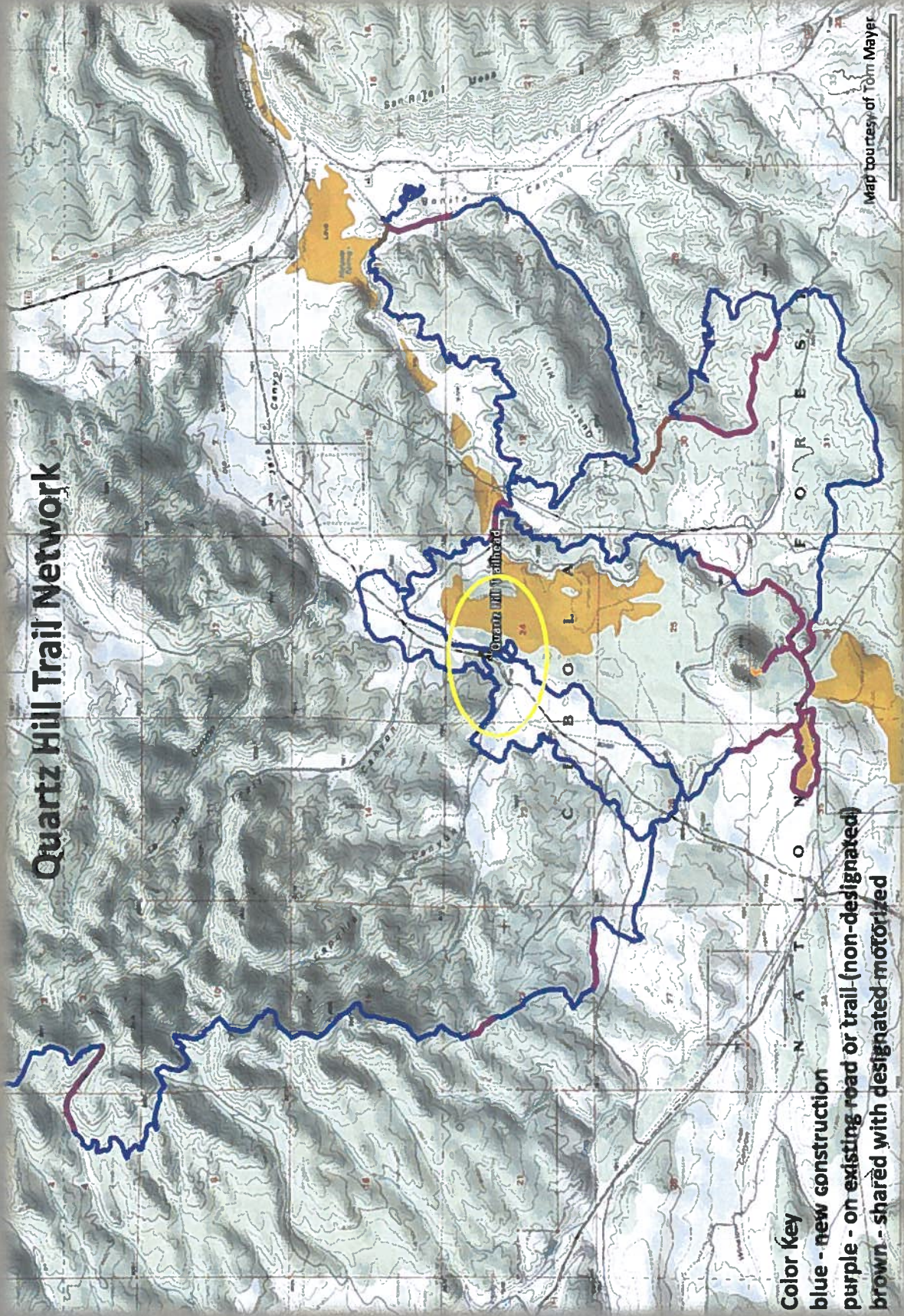
### Key Features:

Lava flow riding; Ponderosa forest; open canopy;





# Quartz Hill Trail Network



Map courtesy of Tom Mayer

- Color key**
- blue - new construction
  - purple - on existing road or trail (non-designated)
  - brown - shared with designated motorized





## Bluewater Trail Network

This beautiful area along Bluewater Creek provides red slick-rock riding intermixed with technical canyon rim riding. This network also connects to the Ojo Redondo network aimed at more advanced riders who seeking high elevation steep terrain with outstanding canyon views. Hikers can climb Salitre Mesa. The trailhead is easily accessible from I-40 through Bluewater Lake State Park side on State Hwy 612

66 miles of trails

- X miles of beginner trails
- X miles of intermediate trails
- X miles of advance
- X miles on closed roads
- X miles of new construction
- X miles on designated roads

etc.

TH will have pole fence, gravel parking, kiosk/sign with no facilities and pack-in-pack-out.

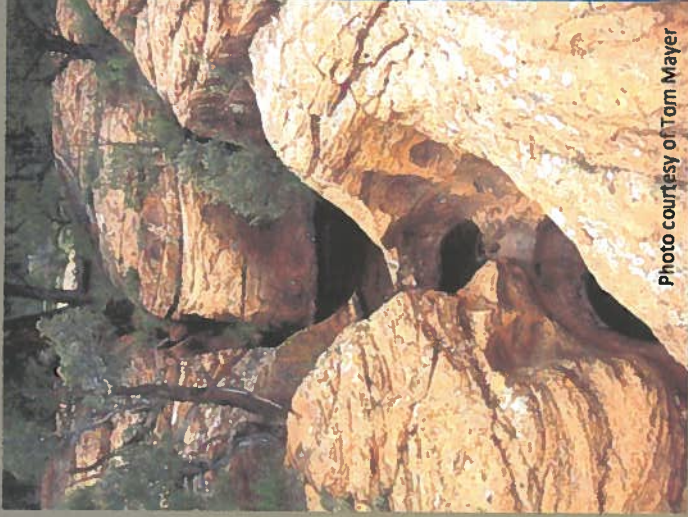


Photo courtesy of Tom Mayer

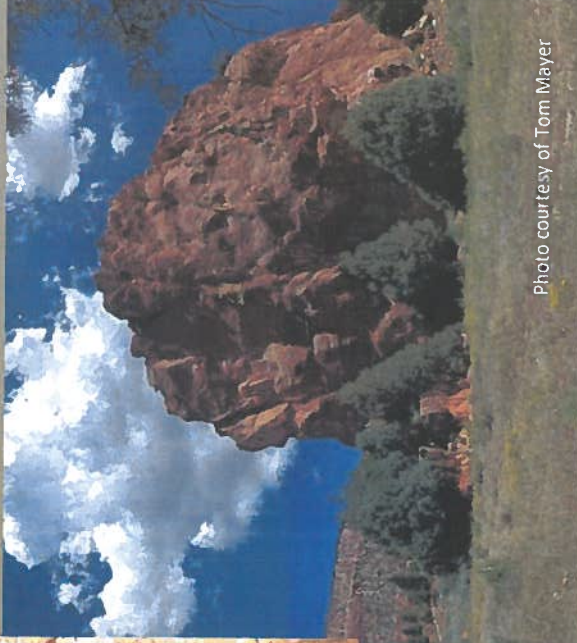


Photo courtesy of Tom Mayer

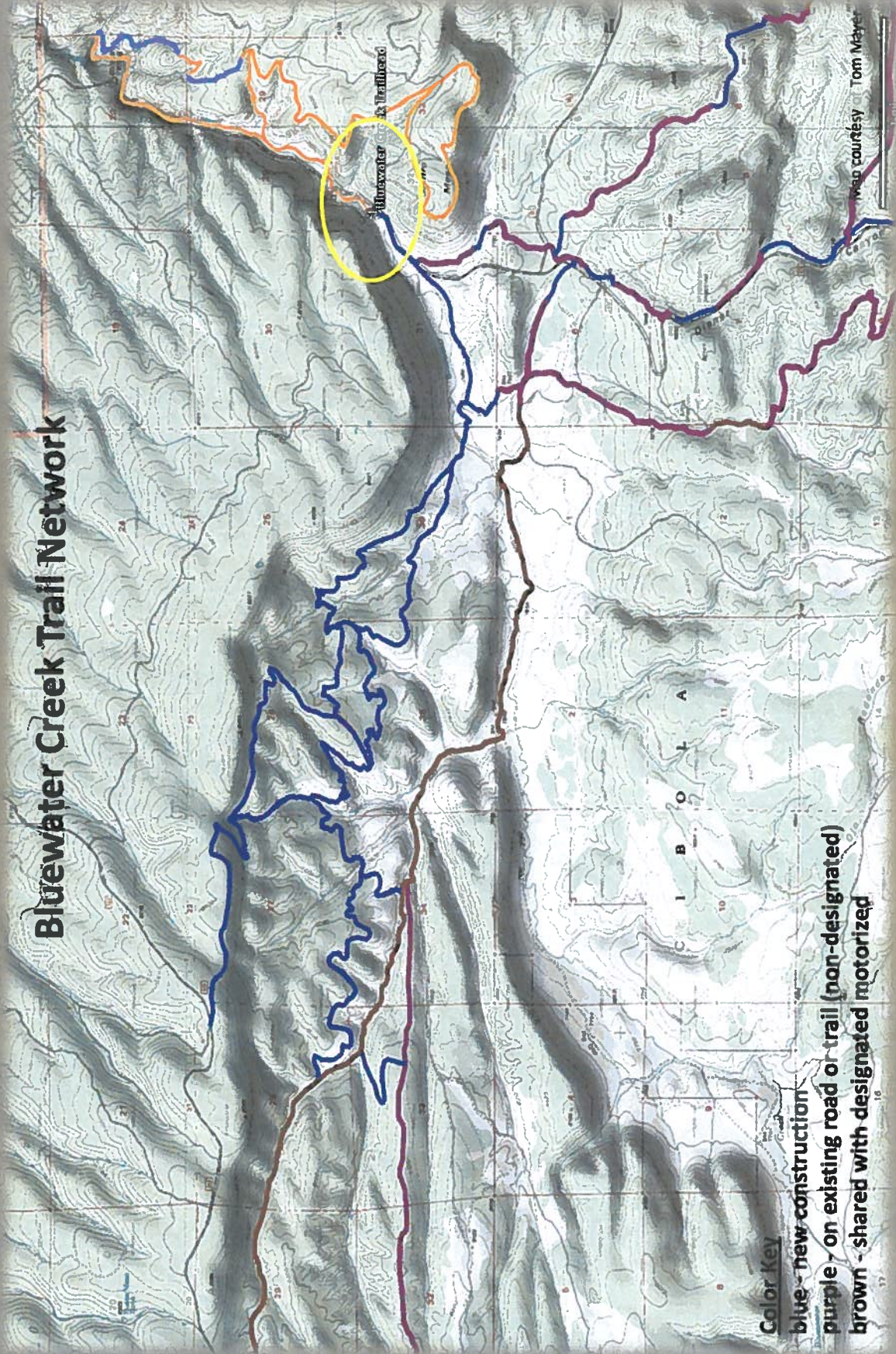
### Key Features:

Hiking on Salitre Mesa; Slickrock riding and hiking; riparian area; easy access from I-40





# Bluewater Creek Trail Network



- Color Key**
- blue - new construction
  - purple - on existing road or trail (non-designated)
  - brown - shared with designated motorized

Map courtesy Tom Meyer





# Ojo Redondo Trail Network

This trail network is located west of Mt. Sedgewick, the highest peak in the Zuni Mountains. For those seeking thrilling, continuous downhill riding, the Ojo Redondo trail network is for you. This network provides overnight camping opportunities with developed facilities such as a toilets, tables, and grills at the Ojo Redondo campground. This area also provides excellent mountain meadow views for family oriented mountain bike rides.

35 miles of trails

- X miles of beginner trails
  - X miles of intermediate trails
  - X miles of advance
  - X miles on closed roads
  - X miles of new construction
  - X miles on designated roads
- etc.

Trailhead will be located near the campground.



Photocourtesy of Tom Mayer

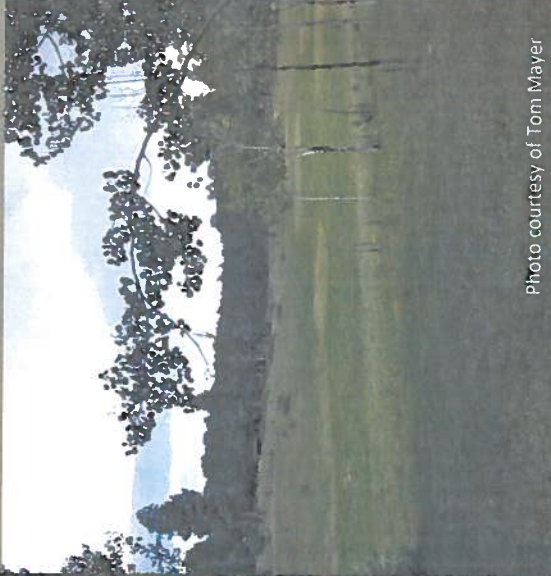


Photo courtesy of Tom Mayer

## Key Features:

Family friendly trails; FS improved campground; long downhill descents from Mt. Sedgewick; connections to Bluewater Creek TH; Mining & Logging history





# Ojo Redondo Trail Network



Map court y o Tom Mayer

**Color Key**

- blue - new construction
- purple - on existing road or trail (non-designated)
- brown - shared with designated motorized





## Twin Springs Trail Network

This area is about 18 miles into the Zuni Mountains and is a collection of existing primitive singletrack, logging railroad corridors, and two track forest roads. The meadow in the aspens on the west side of FR50 is a favorite camping spot for mountain bikers. The stacked loop system is designed to meet the needs of intermediate to advanced riders. Stacked loops on the west rim of Cottonwood Canyon intermixed with slick rock would challenge avid riders seeking adventures

60 miles of trails

- X miles of beginner trails
- X miles of intermediate trails
- X miles of advance
- X miles on closed roads
- X miles of new construction
- X miles on designated roads

etc.

TH will have gravel parking, kiosk/sign with no facilities. Primitive Camping nearby.

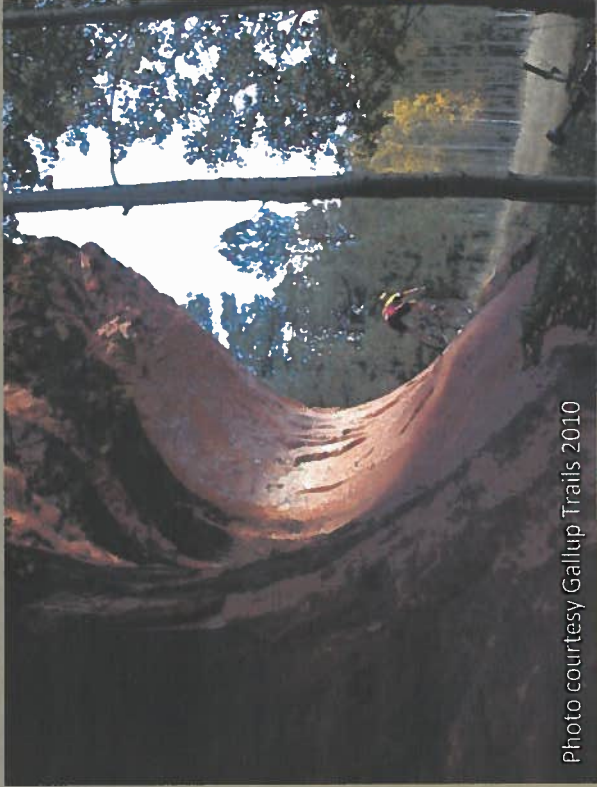


Photo courtesy Gallup Trails 2010



Photo courtesy Gallup Trails 2010

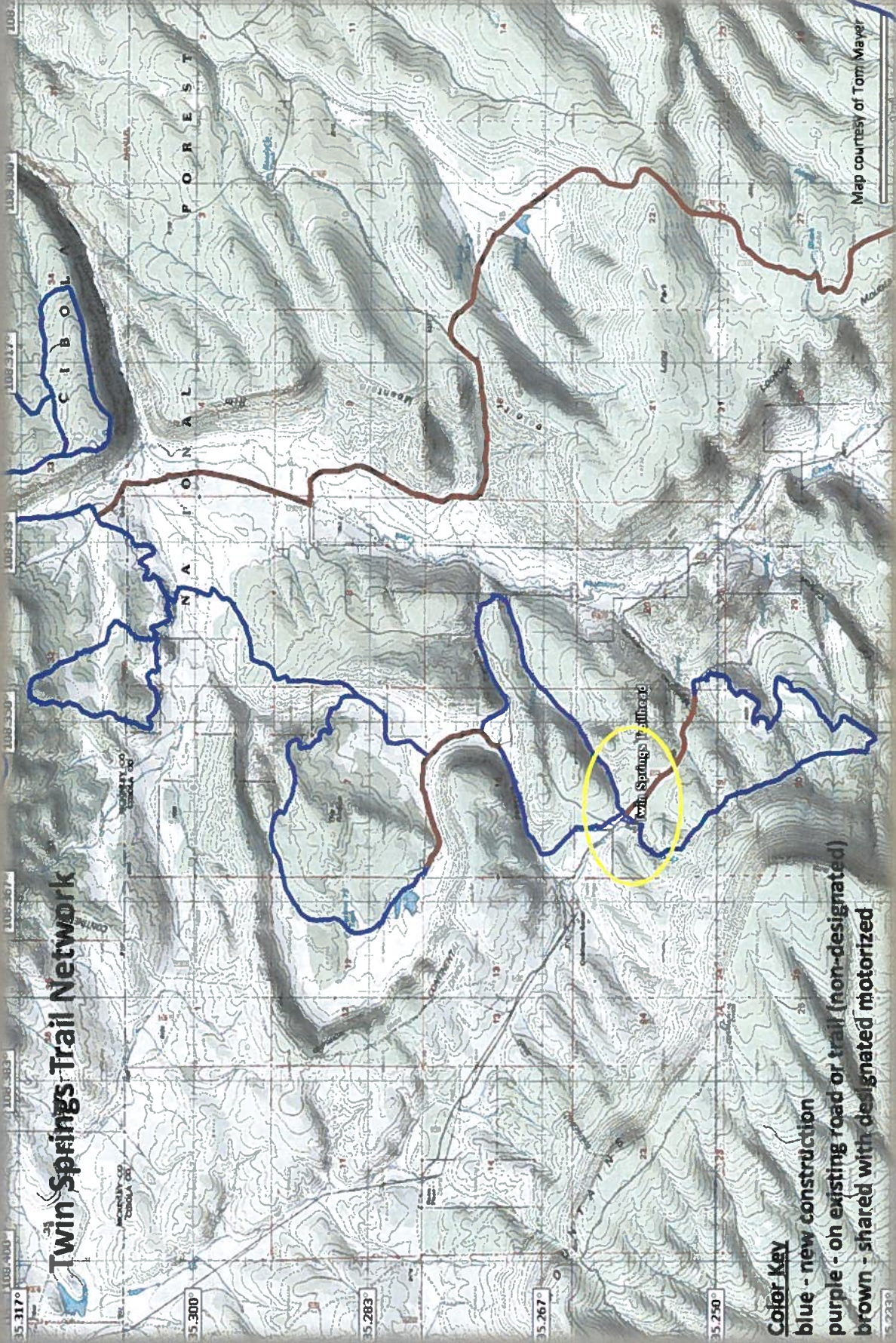
### Key Features:

Remoteness, slickrock features, aspen singletrack; wide open vistas





# Twin Springs Trail Network



## Color Key

blue - new construction

purple - on existing road or trail (non-designated)

brown - shared with designated motorized



Map courtesy of Tom Mayer



## Hilso~McGaffey Expansion

The Wingate trail network is an extension of the existing 26 miles McGaffey trails system to incorporate the popular Milk Ranch Canyon riding area. This network is designed to meet the needs of the intermediate to advance riders with short technical steep climbs and awesome views of the canyons. This trail network is serviced by the Hilso trailhead. The Hilso trailhead is approximately 11 miles off I-40 along paved road State Hwy 400. Hikers and riders can also access McKenzie Ridge from this area.

### 44 miles of trails

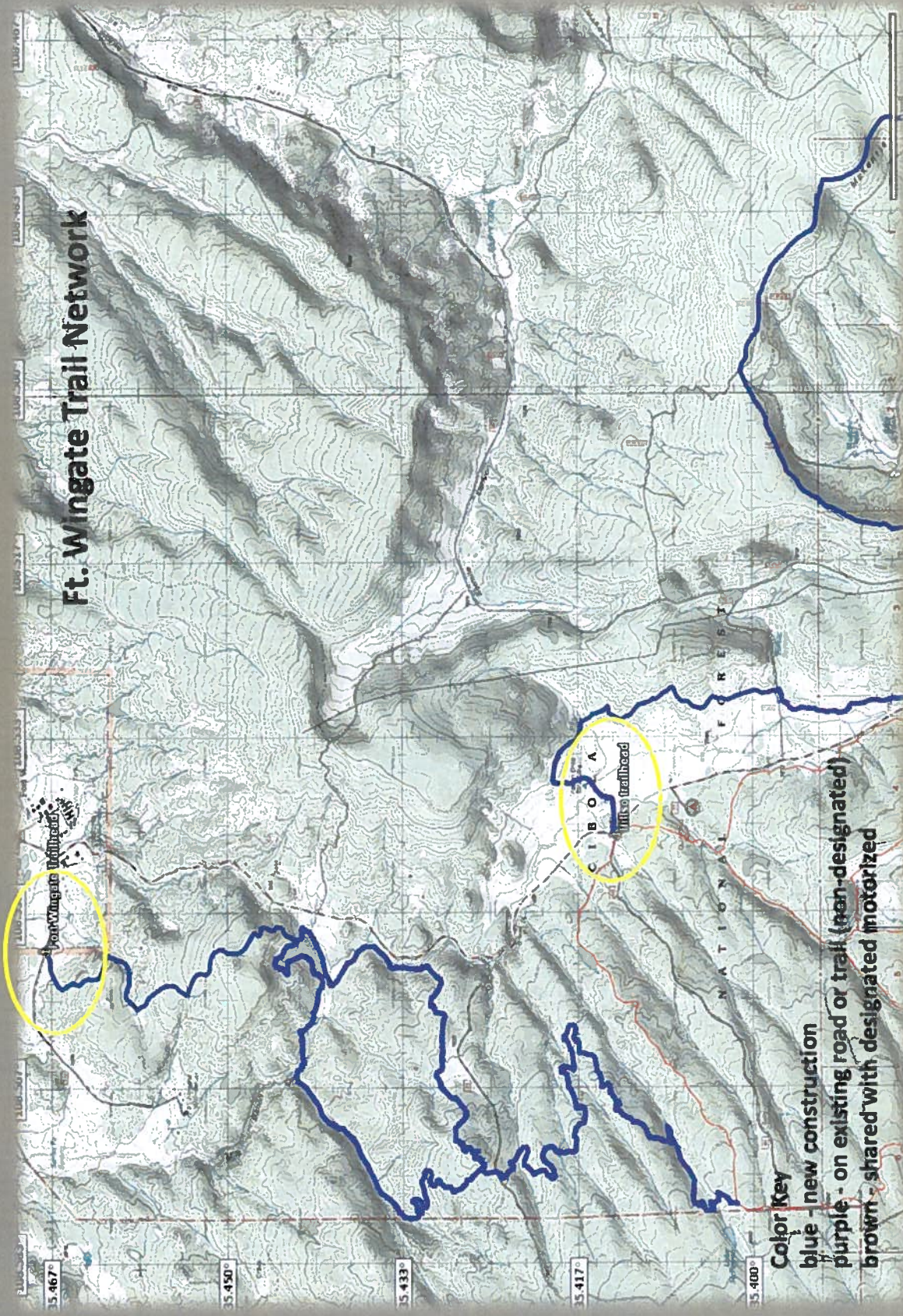
- X miles of beginner trails
- X miles of intermediate trails
- X miles of advance
- X miles on closed roads
- X miles of new construction
- X miles on designated roads

etc.





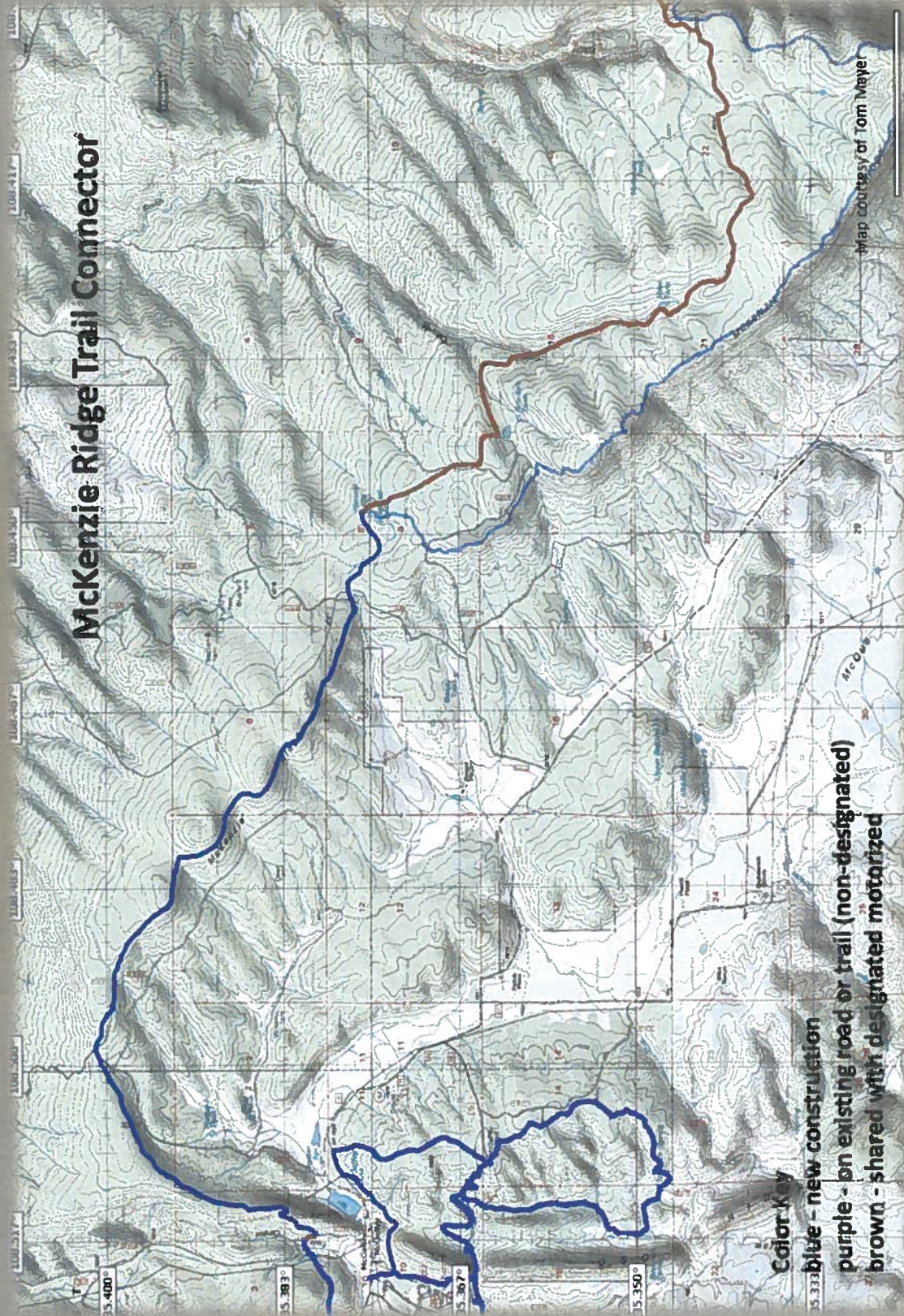
# Ft. Wingate Trail Network



**Color Key**  
 blue - new construction  
 purple - on existing road or trail (non-designated)  
 brown - shared with designated motorized







# McKenzie Ridge Trail Connector

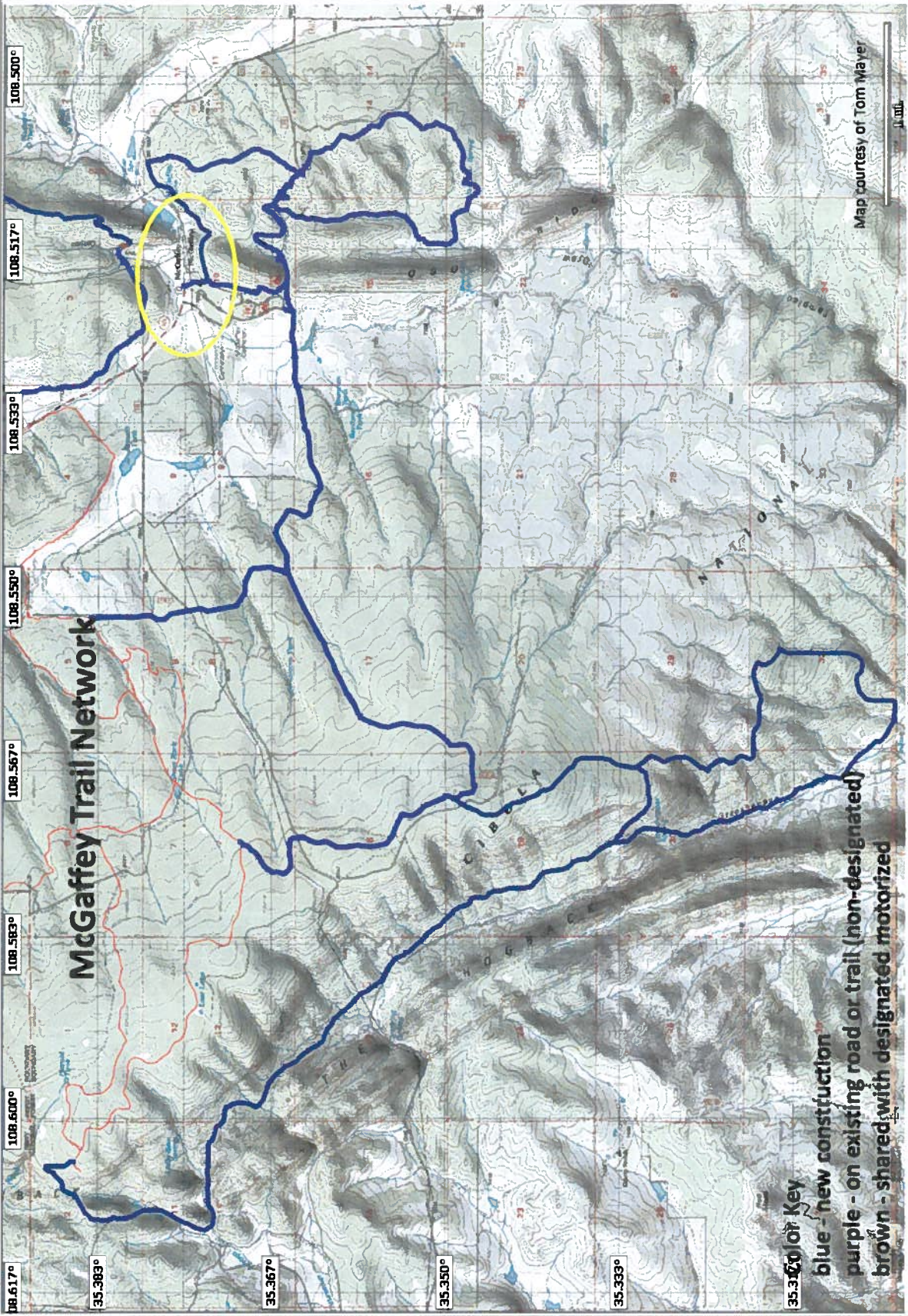
### Color Key

- blue - new construction
- purple - on existing road or trail (non-designated)
- brown - shared with designated motorized

Map courtesy of Tom Meyer







**Color Key**  
 blue - new construction  
 purple - on existing road or trail (non-designated)  
 brown - shared with designated motorized





## Limekiln Canyon Trail Network

Trail users can access Limekiln Canyon from Forest Road 180. 20 miles of trails would be developed in Limekiln and Pole Canyon. Beginner and intermediate riding opportunities.

20 miles of trails

X miles of beginner trails

X miles of intermediate trails

X miles of advance

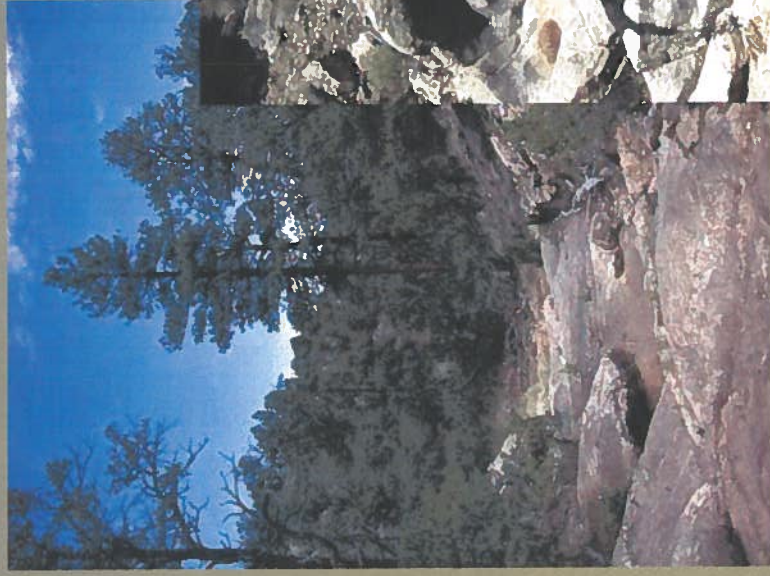
X miles on closed roads

X miles of new construction

X miles on designated roads

etc.

The TH would be an improved gravel parking area with kiosk/signage and no other facilities.

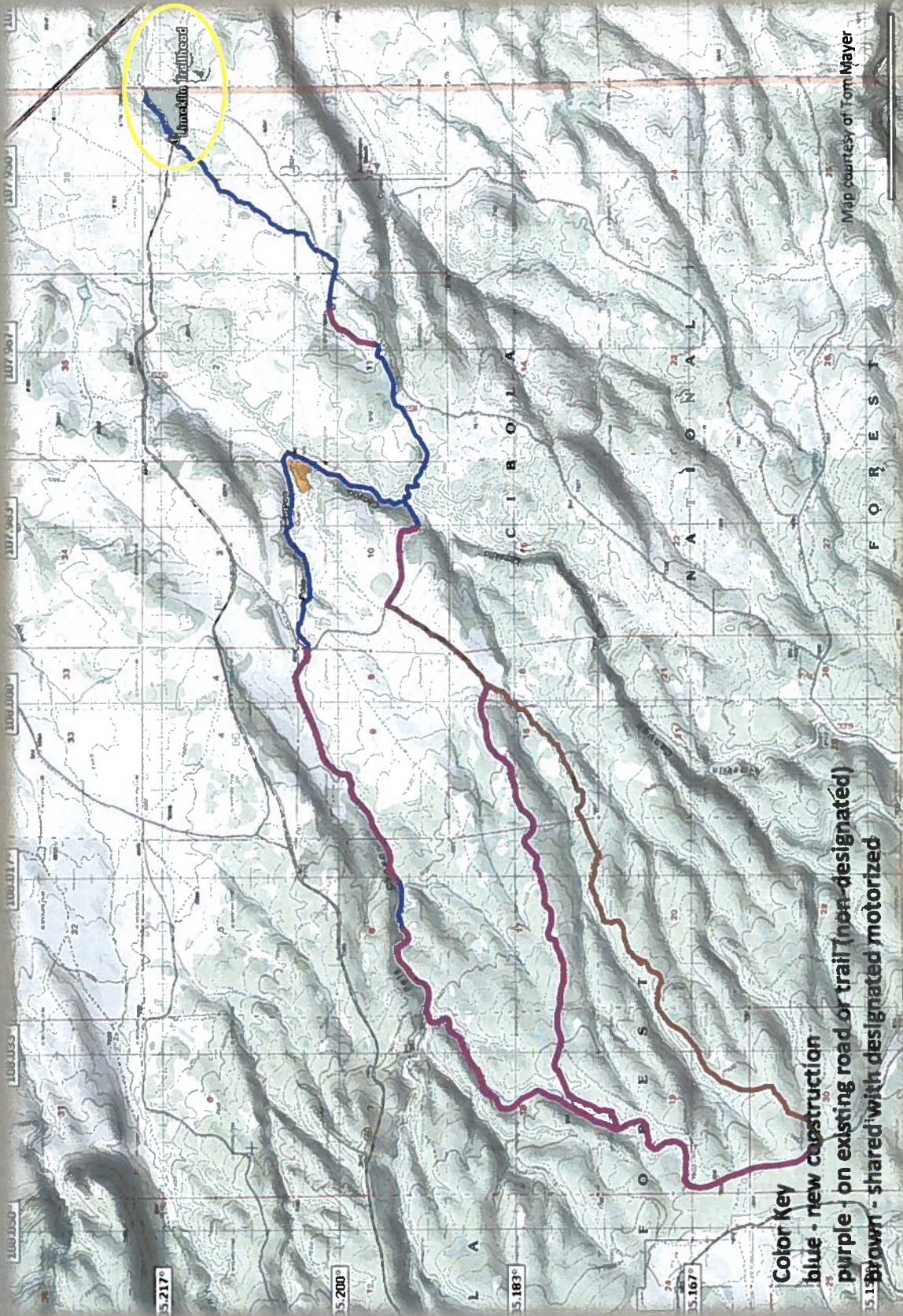


### Key Features:

Easy access from Grants; close to home riding opportunities;









# Next Steps

- NEPA compliance
  - MOU Agreement with contractor
  - FS & Counties meet with contractor to review decision points
  - Start scoping
  - Identify issues
  - Develop Alternatives
  - Arch/bio surveys
  - Analyze
  - Decision



## Tentative Timeline





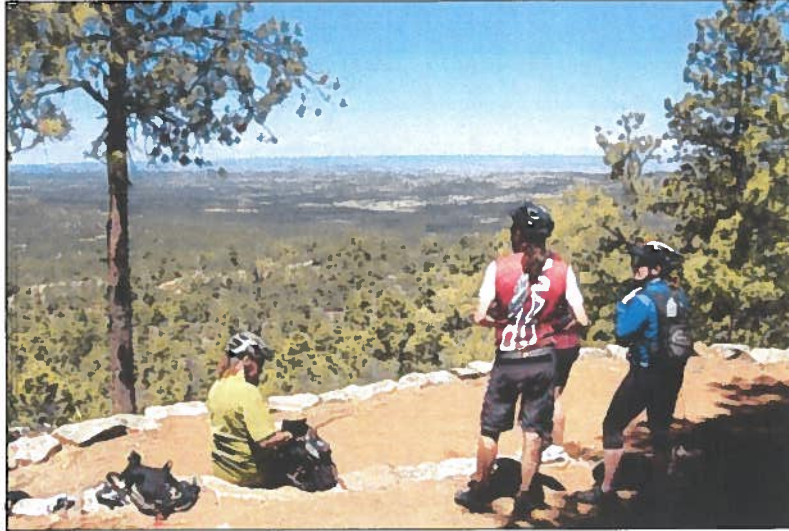
**Appendix C: IMBA Report  
Zuni Mtns Trail Partnership Visit Report**

**IMBA 28 July 2011**



# Zuni Mountains Trail Partnership Site Visit Report

Summer 2011



**PREPARED FOR:** Future Foundations Family Center

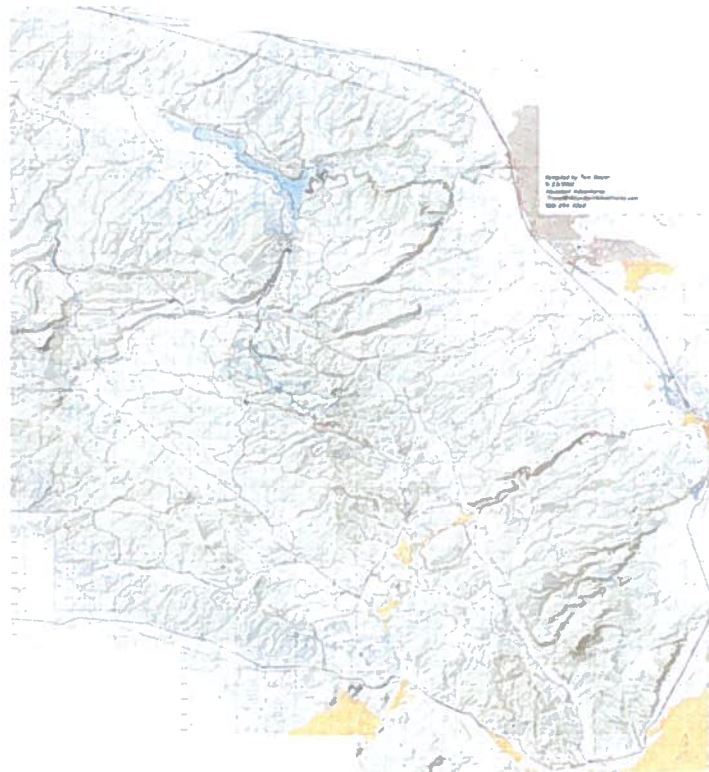
**PREPARED BY:** The International Mountain Bicycling Association - Trail Solutions program  
PO Box 7578  
Boulder, CO 80306





## Overview

The Future Foundation Family Center retained the International Mountain Bicycling Association (IMBA) Trail Solutions program to assess the feasibility of developing close-in and destination-level experiences for the communities of Grants and Gallup, New Mexico. This assessment involved several elements: stakeholder meetings, site assessment, existing plan review, and the presentation of opportunities for this region to meet the existing and future needs of visitors and residents. Over the course of the two-day visit to the Gallup-Grants region, Trail Solutions staff, in partnership with the National Park Service Rivers and Trails Conservation Assistance program staff, visited the existing trail system at McGaffney, met with community leaders and trail stakeholders in Gallup, scouted several possible trail development locations throughout the eastern Zuni, and gave a public presentation in Grants about trail-based tourism. The visit culminated with a summary presentation of opportunities and challenges for trail development and discussion of next steps.



*Zuni Mountains, Cibola National Forest, and vicinity (map courtesy Tom Mayer, Abundant Adventures)*



The visit required the involvement of a variety of stakeholders, including:

- Cities of Gallup and Grants
- U.S. Forest Service
- National Park Service Rivers and Trails Conservation Assistance program
- Future Foundation Family Center
- Abundant Adventures
- Zuni Mountains Trail Partnership (ZMTP)
- Gallup Trails 2010

Areas surveyed for potential trail development were primarily within the Cibola National Forest. Numerous trails exist on the western side of the Zunis, nearer to Gallup, including trail loops from Quaking Aspen and Twin Springs trailheads. Additionally, Gallup has a close-to-home trail system, the High Desert Trail System, just a few minutes from downtown.



*View from High Desert Trail System, Gallup*

## Opportunities

The Gallup-Grants region already provides compelling tourism amenities. Expanding and enhancing the trail system, with particular appeal to mountain bicyclists, will help to create a robust draw for outdoor enthusiasts. Existing elements include:

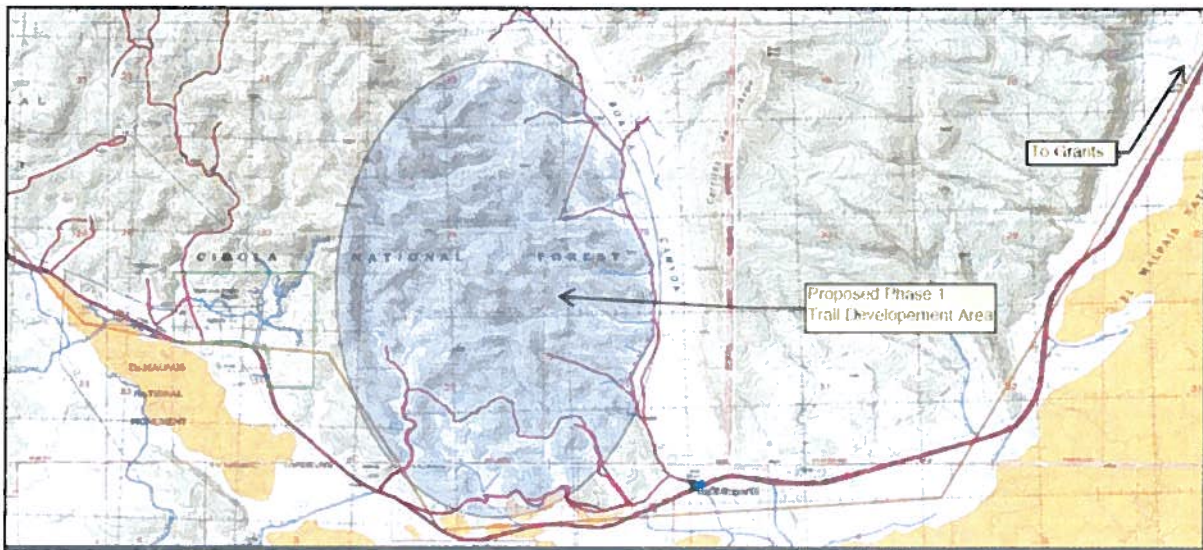
- Existing trails from Hilso Trailhead are excellent, and the area is an easy drive from Gallup.
- Existing trails are suitable for beginner and family-oriented riders.
- Compelling stories of landscape and people. Existing tourism infrastructure and opportunity to incorporate cultural and natural history into trail experience.
- U.S. Forest Service is enthusiastic in working with partners to develop a Zuni Mountains Trail System.
- Strong and diverse partnerships. ZMTP brings together trail users, local government, land agencies, and tourism and economic development interests to facilitate the process.

## Recommendations

- 1) Create a Master Plan for the Zuni Mountains that sets a vision and scope for trails and facility development.
- 2) Use ZMTP to guide trail system planning and community outreach.
- 3) Identify desired user types and experiences, and provide diverse trails to appeal to a broader range of enthusiasts.
- 4) Identify gaps in trails and facilities needs; prioritize needs for phased implementation.



- 5) Identify a location for a bike park within communities of Grants and Gallup, to provide an accessible bicycling facility for young people. Such gateway facilities foster bicycling culture, and healthy lifestyles, and enhance tourism.
- 6) Gallup should invest resources in developing a trail difficulty rating and wayfinding system. Wayfinding should direct users easily within the trail areas, as well as to trails from town (e.g. hotels, visitors centers, etc).
- 7) Identify potential location for long climb/descent route (greater than four-mile descent, at least 1,000 feet of elevation change, average grade between 5 – 7 percent).
- 8) Identify potential trail locations in the Grants area. Focus on trail hubs, within 30 minutes of Grants. The first of these trail hubs is proposed herein.
- 9) Identify a trail or bike park project that can be implemented in the short term, to capitalize on the recent momentum for trail development and sustain interest for longer term projects.



## Site Assessment

Several trail areas were assessed for initial trail development. Assessment factors include: proximity to Grants, connectivity to existing and future trails or facilities, ease of construction, existing uses, and cultural and natural resource impacts. Sites explored, with notes regarding assessment factors, are listed below:

- Limekiln Canyon, from FS Road 180
  - Given the gentle terrain and close proximity to Grants, trail development here would be relatively easy. However, existing use of this area by off-highway vehicles (OHVs) and as an unsanctioned shooting range make the potential for user conflict high. Also, the lack of forest cover would limit use in this area for significant periods of the year.
- Zuni Canyon, near Milan Trailhead



- Zuni Canyon offers spectacular views and a gentle grade, with easy access from Grants. The existing gravel roadway is heavily used and creates an undesirable experience, as well as presenting safety concerns for cyclists and pedestrians traveling along the roadway. Creating a parallel path within this corridor would provide an excellent novice experience and allow more advanced users to access trails within the canyon and deeper into the system. An historic railroad grade follows much of the canyon.
- Quartz Hill Trailhead
  - This area is centrally located and could potentially provide connectivity to trails throughout the system. Road conditions are not desirable for passenger vehicles in wet weather. Drive time to this area is 45 - 60 minutes.
- Bluewater Lake Trailhead
  - Wonderful canyon views along the river and under-utilized existing trailhead facilities make this a good candidate as a future trailhead, including potential connections to Bluewater Lake State Park. Access is somewhat limited due to State Park closure and private property to the north.
- Post Office Flats and Ojo Redondo Campground
  - With its park-like setting, gentle open meadows and forested hillsides, and existing camping facilities this area would be ideal for a trail hub and for events. It is further from Grants than some of the other areas, making it less desirable for a first phase trail development, but its existing and potential amenities make it a high priority area for trail system development in later phases.
- Mount Sedgwick Area
  - While not envisioned as a trailhead, Mount Sedgwick and surrounding hills offer great potential for a long climb/long descent trail. Routes could travel south to Ojo Redondo and possibly connect with another route to the northwest to Bluewater.
- Bonita Canyon, from Route 53
  - Bonita Canyon is easily accessible from Grants in 15-20 minutes along Highway 53. The potential trailhead area already sees some bicycle use along dirt roads and is close to other recreation amenities at El Malpais National Monument. The forested hillsides offer some shade and the small rocky canyons provide diverse terrain for trail development. There are some concerns regarding cultural resource sites on the eastern side of the canyon, so trails would be developed only to the west of the existing access road and off-trail travel discouraged. This area was determined to best meet the needs for an initial trail development site. Proposed steps for developing this area are described in the next section.

## **Proposed Phase 1 Trail Development (Bonita Canyon)**

With the development of these initial trails, it is hoped that that the area can provide a trail experience not offered by existing trails, enhancing the draw of the Zuni Mountains for tourists and



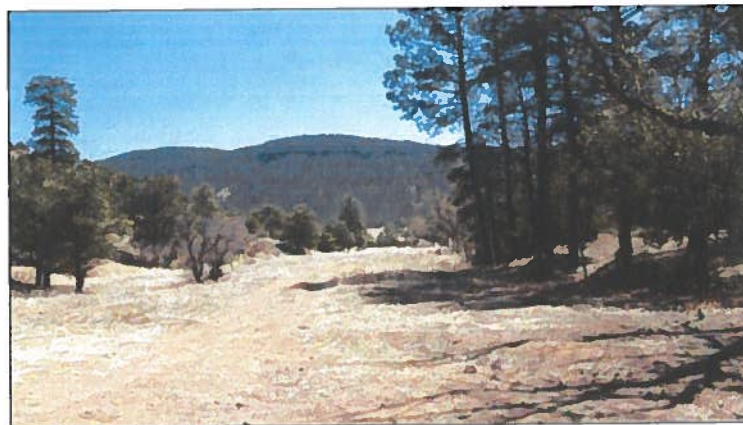
## ZUNI MOUNTAINS TRAIL PROPOSAL

residents, particularly for the Grants area, which is currently underserved by non-motorized, singletrack trails. Steps for trail development are as follows:

- Consult with a professional trail contractor, experienced in shared-use and bicycle-optimized trails, to design and field delineate corridors for 4-6 miles of stacked loop singletrack trails. Cost for these services will cost approximately \$13,000.
- For this initial trail hub, routes should appeal to beginner and intermediate riders, with focus on flow-based, rolling-style trails with optional technical features. This style of trail has broad appeal to a wide range of riders within the same trail corridor, while encouraging new users.
- Conduct any cultural and resource reviews for the area, complete needed environmental review as required by land management agency.
- Create an approximate construction budget and development timeline, and explore funding mechanisms.
- Continue planning to lead to construction, including final design in the field of trail tread locations and technical trail features.
- Plan for additional phases of trail design and construction, as described in the *Recommendations*.



In assessing the potential for a trail system in the Zuni Mountains, the existing trails near Gallup offer a good model: they attract visitors from around the region while also providing an easy retreat for local residents. Use-sensitive and bicycle-optimized design and construction of trails is what attracts destination mountain bicyclists and other trail enthusiasts; community support is what sustains it. As evidenced by other popular outdoor destinations in the southwest, a robust destination for the Zuni Mountains is possible, and the foundation is already established through the cooperation of the Zuni Mountains Trail Partnership, Gallup 2010, Future Foundations, and the Cibola National Forest.





**Appendix D: Southwestern Region Sustainable Recreation Strategy**

**Southwestern Region of the Forest Service**

**February, 2014**



# Southwestern Region Sustainable Recreation Strategy



*“Renewing body and spirit,  
inspiring passion for the land.”*

<http://www.reclink.us>



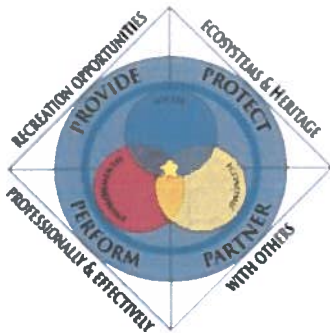
Southwestern Region of the Forest Service  
February, 2014

## *Prepared by the Southwestern Sustainable Recreation Strategy Team:*

- Chris W Furr                      District Ranger, Tres Piedras Ranger District, Carson National Forest
- Josh Hall                              Air & Water Quality Specialist
- Pat Jackson                          Chief of Staff, RO
- Kyung Koh                            Recreation Planner, Regional Office (RO)
- Mindi Lehew                         Natural Resource Specialist, Coronado National Forest
- James Melonas                      New Mexico State Liaison
- Danny Montoya                      Director of Engineering, RO
- Kelly Russell                         Forest Supervisor, Gila National Forest
- Francisco Valenzuela               Director of Recreation, Heritage, Wilderness Resources, RO
- Sharon Wallace                      Public Services Staff Officer, Tonto National Forest
- Troy Waskey                         Former Recreation Staff, Carson National Forest



## Introduction



*It is not because things are difficult that we do not dare. It is because we do not dare that they are difficult.*

Lucius Annaeus Seneca, ca. 4 BC – AD 65

**The Southwestern Sustainable Recreation Strategy will guide the region toward a recreation program that is vital to the well-being of our visitors and communities and is essential to the future of the Forest Service and the National Forest and Grasslands. This innovative strategy sustains America’s great outdoors and builds greater capacity to serve the citizens of the southwest by focusing the recreation program on building strong relationships with our diverse publics who enjoy and actively care for the National Forests and Grasslands of the Southwest while improving our effectiveness and program resiliency.**

Outdoor recreation is an important part of people’s quality of life and identity in the Southwest. The 11 national forests and grasslands are critical recreation resources for our citizens and part of what makes living in the Southwestern Region special. The Southwestern Region serves a diverse population of over 8.7 million citizens, with large communities of Hispanics and Native Americans. Public demand for recreation continues to increase rapidly, creating greater challenges in a time of increasingly limited resources.

### *The Performance Gap*

**Use of the forests has declined while population has increased.** From 2000 to 2010, the region’s population has grown by over 24%, while recreational use of the forests and grasslands has fallen by about 11%. This means the recreation program is about 30% less relevant, as measured in terms of how well the agency served the population within the region. Additionally, about 2 million visitors a year or more than 10% are dissatisfied with their visit to a Southwestern Region national forest and grassland.

**Recreation sites will close as they fall out of compliance with health and safety standards.** Recreation infrastructure (i.e., the developed recreation sites, the utilities that support them, the roads to these sites and the trail systems that lead visitors safely into the forests) are rapidly falling into disrepair. By 2013, the Region’s ability to maintain this infrastructure base had plummeted by 60% (since 2010). Another major concern is the ecological impact caused by unmanaged recreation. This issue is particularly challenging as increasing motorized recreation is impacting the sensitive desert ecosystems.



**Workforce morale has fallen.** Morale was cited as a concern by forest recreation staff at the 2013 Regional RHWR meeting. One often-cited recommendation was to reassess workloads and set clear priorities. Recreation managers also talked about: confusion about recreation priorities, lack of accountability and lack of clear, concise leadership intent.

**The greatest gap is the gap of lost potential.** Basically, the recreation program is almost completely preoccupied with survival—it is an underfunded and over-worked program which rarely has time to consider the great potential contribution the recreation program can make toward solving the pressing issues of our time, or of contributing to people’s lives and the well-being of communities. This lack of greater vision and purpose, and maybe even the lack of hope or faith that the future can get better, is causing a loss of relevancy both internally and externally. The recreation program has tremendous potential to provide vital benefits for the economy, health, family and community building, problem solving, promoting democracy, restoring spirit and changing lives for the better. This Strategy takes step towards closing the widening relevancy gap to assure the sustainability of the recreation program and the National Forests and Grasslands.

### *Process Used to Develop the Strategy*

To close the performance gap the regional leadership team (RLT) tasked a team led by the Director of Recreation, Heritage and Wilderness Resources (RHWR) to develop goals and objectives for the recreation program, and create a strategy to achieve them. The process began with a meeting of all the forests in the region (represented by their forest recreation staff) at the January 2013 Regional RHWR meeting. The results of that meeting were shared at the spring RLT meeting, and comments from the RLT were solicited at that time.

The team met regularly following the RLT meeting. The team reviewed the findings of the regional recreation meeting, the RLT comments and the National Sustainable Recreation Framework. Based on these documents and after extensive dialogue, the team developed an Intermediate Objective Map (IOM) that includes an overarching goal stated as a condition (i.e., the desired outcome of a set of activities). The IOM also defines “Critical Success Factors”, which are high-level outcomes, and the “Necessary Conditions” that represent the significant activities required to achieve the desired condition.

The team then examined the current reality of the recreation program within the region. They identified four areas that significantly contribute to the lack of desired performance and must be addressed in order to achieve the goal. These four areas are:

- 1) lack of clear strategic intent, and focused leadership and needed discipline;
- 2) inability to evaluate the long-term consequences of capital investment and other recreation policy decisions;
- 3) lack of new and greatly needed skills and training; and
- 4) inability to clearly communicate and engage both internally and externally with employees and partners in ways that would facilitate the changes needed to improve the performance of the recreation program.



The solution the team arrived at was to develop a set of interrelated strategic actions to address each of these areas that inhibited performance. These actions include: clearly lay out the strategic intent of sustainable recreation, and align performance and accomplishment measures and allocation methods with the strategic intent. This will create an environment that promotes behavior that will lead the region to achieve the desired level of performance. This Strategy views the recreation program as a large complex whole, instead of a set of competing program areas.

This Strategy is built on a hundred years of good work and also a total rethinking of the recreation program. It does this by setting it on new and solid scientific foundations, creating inspiring goals, opening up the program for new possibilities, working in close collaboration with our stakeholders and partners, and most importantly repositioning and integrating the program as core to the achievement of the Forest Service mission and the well-being of our citizens. In the past the relationship between the visitor and our communities has been transactional, or a social contract between the visitor and the agency. Part of the shift in paradigm is to make the relationship with our visitors transformational, or to transform the relationship of the recreation program and its constituents to that of one of exchange of fees or taxes for services to that of partner and citizen steward.



## The Southwestern Sustainable Recreation Strategy

### *Goal*

***To achieve a sustainable recreation program, essential to advancing the mission of the Forest Service, with a diverse and engaged public that enjoys and actively cares for the National Forests and Grasslands of the Southwest.***

The Sustainable Recreation Strategy will change the course of the recreation program aligning the program tightly to the core mission of the Forest Service.

*“To sustain the health diversity and productivity of the nation’s forests and grasslands to meet the needs of current and future generations.”*

We achieve a sustainable recreation program by building resiliency in our ecological world, our social network of relationships and in our economy. Ecological recreation managers deal with modifying human behavior or designing sites to withstand ecological impacts and reduce energy use by creating sustainable sites and operations. In the social sphere we build mutually supportive relationships, trust and emotional connection and the ability to problem solve and cooperate together. In the economic world we create economic benefits to local communities and reciprocal economic support for government programs.

‘Sustainable Recreation’ is built on the concept of ‘sustainable development,’ which requires that the productive base needed to support well-being is maintained or increased over time. Furthermore, program development provides for the current generation without compromising the ability of future generations to meet their needs and aspirations. This productive base includes the ecological, social, economic and administrative dimensions of sustainability. The strategic intent of sustainable development is to expand the capability of the Region in order to provide the important benefits the visitors and communities are seeking to improve their quality of life, while increasing the sustainability of the national forests and grasslands.

So given that this is new, what do we do? We knowingly agree to consciously and fully change direction together. We build social capital first, increasing the resiliency of trust and



understanding. We build and operate recreation sites to reduce our ecological foot print. We do not trade off nature in ways that are irreversible when we have options. We enlarge the pie or total resources available by having our communities, the private sector and public engaged in our efforts. We co-create and co-operate. We live within our fiscal means in both our capital investment and our operations. We instill in our recreation workforce a clear sense of meaningful, vital purpose and optimism.

The Southwestern Region's recreation program will transition toward sustainability beginning in FY 2014, and start a journey that will be filled with challenges and great rewards. The Southwestern Sustainable Recreation Strategy tiers to and adopts the vision statement of the National Framework for Sustainable Recreation:

***“Renewing Body and Spirit, Inspiring Passion for the Land”***

The Forest Service provides recreation on treasured lands that brings health and vitality to individuals and communities, and showcases our country's natural abundance. Recreation on the national forests and grasslands invokes feelings of connection to the natural world and inspires responsibility to care for it. This strategy adopts the four “P’s” of the recreation management model: **Provide, Protect, Partner and Perform.**



## *Critical Success Factors*

To achieve the goal the following three critical success factors were identified:

- 1. Leadership that is committed, focused, disciplined and shared, with an allocation and performance model and workforce that are aligned with our goal.**
- 2. Our agency and the diverse communities and partners we serve are engaged and able, together, to make better decisions and successfully implement programs.**
- 3. Action Plans, developed and implemented with our diverse communities and partners, which deliver a sustainable recreation program.**

## *Necessary Conditions*

For each of these critical success factors to be attained necessary conditions were identified. The following section will elaborate on the needed necessary condition and the actions that are designed to meet them. This section is followed by an implementation timeline.

### **1) Leadership that is committed, focused, disciplined and shared, with an allocation and performance model and workforce that are aligned with our goal.**

The following necessary conditions were identified:

- a) Focus and discipline, by helping and holding each other accountable, monitoring progress, meeting established milestones, and rewarding performance.
- b) Shared leadership at all levels within both line and staff.
- c) Enhanced and well-trained workforce (both line and staff). When hiring search out needed skills that are in alignment with the sustainable recreation framework.
- d) Aligned allocation and performance model and reward system.
- e) A clear description of the goal of sustainable recreation

Units will tightly define their strategic focus, deciding what the most important benefits they should be providing, and what important projects or program will be most effective in achieving these benefits. Units will evaluate their situation and then identify and take significant actions to achieve the transition toward sustainability and improved performance.

It is the responsibility of every recreation manager, line officers and those out in the field to share in the leadership and execution of this strategy. Units will have to work as a team, not only at the forest level but also at the regional level, to make this strategy a success and get the recreation program in the Southwestern Region performing at an optimal level.

This process can only be successful if all employees share in the goals and intent of the strategy. It will fall to line officers to assure that the strategy is followed. This will require



candid discussions and facing the reality of each unit's situation. This strategy is an opportunity to have alignment across the region and use our scarce resources to best meet the needs of the public for the long run.

To successfully execute this strategy, it is the RLT's responsibility to hold each forest and grassland accountable and consistently monitor progress toward the goal. Forest performance will be measured against the sustainability indicators and the new performance measures (see table). Forest Supervisor's performance appraisal will reflect the unit's progress toward sustainability. The allocation and performance targets will be aligned to further reinforce the Region's commitment to the goal of sustainable recreation.

All employees that play a role in the delivery of these systems need the exposure and training to this new paradigm and its goals and objectives. This shared understanding is critical to the success of shared leadership. The training will cover the spectrum of the knowledge and skills needed for successful sustainable recreation implementation and include the fundamental data analysis tools of the recreation program. The following is the initial priority training list:

- Partnership development, including communications, collaboration, strategic operations, fundraising, conduct and ethics, cradle to grave grants and agreements, and leadership training.
- Data analysis tools for: NVUM, INFRA, Recreation Facility Master Planning, US Census data, Forest Service social research management recommendations.
- Sustainable recreation planning processes at the site, watershed and forest planning scale.

To achieve these necessary conditions the following important actions were selected:

- 1.1 Forest Leadership Teams will establish goals for each performance measure and the RLT align the allocation model to reinforce the strategic intent and more equitable allocation.
- 1.2 The forest supervisors will ensure accountability and execution of action plans through yearly monitoring. The RHWR Director will hold a quarterly check-in during the first year and report to the regional forester and the RLT.
- 1.3 The RHWR Director will participate in workforce planning and assure that critical technical skills are available at the regional level. The RHWR Director will work with HR to align job descriptions and selection qualifications for recruitment of employees with the skills, knowledge and abilities needed for sustainable recreation.
- 1.4 The RHWR Director will identify the knowledge and skills required for the successful management of a sustainable recreation program, and will provide or identify training opportunities (e.g., collaboration, partnerships, business, sustainability and other tactical tools).
- 1.5 The regional forester will communicate the expectations for a skilled workforce and the use of employee Individual Development Plans to provide needed accountability.

**2) Our agency and the diverse communities and partners we serve are engaged and able, together, to make better decisions and successfully implement programs.**

The following necessary conditions were identified:

- a) Interested diverse communities and partners are engaged with us.
- b) Mutual commitment to building and maintaining long-term relationships.
- c) Shared leadership and responsibilities with our diverse communities and partners.
- d) Employees have the training, tools and skills to convene and engage the diversity of communities and partners.
- e) We make decisions and build only after fully evaluating the consequences.

The recreation program will give priority to the building of strong connections with communities and visitors. The goal is to transform the relationships and self-interests into one of connectedness and caring for the whole. The key is to place importance on building social capital as the most important part of sustainable recreation leadership.

The program will move beyond the past measures of success. For example, program resiliency and benefits measures will be applied, instead of measures related to the amount of infrastructure built and recreation opportunities provided. Rethinking these values, perceptions and practices requires addressing change at a fundamental level.

All significant recreation program capital decisions are to be made after fully evaluating the consequences with our stakeholders. As we become more aware of the consequences of our actions, we should also become better able to understand and manage the multiple demands of our publics. Units are to avoid the repercussions of unmanageable infrastructure by using the measures that target and promote sustainability.

A sustainability perspective is to be adopted. The sustainability indicators will monitor the state of ecological, social, economic and administrative foundation of productivity as assets or capital not to be consumed, but preserved and increased by using only the surplus 'interest'.

Managers are to apply adaptive management and steer the program by reflecting on consequences as a result of monitoring. Measures provide indicators of resiliency and effectiveness. By monitoring these measures, improvements are to be made in the more efficient use of resources and program delivery, thereby reducing per capita infrastructure and energy use per unit of benefit.

To achieve these necessary conditions the following important actions were selected:

- 2.1 Forests will work with local stakeholders to help them understand the importance of creating the most beneficial sustainable recreation program. This will include creating a more diverse inclusive program and the discussion of equity between forests, communities and user groups.



- 2.2 The Region will adopt the benefits based management approach to focus projects and actions on benefits achievement and not on infrastructure additions.
- 2.3 Forests will fully explore other opportunities to provide recreation through other governmental partners, non-profits or the private sector, before providing those opportunities ourselves.
- 2.4 Individuals will be rewarded and forests recognized for performance related to sustainability, and for developing innovative approaches to delivering recreation programs, information, interpretation, etc.
- 2.5 A Sustainability Assessment Tool will be developed in 2014 and applied to all new developments and reinvestments of over \$100,000 regardless of funding source. Developments actions should contribute to the unit's economic, environmental and social sustainability

**3) Action planning, engagement, collaboration and communication action plans, developed and implemented with our diverse communities and partners, which deliver a sustainable recreation program.**

The following necessary conditions were identified:

- a) A Forest and Grassland specific sustainable recreation action plan.
- b) A support team and a tool box for developing an adaptable sustainable recreation action plan.
- c) Funds set aside to help forests and the RO complete their plans.
- d) A regional and forest public engagement approach and communication plan.
- e) Regional Leadership Team review of action plans and active support for their implementation, including considering special sustainability funding initiatives.

In 2014 employees will participate in workshops providing them with an opportunity to understand the principles of sustainable recreation and be introduced to the tools, training, and skills required for collaboration with communities and stakeholders. Units will maintain ongoing collaboration with communities and stakeholder groups to deliver a sustainable recreation program on the ground. In addition, the region will develop a framework for collaboration in 2015 which includes the sideboards and principles for what sustainable recreation means and a menu of collaboration techniques and ideas that can be tailored to the specific circumstances found on a particular forest and community.

To facilitate employee engagement in 2014, the RHWR Director will develop a series of workshops, similar to the "Desired Conditions" workshops given for the regional restoration strategic plan. These interactive sessions will be a chance for employees to translate the concepts of sustainable recreation into concrete activities and ways to implement the strategy on the ground. In addition, the RO will facilitate convening regional networks and forums for employees to interact with peers and share ideas, successful techniques, and lessons learned.

To achieve these necessary conditions the following important actions were selected:

- 3.1 Each national forest and grassland will begin to develop a forest specific action plan in CY 2014. This plan, utilizing a framework created by the RO, will establish action priorities for a 5 year period that will transition the forest towards sustainability.
- 3.2 The regional public affairs staff will work with the regional recreation staff to produce a regional engagement and communications plan for both internal and external audiences to communicate the purposes and methods of this Sustainable Recreation strategy.
- 3.3 There will be common extensive training, dialogue and shared leadership around the Southwestern Sustainable Recreation Strategy itself.
- 3.4 There will be regional and state level networks for employees and stakeholders to share lessons learned and coordinate efforts will be developed.
- 3.5 There will be designed face-to-face dialogue for line and staff at all levels of the Agency.

### *Action Items and Timeline*

To recap and place in context the implementation of the above action items; the following key actions and timeline are highlighted.

- The implementation of the Strategy will begin upon its approval by the Regional Forester. The life of the Strategy is five years, from FY 2014 through FY 2019. The Strategy will be the guiding document for the Southwestern Region Recreation program efforts.
- In the first year, all forests will begin to develop forest specific action plans that will lead to full implementation of the Strategy. The RO, in partnership with forests, will develop all the needed tools, such as planning processes and outlines for forest action plans. The RO will also develop a regional engagement and communication plan. The RHWR Director will develop a sustainable recreation workshop for the Supervisor's Office and Ranger District recreation and staff. Forest supervisors will initiate the development of their action planning by June 1, 2014. While developing their action plans, forests should categorize action items into phases, to ensure the action items are implemented by FY 2019.
- The key milestones will be the completion by all forests of the Southwestern Region Sustainability Strategy workshop by October 1, 2014, followed by approved action plans by June 31, 2015. These forest-based action plans will be used to develop project proposals for capital investment funding for FY 2015-2019 of the Strategy. Also for FY 2015, recommended modifications to the allocation in NFRW will take place to better reflect the goals of the Strategy. Starting in FY 2015, the RO will monitor implementation of forest-based action plans and the new sustainable recreation metrics.
- The RHWR Director will prepare summaries related to progress toward implementation, address any barriers that the forest need assistance in overcoming, and make annual presentations to the Regional Leadership Team until FY 2019. Success stories will be shared internally within the Region and with the Washington Office.



## Performance and Accomplishment Measures

To improve performance and support accountability, new reporting measures have been developed. These measures remove the counter-productive incentives that contribute to unsustainability, and monitor a new set of measures that better represent both the performance of a forest program as measured in benefits, and its transition toward sustainability. All measures except for the “Recreation Visits” are not linked to the allocation model and all data is already being collected. The intention of the allocation model is to fairly fund various outcomes while the intention of these measures is performance improvement.

#	CODE	NAME	UNIT OF MEASURE
1	Recreation Visits	Total recreation visits to a NFS unit	Total Visits
2	Rec-Sat-Visits	Percent satisfied visitors to forest a unit	Percent
3	Rec-Equity	Percent gap between Community Diversity and visitors served	Percent
4	Rec-Eco	Average Total Trip Spending per Party	Dollars
5	HRTG-MGD-STD	Heritage program managed to standard,	Number
6	WLD-MGD-STD	Wilderness Areas managed to minimum stewardship level,	Number
7	WLD-SCE-RVR-MGD-STD	Wild and Scenic Rivers meeting statutory requirements	Number
8	REC-MGD-STD-%	Percent of Recreation sites managed to Health and Safety standards	Percent
9	REC-SUP-ADM	Percent of Recreation special use authorizations administered to standard	Percent
10	%-NFS-land-MVUM	Percentage of NFS lands covered by current motor vehicle use maps	Percent
11	REC-CPCTY-ACC-%	Percent of developed sites that meet accessibility standards	Percent
12	REC-SIT-STD-AVG	Forest Average Recreation Sites Facility Condition Index	FCI
13	REC-BLDG-ACC-STD-%	Percent Number of Forest Service owned buildings in recreation sites meeting accessibility guidelines	Percent
14	REC-SITE-INFRA	Sustainable Recreation CRV, the gap between an assigned CRV amount and the existing situation	INFRA-CRV
15	TL-SYS_MGD-STD-%	Percent of National Forest System trail miles managed to standard	Percent
16	Vol-Partnership-Dollars	Value of Hours and Dollars Contributed by Volunteers and Partners	Dollars
17	TC-Sat-Visitor	Cost per Satisfied Visitor Served	Dollars
18	UFS	Unit Fiscal Sensitivity (UFS)	Percent

**Appendix E: ZMTP Memorandum of Understanding**

**11-MU-11030300-014**

**Expires: December 31, 2015**





FS Agreement No. 11-MU-11030300-014  
Cooperator Agreement No. \_\_\_\_\_

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**CONNECTIONS INC., GALLUP TRAILS 2010, ADVENTURE GALLUP & BEYOND, COUNTY OF MCKINLEY, COUNTY OF CIBOLA, AND FUTURE FOUNDATIONS FAMILY CENTER**  
**And The**  
**USDA, FOREST SERVICE**  
**CIBOLA NATION FOREST**

This MEMORANDUM OF UNDERSTANDING (MOU) is hereby made and entered into by and between Connections Inc., Gallup Trails 2010, Adventure Gallup & Beyond, County of McKinley, County of Cibola, and Future Foundations Family Center, hereinafter referred to as "Zuni Mountains Trail Partnership (ZMTP)," and the USDA, Forest Service, Cibola National Forest, hereinafter referred to as the "U.S. Forest Service."

Title: Zuni Mountains Non-motorized Trail System Project

**I. PURPOSE:** The purpose of this MOU is to document the cooperation between the parties to plan, design, construct, and maintain a non-motorized, multi-use trail system in the Zuni Mountains, including completing all NEPA compliances and clearances needed by the USFS for designation and an overall decision in accordance with the following provisions..

**II. STATEMENT OF MUTUAL BENEFIT AND INTERESTS:**  
The U.S. Forest Service benefits include an active partnership with ZMTP to plan, design, and construct designated non-motorized multi-use uses, as well as serve local publics through the maintenance of constructed developments.

The benefits for ZMTP through this cooperative effort are provided through the strategic planning of non-motorized recreation development and public service to all users.

The mutual benefit for both parties is to provide a public service through planning, design, construction, and maintenance of designated developments throughout the Zuni Mountains of the Cibola National Forest.

In consideration of the above premises, the parties agree as follows:

**III. ZMTP SHALL:**

A. Plan a non-motorized recreation trail system and coordinate the NEPA compliance for the trail system with the U.S. Forest Service.



- B. Work with the U.S. Forest Service to identify appropriate partnership and funding opportunities, and jointly pursue such projects in conjunction with the local communities and the U.S. Forest Service.
- C. Provide technical assistance to land managers and communities involved with planning, trail projects, education activities, and non-motorized recreation activities.
- D. Identify training opportunities and work with the U.S. Forest Service to conduct trail-building schools, Trail Care Crews, Rules of the Trail, Leave No Trace, Tread Lightly ethics, and the National Mountains Bike Patrol programs.
- E. Obtain U.S. Forest Service approval prior to implementation of any construction, maintenance, educational or publication or distribution of any printed material regarding non-motorized recreation uses on National Forest System lands.
- F. Review this agreement with the U.S. Forest Service annually and modify as necessary.

#### **IV. THE U.S. FOREST SERVICE SHALL:**

- A. Work with ZMTP to identify non-motorized opportunities (trail projects, education, and assistance) and jointly pursue such projects with Cibola and McKinley County communities.
- B. Make National Forest System lands available for non-motorized recreation activities, subject to applicable Federal laws, regulations, policy, Forest Plan and other management direction.
- C. Include and utilize ZMTP technical expertise in developing U.S. Forest Service programs as they relate to non-motorized recreation trail construction and maintenance.
- D. Provide to the public the appropriate rules and regulations pertaining to non-motorized recreation on National Forest System lands.
- E. Coordinate all maintenance and construction activities providing the proper specifications and clearances.
- F. Review and concur with all publication or printed materials published by parties covered under this agreement intended for public distribution regarding non-motorized recreation on National Forest System lands.
- G. Coordinate and approve any special uses or administrative activities within designated non-motorized trail corridors prior to the date of the activity.





H. Review this agreement with ZMTP and modify as necessary.

**V. IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES THAT:**

A. PRINCIPAL CONTACTS Individuals listed below are authorized to act in their respective areas for matters related to this instrument.

**Principal Cooperator Contacts:**

<b>Cooperator Program Contact</b>	<b>Cooperator Administrative Contact</b>
Name: Evan Williams, Senior Planner Address: 409 South 2 <sup>nd</sup> Street City, State, Zip: Gallup, NM 87301 Telephone: (505) 722-4327 FAX: (505) 722-9211 Email: <a href="mailto:ewilliams@nwnmcog.com">ewilliams@nwnmcog.com</a>	Name: Larry Winn, Executive Director, Connections Inc. Address: 100 E. Aztec Street City, State, Zip: Gallup, NM 87301 Telephone: (505) 863-3377 FAX: (505) 722-5622 Email: <a href="mailto:connections@qwestoffice.net">connections@qwestoffice.net</a>

**Principal U.S. Forest Service Contacts:**

<b>U.S. Forest Service Program Manager Contact</b>	<b>U.S. Forest Service Administrative Contact</b>
Name: Arnold Wilson Address: 1800 Lobo Canyon Road City, State, Zip: Grants, NM 87020 Telephone: (505) 287-8833 FAX: (505) 287-4924 Email: <a href="mailto:awilson01@fs.fed.us">awilson01@fs.fed.us</a>	Name: Karen Dyckes y Montaño Address: 2113 Osuna Road NE City, State, Zip: Albuquerque, NM 87113 Telephone: (505) 346-3809 FAX: (505) 346-3909 Email: <a href="mailto:kdyckesymontano@fs.fed.us">kdyckesymontano@fs.fed.us</a>

B. NON-LIABILITY. The U.S. Forest Service does not assume liability for any third party claims for damages arising out of this instrument.

C. NOTICES. Any communications affecting the operations covered by this agreement given by the U.S. Forest Service or ZMTP is sufficient only if in writing and delivered in person, mailed, or transmitted electronically by e-mail or fax, as follows:

To the U.S. Forest Service Program Manager, at the address specified in the MOU.

To Larry Winn, at Connections’s address shown in the MOU or such other address designated within the MOU.

Notices are effective when delivered in accordance with this provision, or on the effective date of the notice, whichever is later.



- D. PARTICIPATION IN SIMILAR ACTIVITIES. This MOU in no way restricts the U.S. Forest Service or ZMTP from participating in similar activities with other public or private agencies, organizations, and individuals.
- E. ENDORSEMENT. Any of ZMTP's contributions made under this MOU do not by direct reference or implication convey U.S. Forest Service endorsement of ZMTP's products or activities.
- F. NONBINDING AGREEMENT. This MOU creates no right, benefit, or trust responsibility, substantive or procedural, enforceable at law or equity. The parties shall manage their respective resources and activities in a separate, coordinated and mutually beneficial manner to meet the purpose(s) of this MOU. Nothing in this MOU authorizes any of the parties to obligate or transfer anything of value.

Specific, prospective projects or activities that involve the transfer of funds, services, property, and/or anything of value to a party requires the execution of separate instruments and are contingent upon numerous factors, including, as applicable, but not limited to: agency availability of appropriated funds and other resources; cooperator availability of funds and other resources; agency and cooperator administrative and legal requirements (including agency authorization by statute); etc. This MOU neither provides, nor meets these criteria. If the parties elect to enter into an obligation instrument that involves the transfer of funds, services, property, and/or anything of value to a party, then the applicable criteria must be met. Additionally, under a prospective instrument, each party operates under its own laws, regulations, and/or policies, and any Forest Service obligation is subject to the availability of appropriated funds and other resources. The negotiation, execution, and administration of these prospective instruments must comply with all applicable law

Nothing in this MOU is intended to alter, limit, or expand the agencies' statutory and regulatory authority.

- G. USE OF U.S. FOREST SERVICE INSIGNIA. In order for ZMTP to use the U.S. Forest Service insignia on any published media, such as a Web page, printed publication, or audiovisual production, permission must be granted from the U.S. Forest Service's Office of Communications. A written request must be submitted and approval granted in writing by the Office of Communications (Washington Office) prior to use of the insignia.
- H. MEMBERS OF U.S. CONGRESS. Pursuant to 41 U.S.C. 22, no U.S. member of, or U.S. delegate to, Congress shall be admitted to any share or part of this instrument, or benefits that may arise therefrom, either directly or indirectly.
- I. FREEDOM OF INFORMATION ACT (FOIA). Public access to MOU or agreement records must not be limited, except when such records must be kept





- M. TERMINATION. Any of the parties, in writing, may terminate this MOU in whole, or in part, at any time before the date of expiration.
- N. DEBARMENT AND SUSPENSION. ZMTP shall immediately inform the U.S. Forest Service if they or any of their principals are presently excluded, debarred, or suspended from entering into covered transactions with the federal government according to the terms of 2 CFR Part 180. Additionally, should ZMTP or any of their principals receive a transmittal letter or other official Federal notice of debarment or suspension, then they shall notify the U.S. Forest Service without undue delay. This applies whether the exclusion, debarment, or suspension is voluntary or involuntary.
- O. MODIFICATIONS. Modifications within the scope of this MOU must be made by mutual consent of the parties, by the issuance of a written modification signed and dated by all properly authorized, signatory officials, prior to any changes being performed. Requests for modification should be made, in writing, at least 30 days prior to implementation of the requested change.
- P. COMMENCEMENT/EXPIRATION DATE. This MOU is executed as of the date of the last signature and is effective through December 31, 2015, at which time it will expire.
- Q. AUTHORIZED REPRESENTATIVES. By signature below, each party certifies that the individuals listed in this document as representatives of the individual parties are authorized to act in their respective areas for matters related to this MOU. In witness whereof, the parties hereto have executed this MOU as of the last date written below.

*Nancy Rose*

*9/23/11*

\_\_\_\_\_  
NANCY ROSE, Forest Supervisor  
U.S. Forest Service, Cibola National Forest

\_\_\_\_\_  
Date

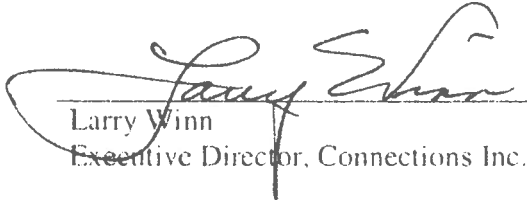
The authority and format of this instrument have been reviewed and approved for signature.

*Karen Dyckes Y Montano*

\_\_\_\_\_  
KAREN DYCKES Y MONTAÑO  
U.S. Forest Service Grants & Agreements Specialist

\_\_\_\_\_  
Date



  
\_\_\_\_\_  
Larry Winn  
Executive Director, Connections Inc.

2-23-11  
Date





Bill Siebersma  
President, Gallup Trails 2010

*18 March 2011*  
Date



4.7.2011

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Olin Clawson  
Chairman, Adventure Gallup & Beyond, Inc.

Date





*Doug W. Decker*

*5/8/11*

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Doug Decker  
Acting County Manager, McKinley County

Date



Scott Vinson  
Manager, Cibola County

6-11-21

Date





*Laura Jaramillo*  
\_\_\_\_\_  
Date *2/25/11*

Laura Jaramillo  
Administrative Director, Future Foundations Family  
Center

Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0217. The time required to complete this information collection is estimated to average 3 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

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## **Appendix F: Task Order Example**





**MCKINLEY COUNTY**

**TASK ORDER # 1**

pursuant to

Zuni Mountains Trail Partnership Memorandum of Understanding

# 11-MU-11030300-014

and

Zuni Mountain Trail System Operations, Maintenance, & Replacement Plan

#XX-XX-XXXXXXXX-XXX

with

**US Forest Service**

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Task Order #1 is issued to fulfill our maintenance and stewardship responsibilities, as related and referenced to the above-referenced agreements. All tasks are to accomplish by the Gallup Youth Conservation Corps (Gallup YCC) under a separate agreement with McKinley County. Tasks include:

**TASKS:**

Based on the contracted scope-of-work and approved proposed task schedule, McKinley County will work with the Gallup Youth Conservation Corps to:

1. Provide level 2 trail maintenance on designated 26 miles of Hilso Trailhead.
2. Provide level 1 trail maintenance on 26 miles of Hilso Trailhead, prior to and after, the 24 Hours in the Enchanted Forest mountain bicycling race.
3. Install 3 trail counters at the Hilso Trailhead and system (as shown on the attached map).
4. Replace 12 trail installation signs throughout the Hilso Trail System (as shown on the attached map).

**ATTACHMENTS:**

- (1) Short Project Description of Maintenance Work;
- (2) Map of Maintenance Work;
- (3) Copy of Gallup YCC Contract with McKinley County;

- (4) Copy of Gallup YCC Liability Insurance;
- (5) Schedule (broken down for each Task); and
- (6) Budget (broken down for each Task).

**TIMEFRAME:**

Work pursuant to this Task Order will commence no sooner than final approval is received by US Forest Service District Ranger, as signed and dated below, and be completed no later than September 30, 20XX. Any work done prior to US Forest Service approval will not be reimbursed.

**COMPENSATION:**

For work performed and reported pursuant to this Task Order, McKinley County will compensate Gallup Youth Conservation Corps an amount not to exceed \$35,000.00 (Thirty-Five Thousand Dollars Only), inclusive of all costs including taxes.

In concurrence herewith, the parties affix their signatures here below.

**MCKINLEY COUNTY**

**GALLUP YOUTH CONSERVATION CORPS**

\_\_\_\_\_  
Bill Lee, Manager

\_\_\_\_\_  
Karl Lohmann, Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

---

**USFS Approval and Concurrence:**

\_\_\_\_\_  
\_\_\_\_\_, District Ranger

\_\_\_\_\_  
Effective Date