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BWP  
Awarded 2010

44 - RB - BP328 - 044

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**U.S Forest Service: Urban and Community Forestry Program  
NUCFAC 2009 Challenge Cost Share Grant**

**Application Cover Sheet**

**Proposals are due by 11:59 PM Eastern Standard Time February 17, 2009**

**INNOVATION GRANT CATEGORY:** (Total amount available is \$500,000)  
(Select only one per application)

- ENERGY AND URBAN FORESTS
- CLIMATE CHANGE AND URBAN FORESTS
- PUBLIC HEALTH AND URBAN FORESTS

**BEST PRACTICES GRANTS.** (Maximum amount per application is \$50,000 of a total amount available of \$500,000)

PROJECT CONTACT:

NAME OF ORGANIZATION:

MAILING ADDRESS 1:

MAILING ADDRESS 2:

CITY:  STATE:  ZIP CODE:

PHONE NO.  CELL PHONE (OPTIONAL)

FAX NO.

E-MAIL

Is this project being developed to reach a minority or underserved population?  Yes  No

Is this pre-proposal being submitted by a minority or underserved population (owned/operated/directed) business, organization or college/university?  Yes  No

PROJECT TITLE:

A 50 percent match is required of non Federal, cash, donated materials and/or volunteer time.

REQUESTED: \$  + MATCHING: \$  = TOTAL PROJECT: \$

**PARTNERS:**

NAME  LETTER OF SUPPORT INCLUDED: YES  NO

NAME OF ORGANIZATION:

MAILING ADDRESS 1:

MAILING ADDRESS 2:

CITY:  STATE:  ZIP CODE:

PHONE NO.  CELL PHONE (OPTIONAL)

FAX NO.

E-MAIL

\*\*\*\*\*

NAME  LETTER OF SUPPORT INCLUDED: YES  NO

NAME OF ORGANIZATION:

MAILING ADDRESS 1:

MAILING ADDRESS 2:

CITY:  STATE:  ZIP CODE:

PHONE NO.  CELL PHONE (OPTIONAL)

FAX NO.

E-MAIL

\*\*\*\*\*

NAME  LETTER OF SUPPORT INCLUDED: YES  NO

NAME OF ORGANIZATION:

MAILING ADDRESS 1:

MAILING ADDRESS 2:

CITY:  STATE:  ZIP CODE:

PHONE NO.  CELL PHONE (OPTIONAL)

FAX NO.

E-MAIL

**PROPOSAL OUTLINE:** (The Innovation proposal is not to be more than 10 and the Best Practices is not to be more than 5 single spaced pages.) Please make sure each page is numbered and has the project title.

**Project Title:** Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners

**ABSTRACT:** Summarize the proposed project in 200 words or less.

Our project will address the NUCFAC "Best Practices" priority to nurture networks of urban forestry practitioners within existing professional and social organizations and networks. We will develop professional leadership networks in three states (CA, CO, TX) and disseminate these network models to other states. In Phase 1 two people from each state will attend the Natural Resources Leadership Institute (NRLI), which brings together professionals working in green infrastructure, conservation, air and water quality, and other resource issues. Each state team will include an urban forestry practitioner and a network facilitator. In Phase 2, each state will adapt the NRLI model to develop and customize its own networking program. The state team will host a green infrastructure leadership workshop, with the project team serving as a guiding resource and facilitator. Workshop participants will design and benefit from their new network, and will include local government, private business, non-profits, the green industry, and educational institutions. This project should be done now because collaborative networking has become essential for positive outcomes, and because other states are seeking to learn from the successful NRLI model.

1. **Scope and Applicability/Justification- Proposal objectives:**
2. **Literature Review: (discussion)**
3. **Organization/Methodology:**
4. **Product:**
5. **Collaboration:**
6. **National Distribution/Technology Transfer of Your Findings:**
7. **Project Evaluation:**
8. **Experience/Personnel/Adequacy of Resources:**
9. **Project Evaluation:**

**Attachments:**

**SF 424 and SF 424 (a). (Make sure DUNS number is on SF424 form)**  
**Copy of indirect cost rate or negotiated rate with cognizant Federal agency**  
**List of Literature reviewed and cited**  
**Letters of Support from Partners**

**When uploading this form to grants.gov, please upload your narrative as a PDF or Word document. Remember that Best Practices proposals should be no more than 5 pages long, and Innovation proposals should be no more than 10 pages long.**

## 1. SCOPE AND APPLICABILITY/JUSTIFICATION

Our project will address the NUCFAC "Best Practices" priority to expand and strengthen leadership networks of urban forestry practitioners within existing professional and social organizations and networks. This project has three key components for a successful urban forestry professionals: 1) collaborative leadership networking skills; 2) important leadership networking relationships with all levels of government, business, nonprofits, the green industry, and educational institutions; and 3) a ongoing formal program that will continue to nurture leadership networking skills and relationships throughout each of three states. The project has three phases:

Phase 1: (Learn the leadership networking model) Two people each from 3 states ("state teams"), an urban forestry practitioner and a leadership network facilitator, will attend the 2009-10 NRLI program, which brings together professionals working in green infrastructure, conservation, air and water quality, and other environmental issues. . Because leadership networking programs already exist in eastern states (VA, NC, FL), the national project team has targeted three states in other regions –Texas, Colorado, and California – to participate. People in each state have already approached the national project team committed to developing leadership networking programs in their states, which represent a diverse geographic area (southwest, mountain, west coast).

Phase 2: (Adapt, design and implement new models in 3 states) Each state will hold a 2-day green infrastructure leadership networking workshop. Workshop participants will decide how to adapt and customize the NRLI leadership networking model to the needs of their own state. The national project team will work with the state teams to identify leadership networking professionals to participate. and will serve as a resource to the state team. Each workshop will develop a state implementation team, which will be launch the state's own leadership networking program within one year.

Phase 3: (Disseminate 4 models) The national project team will evaluate the three workshops and develop clear assessments of the leadership networking programs that each state will launch. It will widely disseminate the results to enable other states to learn from this effort and develop their own leadership networking programs.

National organizations that may benefit will include local government, private business, non-profits, the green industry, and educational institutions in the three states selected to participate (TX, CO, CA). Indirectly, other audiences are the same constituencies in other states that may subsequently decide to adopt this leadership networking model.

National Target Audience:

Collaborative leadership networking has become essential for sustainable outcomes, and other states are now seeking to learn from the successful NRLI model.

Why Now?

To be successful, work in green infrastructure and urban forestry requires collaboration with different levels (local, state, federal) and different agencies of government, businesses, community nonprofits, and community citizenry. Navigating these channels in a collaborative manner requires skills that urban forestry professionals may not ordinarily have acquired.

For several years, we have had inquiries from other states seeking our assistance to develop a similar program for their own state. This project is "people-ready", and simply requires NUCFAC funding to move forward.

Third, the NRLI collaborative leadership networking program is a demonstrated success. (Natural Resources Leadership Institute - [www.virginia.edu/ien/vnrl/](http://www.virginia.edu/ien/vnrl/)) With over 250

1

alumni, evaluation of the program demonstrates that it consistently leads to the NUCFAC's articulated goals: increased leadership networking and partnerships with citizen groups, governments, business and industry, and NGOs. Formal evaluation has also demonstrated that the program leads to greater understanding of the value of urban and community forests - their ecosystem services - and increased community involvement in green infrastructure projects.

Incorporating Lessons from Experience - This project is designed to optimize success, building on the experience gained from NRLI programs to date. Our lessons learned include:

1. Carefully select the states to be involved. Texas, Colorado and California have expressed interest and submitted letters of support.
2. A team approach and a broader leadership network means that success does not rely on one person alone. In consultation with State Foresters and the Council, we will select two leaders from each state that best meet these criteria: 1) commitment to develop a long-term collaborative leadership networking state program; 2) potential resources and partnerships to support the initiation and continuation of a leadership networking program; and 3) support from key players in the state.
3. Have the state leaders participate in the full nine-month NRLI leadership networking program. This ensures first-hand understanding of the curriculum, skills, and pedagogical methods, and actual experience of the leadership networking and relationship-building that occurs, so they are able to inspire and educate others about the merits of the program.
4. Require and facilitate development of an in-state workshop, bringing together as many as 50+ people in each state. This is critical for building the interest and partnerships needed to ensure long-term success.
5. Provide all our curriculum materials, totaling around 900 pages and developed and tested over nine years. Also, continued mentoring by our national project team will provide important support to maximize each state's potential for success.

Our project is unique in that it is not trying to develop a new, untested program, but extending a demonstrated success to other states. To our knowledge, this is the first such attempt to explicitly catalyze, empower, and facilitate the expansion of the leadership networking model to multiple states at once.

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## 2.LITERATURE REVIEW:

Previously funded projects by NUCFAC that might relate to our project include:

- A 1993 project to develop a handbook, Building Effective Partnerships for City Trees, and a process for creating effective partnerships to work on urban forestry issues in local communities.
- A 1999 grant for the Greening of Detroit's Model Community Forestry Internship Program.
- A 2006 grassroots leadership grant to provide assistance to California ReLeaf in networking among and mentoring California's tree organizations.
- A 2006 grant to the University of Georgia to train County Extension Agents and Master Gardeners as local trainers in green infrastructure and sustainable urban ecosystem development.
- A 2006 grant to the American Public Works Association to create a series of reports aimed at improving communication between public works managers and urban forestry.
- A 2007 grant to the Alliance for Community Trees for the Community Tree Leadership Forum to assist community organizations and nonprofits become more successful.

A review of these projects indicates that our proposal is unique in several ways. Our project will: a) impact three states, a broader scope than most previously NUCFAC-funded projects; b) increase capacity in more than leadership networking - it works on the assumption that effective leadership networking is possible only with the additional skills of leadership,

2

communication, literacy in ecosystem services and green infrastructure, collaborative problem-solving and building partnerships; c) create self-sustaining programs that will operate for years to come, providing long-term impacts to hundreds of communities.

A literature review indicates that there are currently five leadership networking programs operating in the United States similar to those of the Virginia Natural Resources Leadership Institute, in North

Carolina, Florida, Alaska, Montana, and Washington.

The underlying theory for the leadership networking program – known as the Natural Resources Leadership Institute (NRLI) – is described in “Linking Theory to Practice,” (Conflict Resolution Quarterly, Vol. 23, No. 2, Winter 2005). This journal article describes how the NRLI program is unique from other leadership networking programs in three distinct ways: (1) each class includes diverse multi-sector participation, to foster leadership networking and learning between people with different perspectives and experiences; (2) the program takes place over an extended period of time, with readings and other assignments, to foster long-term, substantive relationships, to build understanding, and to create more effective transfer of learning; (3) the curriculum emphasizes both substantive content (environmental literacy) and process (communication and collaboration skills). Participants also gain literacy in tools for environmental decision-making in many areas, including green infrastructure, green GNP, and ways of valuing ecosystem services.

### 3. ORGANIZATION/ METHODOLOGY:

Months 1-2 (July-August 2009): We will notify our partners in Texas, Colorado and California states and work with them, and NUCFAC, to initiate selection of the state teams. Criteria for selection are indicated above. Special attention will be given to identifying leaders from or working with minority, underserved and new urban/community forestry constituencies.

PHASE 1 (Teams from 3 states learn the NRLI networking model):

Months 3-12: (September 2009-June 2010) - Teams from three states participate in the NRLI leadership networking program, where they become familiar with the program method, curriculum, costs, and coordinating requirements, and learn through personal experience the power of a formalized leadership networking program.

Months 6-9: (December 2009-March 2010) - We will work with the 3 state teams to identify the people to invite to the green infrastructure leadership networking workshop. The leadership networking workshop needs to include all levels of government, business, nonprofits, the green industry, and educational institutions. The size of the workshop will be determined by each state team, but of the attendance may range from 25 to 75 participants.

PHASE 2 (Design and Conduct Workshops in Texas, Colorado and California):

Months 11-13: (May-July 2010) – The two-day green infrastructure leadership networking workshops will be held in Texas, Colorado and California. The national project team will ensure the outcomes of the workshops are as concrete and specific as possible, to ensure long-term success. The workshops will have several components:

- a) a leadership networking component - to nurture networking and enable leaders to begin to form relationships
- b) a skill-building component - to build skills in collaborative problem-solving, an essential skill for effective leadership networking
- c) a strategic planning component - where participants learn about the state leadership team's experience in the NRLI program, learn about the components of the NRLI program, and decide how to adapt and customize this model for their own state.
- d) identify and designate an "implementation partnership team" - where participants 3 identify and designate key partners needed for launching their own successful state-wide leadership networking program. This "implementation partnership team" will assume responsibility for implementing the vision outlined during the workshop.

Months 12-14: (June-August 2010): The national project team will use written and verbal evaluations to assess the outcomes of the state workshops. The national project team will develop clear summaries of the leadership networking models developed by each state, and package the results in ways that are easy to access and can be quickly disseminated.

### PHASE 3 (Evaluate and Disseminate the 4 models)

Month 14: (August 2010): The national project team will disseminate the summaries of the different state models through a variety of mechanisms:

- a web page for easy universal access to the project information and outcomes;
- providing the same information to be posted on at least two websites in each state;
- dissemination through state urban forestry networks, including presentations;
- dissemination through at least four different listserves relating to urban forestry;
- dissemination through the collaborative problem-solving listserves and networks.

### 4. PRODUCT

The product of this project will be the initiation of three ongoing leadership networking programs in Texas, Colorado and California. Each program will foster leadership networking among professionals in the public, private and nonprofit sectors. Each program will also enhance understanding of the value of urban forestry and green infrastructure.

### 5. COLLABORATION

The national project team, itself, is a collaborative effort – involving collaboration between the University of Virginia, Virginia Tech-Cooperative Extension, Virginia Department of Forestry, and Virginia Department of Conservation and Recreation (please note attached letters of support)

- Departments of Forestry of TX, CO, and CA (. The project also includes collaboration with these entities in TX, CO, and CA:

please note letters of support

- Educational institutions that provide services in collaborative problem-solving, leadership, networking, and facilitation of natural resource issues ().

please note letters of support

- Urban Forest Councils and other entities concerns with green infrastructure. ).
- State Departments of land conservation, natural resources, and other appropriate state entities (such as Cooperative Extension).
- Natural Resources Conservation Districts (NRDC) and other appropriate federal entities.
- Businesses engaged in urban forestry and green infrastructure.
- Citizen groups and NGOs engaged in urban forestry and green infrastructure.
- Educational institutions engaged in urban forestry and green infrastructure.

### 6. NATIONAL DISTRIBUTION/ TECHNOLOGY TRANSFER

This project will develop leadership networking programs in three key states - Texas, Colorado and California - which will have broad and long-lasting impacts on collaborative leadership networking in those states. To disseminate the results to other states, Phase 3 (above) describes how the results of this project will be summarized and disseminated to the appropriate audiences through internet and relevant listserves. In addition, the national project team will always remain open to inquiries from other states who wish to learn more about the project and explore the possibility of initiating their own leadership networking program. More specifically, the national project team will ensure that project results are disseminated through:

- a project-specific webpage of the national project team;
- six websites, at least two websites in each participating state (Texas, Colorado, California); 4
- at least three different listserves related to green infrastructure and urban/community forestry.

Key words

7. PROJECT EVALUATION : networking, leadership, collaborative, seminar, training, environmental, natural resources, community, urban forestry, green infrastructure, ecosystem services, collaboration, problem-solving, partnerships, natural resources, public involvement.



In three different states, this project will increase the public's knowledge of the importance of green infrastructure and urban and community forestry. We will evaluate the project's success in heightening the public's awareness of the importance of urban and community forestry by several specific measures:

1. Six people (from TX, CO, CA) attend and complete the leadership networking program.
2. Three green infrastructure leadership networking workshops are held (TX, CO, CA).
3. At least 75 people attend the workshops, and represent a broad leadership network of people who have different interests in green infrastructure and urban forestry.
4. Each state workshop results in a specific proposal for a green infrastructure leadership networking program in the state, including a) methods for funding the program; b) key components of the proposed curriculum, c) benchmarks for establishment of the new program, and d) a designated "implementation team" to implement the workshop decisions.
5. Each state workshop conducts a written and verbal evaluation in which participants assess the value of the workshop, the degree to which their understanding of the importance of urban forestry and green infrastructure has been enhanced, and anticipated impacts of their new state leadership networking program.

#### 8. EXPERIENCE/ PERSONNEL/ ADEQUACY OF RESOURCES

The national project team is drawn from the University of Virginia's Institute for Environmental Negotiation (IEN), Virginia Tech Cooperative Extension (VT/CE), Virginia Department of Forestry (VDOF), and the Virginia Department of Conservation and Recreation (VDCCR). The Virginia leadership networking program - known as the Virginia Natural Resources Leadership Institute (VNRLI) is a proven program, with seasoned faculty and demonstrable successes of effective leadership networking since its founding in 1999.

The project will be fully staffed with adequate resources for its duration. Founded in 1980, IEN provides collaborative problem-solving services and training to governments, citizen organizations and businesses dealing with conflicts and complex policy choices involving our natural and built environment.

Our national project team comprises six highly qualified and experienced staff who have worked with the NRLI leadership networking program for over 9 years. Our team consists of: Paul Revell (VDOF) – Urban Forestry Coordinator, experienced in urban/ community forestry, green infrastructure, leadership networking; Mike Foreman (VDCCR) – Deputy Director of Soil and Water, experienced in forestry, urban forestry, green infrastructure, land conservation, leadership development and leadership networking. Michael Ellerbrock (VCE) – Professor of Agricultural Economics and Director of the Center for Economic Education, experienced in green infrastructure, land conservation, valuation of natural resources and environmental services; Frank Dukes (UVA-IEN) – Director of IEN, experienced in land use, stormwater management, watershed planning, green infrastructure, leadership networking, conflict management, collaborative problem-solving. Tanya Denckla Cobb (UVA-IEN) Associate Director, experienced in urban forestry, green infrastructure, land use, watershed planning, leadership networking, conflict management, collaborative problem-solving. Caroline Wilkinson (UVA-IEN) NRLI Program Manager, experienced in land use planning and NRLI. 5

## IEN – NUCFAC GRANT PROPOSAL - Budget

Line Item	Line Item	Federal Funds	Non-Federal Match		Total	Source of Matching Funds
			CASH	IN-KIND		
<b>Personnel for 9-month program</b>	<b>Faculty Team:</b>	0	0	\$7,278	\$7,278	VA Dept of Cons.&Rec <sup>i</sup>
	Project Faculty #1:					
	Project Faculty #2:	0	0	\$26,000	\$26,000	Virginia Tech <sup>iii</sup>
	Project Faculty & Project Manager #3: <sup>iii</sup>	\$3,000	\$6,000	0	\$9,000	UVA-IEN
	Project faculty #4: <sup>iv</sup>	\$1,000	\$3,000	0	\$4,000	UVA-IEN
	Project Manager <sup>v</sup>	\$6,000	\$14,000	0	\$20,000	UVA-IEN
	Guest speakers	0	\$1,500	\$1,500	\$3,000	UVA-IEN
	1 grad.student (project support) <sup>vi</sup>	\$3,000	0	0	\$3,000	UVA-IEN
<b>2-day State Dissemination Workshops A. Personnel</b>	o 2 faculty working with state teams to coordinate, prepare & lead each 2-day workshop [\$4,800 x 3 workshops]	\$14,400	0	0	\$14,400	UVA-IEN
<b>Materials for 9-mo. program (books, manuals, copier, etc)</b>		\$800	\$800	0	\$1,600	UVA-IEN
<b>Grantee Travel Stipends for 9-month program</b>	\$305 x 6 people x 6/ sessions per year	\$11,000	0	0	\$11,000	UVA-IEN
<b>2-day State Dissemination Workshops A. Space/Food</b>	* \$350 ea x 3 wrkshps	\$600	0	0	\$600	UVA-IEN
<b>2-day State Dissemination Workshops B. Travel (air, hotel, meals)</b>	* 2 project team members travel (air, hotel) to attend/ facilitate 3 wrkshps [\$700 ea x 2 people x 3 wrkshps]	\$4,200	0	0	\$4,200	UVA-IEN
<b>DIRECT COSTS</b>		\$44,000	\$25,300	\$34,778	\$104,078	
<b>INDIRECT COSTS</b>		\$5,720		5,720	11,440	26% MDTC - shared
<b>PROJECT COSTS</b>		\$49,720 (43%)	Total match: \$65,798 (57%)		\$115,518	

<sup>i</sup> Michael Foreman, Leadership Faculty: 150 hours at \$48.52/hr

<sup>ii</sup> Michael Ellerbrock, Economics Faculty: See letter of commitment from Virginia Tech, which specified \$26K.

<sup>iii</sup> Tanya Denckla Cobb: Collaborative problem-solving faculty and program supervision: 637 hrs @ \$25.43 = \$16,200 (both project work (\$9000) and state workshops (\$7,200)). (Grant: 401 hrs=\$10,200; Match: 236 hrs=\$6K)

<sup>iv</sup> E. Franklin Dukes, Ph.D.: Collaborative problem-solving faculty, and IEN Director. 341 hrs @ \$32.77 = \$11,200 (both project work (\$4000) and state workshops (\$7,200)). (Grant: 250 hrs=\$8,200; Match: 96 hrs=\$3K)

<sup>v</sup> Caroline Wilkinson: Project and grant manager – ½ time: 1,064 hrs @ \$18.78/hr = \$20,000 (Grant: 319 hrs = \$6K; Match: 745 hrs = \$14K)

<sup>vi</sup> Graduate student: 139 hrs @ \$21.51/ hr = \$3,000



Colorado State University  
5060 Campus Delivery  
Fort Collins, Colorado 80523-5060  
(970) 491-6303  
FAX: (970) 491-7736

March 3, 2009

Mr. Paul F. Revell  
Virginia Department of Forestry  
900 Natural Resources Drive  
Suit 800  
Charlottesville, Virginia 22903

Dear Mr. Revell:

I am writing in support of the application being submitted by the University of Virginia to the National Urban and Community Forestry Advisory Council for funding to support the expansion of the concept established by the success of the Virginia Natural Resources Leadership Institute to my state and others.

We understand that representatives from Denver University as well as CDR Associates, a Boulder Colorado based organization that works to facilitate conflict resolution approaches to natural resource issues, and others here in Colorado, are supportive of the grant request. We are supportive of the desire to establish an effort here similar to that which has been successful in Virginia.

The Colorado State Forest Service works collaboratively with a great many organizations, agencies, non-profits, and individuals and we endorse and support collaborative and cooperative approaches to dealing with complex natural resource concerns. We also recognize the need to increase our ability to work in this area. A successful Natural Resources Leadership Institute would help my agency and all of us working toward protecting and enhancing Colorado's natural resources.

We support this effort and hope that the grant application can be reviewed favorably.

Sincerely,

by/Tom D. Wardle/

Jeff Jahnke  
State Forester

cc: Tom Wardle, Assistant State Forester



California State University, Sacramento  
Center for Collaborative Policy  
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February 10, 2009

Nancy Stremple  
Executive Staff to NUCFAC  
USDA Forest Service  
201 14th Street, S.W. MS-1151  
(Sidney Yates Building 1 Central)  
Washington DC, 20250-1151

Re: U.S. Forest Service Urban and Community Forestry Program:  
NUCFAC 2009 Challenge Cost Share Grant Proposal from the University of Virginia

Dear Ms. Stremple:

I am writing in support of the grant proposal submitted to NUCFAC by the Institute for Environmental Negotiation (IEN) at the University of Virginia, entitled: *Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners*.

The Center for Collaborative Policy, established in 1992 at California State University, Sacramento, helps build the capacity of public agencies, stakeholder groups, and the public to use collaborative strategies to improve policy outcomes. We pursue this mission through three emphases:

Service. We have worked on many successful projects with the California Department of Forestry and Fire Protection and the Pacific Southwest Region of the U.S. Forest Service. Our mediation and facilitation services include:

- Multi-party consensus-building, negotiation, and dispute resolution;
- Community and public agency long-range strategic planning and visioning;
- Inclusive and participatory public participation processes on emerging and controversial policy issues.

Teaching. The Master's Program in Public Policy and Administration program offers a three-course series in collaborative policy development leading to a Certificate in Collaborative Governance upon graduation.

Research. In the last five years, the Center has produced two-dozen scholarly publications related to collaborative governance, including a literature review on best practices for public involvement in the U.S. Forest Service, published in the *Journal of Forestry*.

If NUCFAC makes an award to the University of Virginia, senior mediators from the Center for Collaborative Policy will work with other partners in California to learn the Virginia networking model and then develop a collaborative networking program customized to meet the needs of our own state.

The proposal submitted by the University of Virginia has great merit, and I strongly encourage you to support this project. Please let me know if you have any questions regarding our support for this proposal.

Sincerely,

*e-signature*

Lisa Beutler  
Associate Director

**DEPARTMENT OF FORESTRY AND FIRE PROTECTION**

P.O. Box 944246  
SACRAMENTO, CA 94244-2460  
(916) 653-7772  
Website: [www.fire.ca.gov](http://www.fire.ca.gov)



February 3, 2009

Nancy Stremple  
Executive Staff to NUCFAC  
USDA Forest Service  
201 14<sup>th</sup> Street, S.W. MS-1151  
(Sidney Yates Building 1 Central)  
Washington, DC, 20250-1151

Re: U.S. Forest Service Urban and Community Forestry Program: NUCFAC 2009  
Challenge Cost Share Grant Proposal Submitted by the University of Virginia

Dear Ms. Stremple:

I am writing in support of the grant proposal submitted to NUCFAC by the Institute for Environmental Negotiation at the University of Virginia, entitled "Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners".

Leadership networking skills are essential for being effective in today's world, particularly in the realm of urban and community forestry (U&CF). The skills and knowledge gained through this professional leadership-networking program will have significant on-the-ground benefits for U&CF efforts to involve communities in conservation stewardship and green infrastructure projects.

By fostering the creation of collaborative leadership-networking programs in three additional states, NUCFAC will greatly improve the capacity of professionals involved in all aspects of green infrastructure to form partnerships, involve communities effectively, and implement sustainable conservation and stewardship projects.

If this project is accepted, the State of California is an excellent candidate for participation. The State of California is ready and eager to work with partners to develop and refine effective networking models that will foster a flexible and effective networking program that can be customized to meet the needs of individual states.

This project holds great promise, is well designed, and represents a small investment that leverages much larger returns over a long period. I strongly urge you to support this project.

CONSERVATION IS WISE-KEEP CALIFORNIA GREEN AND GOLDEN

PLEASE REMEMBER TO CONSERVE ENERGY. FOR TIPS AND INFORMATION, VISIT "FLEX YOUR POWER" AT [WWW.CA.GOV](http://WWW.CA.GOV).

Nancy Stremple  
February 4, 2009  
Page 2

Please direct questions you may have to have regarding our support for this proposal to John Melvin, Urban Forestry Program Lead, at (916) 657-2289 (office), (916) 508-2767 (cell), or email at [john.melvin@fire.ca.gov](mailto:john.melvin@fire.ca.gov).

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Crawford Tuttle', with a long horizontal flourish extending to the right.

CRAWFORD TUTTLE  
Chief Deputy Director  
California Department of Forestry and Fire Protection

cc: Russ Henly, Assistant Deputy Director, Resource Protection & Improvement  
John Melvin, Urban Forestry Program Lead

L. Preston Bryant, Jr.  
Secretary of Natural  
Resources



Joseph H. Maroon  
Director

**COMMONWEALTH of VIRGINIA**  
**DEPARTMENT OF CONSERVATION AND RECREATION**

203 Governor Street, Suite 206

Richmond, Virginia 23219

Phone: (804) 786-2064 Fax: (804) 786-1798

January 30, 2009

Nancy Stremple/Robert Prather  
Executive Staff to NUCFAC  
USDA Forest Service  
201 14<sup>th</sup> Street, S.W. MS-1151  
(Sidney Yates Building 1 Central)  
Washington DC, 20250-1151

Dear Ms. Stremple and Mr. Prather:

I am writing in support of the grant proposal by the Institute for Environmental Negotiation (IEN) at the University of Virginia, entitled: **Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners.**

Collaborative leadership skills including networking are essential for being effective in today's world, particularly in the realm of urban and community forestry and "green infrastructure". The skills and knowledge gained through this collaborative leadership program will have significant on-the-ground benefits for efforts to involve communities in conservation stewardship and green infrastructure projects.

I have directed staff to attend the Virginia Natural Resources Leadership Institute (VNRLI) during the last several years. I have found that they come back with different, more positive perspectives on how they can solve natural resource issues. Based on my experience, I believe that Federal agencies and other U&CF managers in states across the country can greatly benefit from this training.

By fostering the creation of collaborative leadership programs in 3 additional states, NUCFAC will greatly improve the capacity of U&CF personnel and other natural resource managers to form partnerships, involve communities effectively, develop sustainable conservation and stewardship projects, and develop green infrastructure.

From my experience with the program, I can vouch that the curriculum is of high caliber and could be adapted easily by other states. It is designed to provide participants

*State Parks • Soil and Water Conservation • Natural Heritage • Outdoor Recreation Planning  
Chesapeake Bay Local Assistance • Dam Safety and Floodplain Management • Land Conservation*

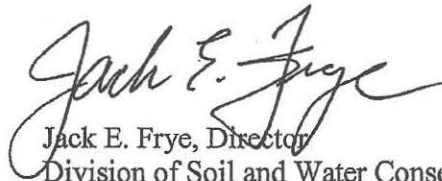


N. Stremple  
R. Prather  
1/30/09  
Page 2 of 2

with skills for collaborative problem solving, interest-based negotiation, and building long-term partnerships. It also provides participants with deeper understanding and insights into the complexities of natural resource issues, including a better understanding of the ecosystem services provided by urban and community forests.

I very much appreciate your support of this important training effort.

Sincerely,

A handwritten signature in cursive script that reads "Jack E. Frye". The signature is written in black ink and is positioned above the printed name and title.

Jack E. Frye, Director  
Division of Soil and Water Conservation  
Department of Conservation and Recreation

Carl E. Garrison III  
State Forester



# COMMONWEALTH of VIRGINIA

DEPARTMENT OF FORESTRY  
900 Natural Resources Drive, Suite 800  
Charlottesville, VA 22903  
www.dof.state.va.us  
(434) 977-6555  
Fax: (434) 296-2369

February 6, 2009

NUCFAC Committee  
c/o Nancy Stremple  
U.S. Forest Service  
1400 Independence Ave SW,  
Yates Building (1 Central)  
Washington, DC 20250-1151

Dear NUCFAC Committee:

I am writing to strongly support the proposal from the University of Virginia's Institute for Environmental Negotiation entitled *Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners*. This project has developed from the successful Virginia Natural Resources Leadership Institute (VNRLI), now in its 10<sup>th</sup> year. Our agency was one of the founders of this institute and has enthusiastically supported it since its inception.

Members of our staff have participated in VNRLI each year as attendees and/or faculty and I have personally participated in the institute. We have found the VNRLI experience and the concepts it teaches to be very valuable to our agency. Beyond the excellent educational aspects of VNRLI, our staff participants have made important contacts at all levels of government, as well as with non-profit organizations and industry that have proved invaluable to us. It is my strong belief that the VNRLI model will help similar networks of professionals develop in all the participating states. This project should be most beneficial to urban forestry practitioners who have seen the scope of their work broaden to deal with green infrastructure networks, land conservation, and air and water quality issues impacting the wildland urban interface.

I hope you will give strong consideration to this proposal. Developing professional leadership networks will be essential for urban forestry organizations to deal with the complex resource and environmental issues they deal with today. Please feel free to contact me or my staff if we can offer further information on the VNRLI leadership model and our experiences with the program.

Sincerely,

A handwritten signature in cursive script, appearing to read "Carl E. Garrison III".

Carl E. Garrison III  
State Forester

**Mission: We Protect and Develop Healthy, Sustainable Forest Resources for Virginians.**



5.32123

February 2, 2009

Nancy Stremple  
Executive Staff to NUCFAC  
USDA Forest Service  
201 14<sup>th</sup> Street. S.W. MS-1151  
(Sidney Yates Building 1 Central)  
Washington DC, 20250-1151

Re: U.S. Forest Service Urban and Community Forestry Program: NUCFAC 2009 Challenge Cost Share Grant Submitted by the University of Virginia

Dear Ms. Stremple:

Never has collaborative leadership been more important to the State of Texas – especially where natural resources are concerned. Texas is a rapidly urbanizing state with a growing population of over 24 million citizens. The need to provide natural resource professionals with the skills and training to be effective in this ever-changing environment is urgent. University of Virginia's **Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners** could not come at a better time for our state and I strongly support this project.

The skills and knowledge gained through this professional leadership networking program will have significant on-the-ground benefits for U&CF efforts to involve communities in conservation stewardship and green infrastructure projects. If this project is accepted, Texas is an excellent candidate for participation and the Texas Forest Service is ready and eager to work with partners in Virginia to develop a team of people who will learn the Virginia networking model and customized it to meet the needs of our own state.

I strongly urge you to support this project and thank you for your consideration.

Sincerely,

Tom Boggus  
Interim Director & State Forester

TGB/jo



February 3, 2009

Nancy Stremple  
Executive Staff to NUCFAC  
USDA Forest Service  
201 14<sup>th</sup> Street, S.W. MS-1151  
(Sidney Yates Building 1 Central)  
Washington DC, 20250-1151

Re: U.S. Forest Service Urban and Community Forestry Program: NUCFAC 2009  
Challenge Cost Share Grant Submitted by the University of Virginia

Dear Ms. Stremple:

I am writing in support of the grant proposal submitted to NUCFAC by the Institute for Environmental Negotiation (IEN) at the University of Virginia, entitled: **Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners.**

Leadership networking skills are essential for being effective in today's world, particularly in the realm of urban and community forestry. The skills and knowledge gained through this professional leadership networking program will have significant on-the-ground benefits for U&CF efforts to involve communities in conservation stewardship and green infrastructure projects.

By fostering the creation of collaborative leadership networking programs in three additional states, NUCFAC will greatly improve the capacity of professionals involved in all aspects of green infrastructure to form partnerships, involve communities effectively, and implement sustainable conservation and stewardship projects.

If this project is accepted, the state of Colorado is an excellent candidate for participation. CDR Associates is ready and eager to work with partners in Virginia to develop a team of people who will learn the Virginia networking model and then develop a networking program customized to meet the needs of our own state.

This project holds great promise, is well designed, and represents a small investment that leverages much larger returns over a long period of time. I strongly urge you to support this project.

Thank you for your consideration.

Regards,

Jennifer Graham  
CDR Associates  
(303) 442-7367, ext. 214



VirginiaTech

College of Agriculture  
and Life Sciences

Center for Economic Education  
Departments of Agricultural & Applied Economics and  
Agricultural & Extension Education  
Mike Ellerbrock, Ph.D.  
218 Hutcheson Hall (0401)  
Blacksburg, Virginia 24061  
540/231-7722 Fax: 540/231-7414  
E-mail: [mebroek@vt.edu](mailto:mebroek@vt.edu)  
Barbara Taylor, M.A., J.D.  
2400 Litton Reaves (0343)  
Blacksburg, Virginia 24061  
540/231-1147 Fax: 540/231-3824  
E-mail: [btaylor@vt.edu](mailto:btaylor@vt.edu)

Nancy Stremple, RLA  
Executive Staff to NUCFAC  
USDA Forest Service  
Sidney Yates Building (1-Central)  
201 14th Street, SW., MS-1151  
Washington DC 20250-1151

January 26, 2009

Dear Ms. Stremple:

This letter confirms my ongoing commitment to conducting our *Virginia Natural Resources Leadership Institute (VNRLI)* in partnership with the *National Urban and Community Forestry Advisory Council (NUCFAC)* in this timely endeavor: *Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners.*

My agency's role in this joint effort is as a full partner in the development and implementation of the program. On behalf of my agency, I serve on the VNRLI Project Team, which meets at least once a month to develop the VNRLI curriculum and educational materials. As a member of the Project Team, I also serve as one of the VNRLI Faculty and conduct some of the VNRLI educational modules throughout the year. I work with the project partners to ensure that the VNRLI meets its stated objectives and is providing talented participants - "Fellows" like you - with a focused, quality experience that enhances their capacity to be effective problem-solvers in environmental issues. I contribute at least \$26,000 annually in in-kind matching salary costs.

As a resource economist and ordained minister, I have developed core undergraduate courses at Virginia Tech on environmental economics and ethics, with a major component on environmental justice. The opportunity to build professional leadership networks is an avocation of mine, both personally and professionally.

Thank you for your consideration.

Sincerely,

Michael J. Ellerbrock, PhD  
Professor & Director  
Center for Economic Education

**Invent the Future**

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY  
*An equal opportunity, affirmative action institution*



CENTER FOR PUBLIC POLICY DISPUTE RESOLUTION

January 28, 2009

Nancy Stremple  
Executive Staff to NUCFAC  
USDA Forest Service  
201 14<sup>th</sup> Street, S.W. MS-1151  
(Sidney Yates Building 1 Central)  
Washington DC, 20250-1151

Re: U.S. Forest Service Urban and Community Forestry Program: NUCFAC 2009  
Challenge Cost Share Grant Submitted by the University of Virginia

Dear Ms. Stremple:

Please accept this letter as our enthusiastic support for the grant proposal that the Institute for Environmental Negotiation (IEN) at the University of Virginia has submitted to NUCFAC. The proposal, entitled: **Developing and Nurturing Professional Leadership Networks for Urban Forestry Practitioners**, would provide assistance to initiate in other states, including potentially Texas, the IEN's exemplary program that fosters networking in environmental leadership.

Our Center's Environmental Program Director observed first hand one of the sessions of the Virginia Natural Resources Leadership Institute (VNRLI), which is proposed to be a model for instituting such leadership networking programs in other states. She came back enthusiastic about trying to set up such a program in Texas. We would be honored to participate in further efforts to adapt and implement this model in Texas, and will provide whatever support we can for such an effort.

Our Center has been a leader in fostering collaborative skills for those working in the public policy arena in Texas. We feel the skills taught at VNRLI would translate well to Texas' forestry and environmental fields. A program like VNRLI in Texas would provide to professionals and leaders involved in green infrastructure the networking and collaborative skills that will allow them to implement sustainable conservation and stewardship projects. The NUCFAC grant would help implement the foundations of such a program in Texas and other states by providing state implementers a roadmap, skills and assistance in adapting such a program to our states.

The Center would be excited to be a part of the effort to help set such a program in motion in Texas if the project is accepted. Texas is uniquely poised to work collaboratively in such an effort.

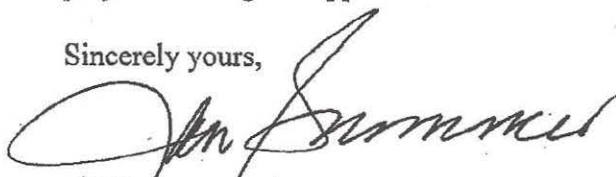
*Building Collaboration*



## CENTER FOR PUBLIC POLICY DISPUTE RESOLUTION

Investment in this project would lay the foundation for leveraging collaborative processes, and thus provide benefits that transcend this one project. We support the project, and urge its approval.

Sincerely yours,



Jan Summer  
Executive Director

---

*Building Collaboration*