



United States Department of Agriculture

COLLABORATIVE DIRECTORY



for the greatest good

pacific northwest
REGION



Image Credit: 2015, Emily Jane Davis, Oregon State University and Ecosystem Workforce Program, University of Oregon R6 Forest Collaborative Groups

Contact Information

If you have questions about this publication, please contact the Region 6 Office of Communications & Community Engagement at 503-808-2153.

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Introduction

Collaboration is something the Pacific Northwest Region is deeply committed to and has engaged in for decades. It can provide agency staff opportunities to address local community priorities, build community capacity, leverage resources, and increase accomplishments and benefits across the board. There are 36 collaborative groups that work either exclusively or partially on national forest lands (see map pgs 6-7). All national forests in the Pacific Northwest Region are linked to at least one forest collaborative group. Historically, collaboratives have played important roles in the Pacific Northwest in bridging rural and urban stakeholder needs and moving beyond bilateral relationships with diverse stakeholders to larger-scale, more integrated collaboration. Such integrated collaborative efforts are not appropriate for all contexts, but have the potential to engage with Forest Service staff to effectively prepare for and plan restoration efforts that align with local and community values.

This directory was established as a resource for employees and leadership to use to understand the breadth and depth of this work in the Pacific Northwest Region. Since this work is always evolving, this directory should be considered a living document that will change over time.

If you have questions or comments about information contained in this directory, please contact the Region 6's Office of Communications and Community Engagement at 503-808- 2153.

What is it?

Collaboration is a process in which people with diverse views work together to achieve a common purpose. It involves sharing information and ideas to expand everyone's knowledge of a topic or project, while identifying areas of agreement and disagreement, and working together to identify new and better ways of moving forward. Although it requires time and commitment up front, collaboration can make planning, decision-making, and management more effective and more widely supported.

Forest Service Roles can Include:

- Non-decision making participant
- Subject matter expert
- Forest Service process interpreter
- Internal communications
- Outreach and relationship leader
- Project proponent (sometimes)
- Facilitator
- Collaboration leader

Collaboration is Appropriate When:

- Working on complex projects where competing objectives exist
- Common values exist around the issue
- There are people with interests at stake
- Forest Service and non-governmental leaders are present
- A decision maker is available and supportive
- Adequate resources are available



Five Benefits of Collaboration

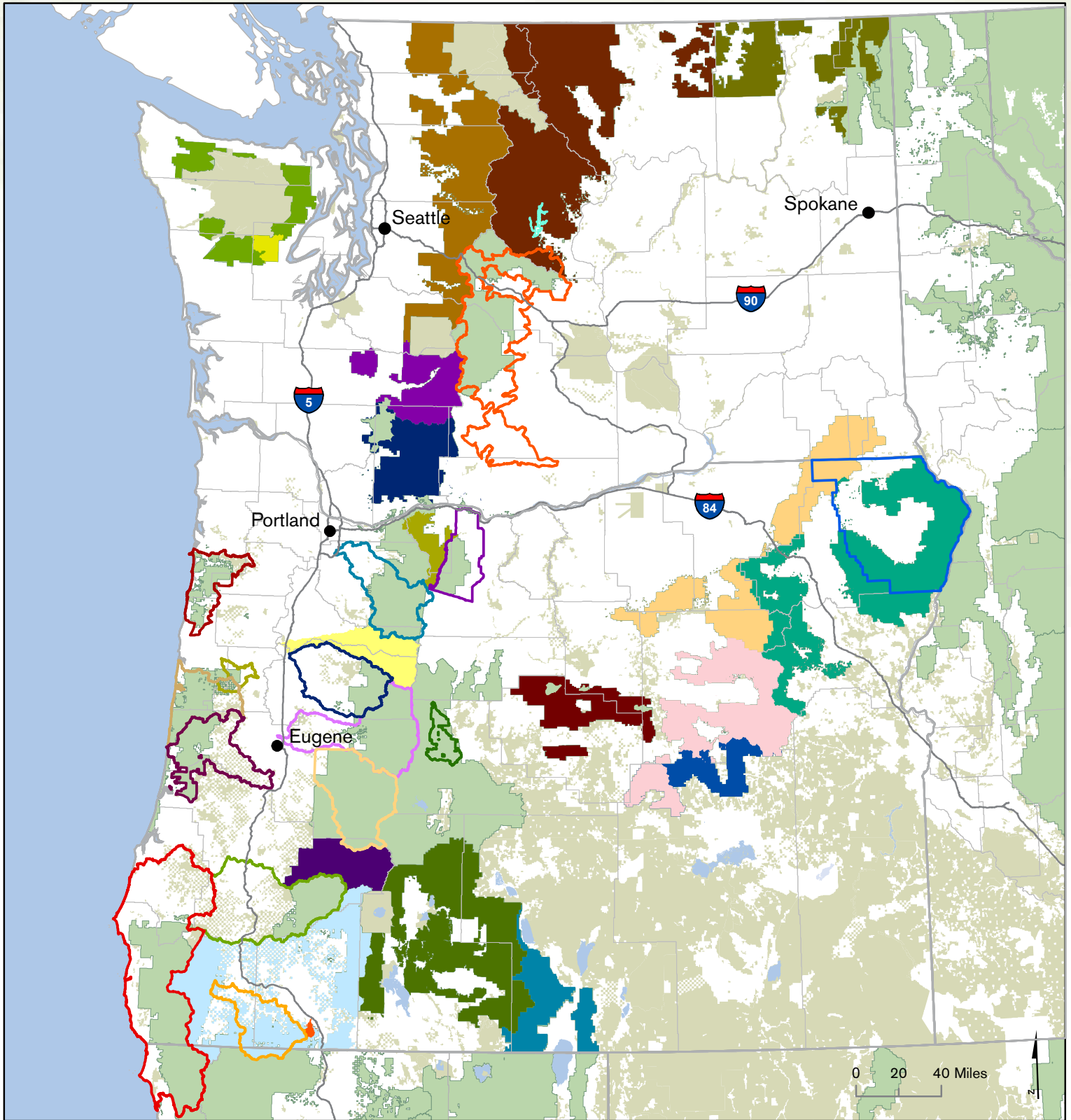
1. More information – sharing the process helps create a better understanding among all parties
2. Better decisions – more informed, more creative, more opportunity for dialogue
3. Better outcomes – when projects are well balanced between social, ecological and economic needs
4. More support – for projects when a network of people are invested in the outcome
5. Less conflict – when misunderstandings are addressed and trust is built.

What is the difference between All Lands and Public Lands Collaborative Groups?

All Lands: Collaborative groups that discuss projects and issues with an approach to land management that looks beyond National Forest land boundaries. Using an all lands approach includes planning and management that considers the contributions of state, private, tribal, citizen group, and other land owner management and connectedness to forest service lands. An all lands approach does not mean that the Forest Service makes land management decision on non-Forest Service lands.

Public Lands: Collaborative groups that discuss projects and issues as they relate to areas within the boundaries of Federal public lands only. These collaborative groups still have members representing a diversity of interests, and organizations, but their issue focus is mainly on federally owned public lands.

Region 6 - Forest Collaborative Groups



- US Forest Service lands
- BLM and other federal lands
- All Lands Collaboratives
- Public Lands Collaboratives

Created: 5/15/2017 Emily Jane Davis, Oregon State University and Ecosystem Workforce Program, University of Oregon.
 R6 forest collaborative groups map available online at:
<http://ewp.uoregon.edu/publications/infographics>



























Public Lands Collaboratives

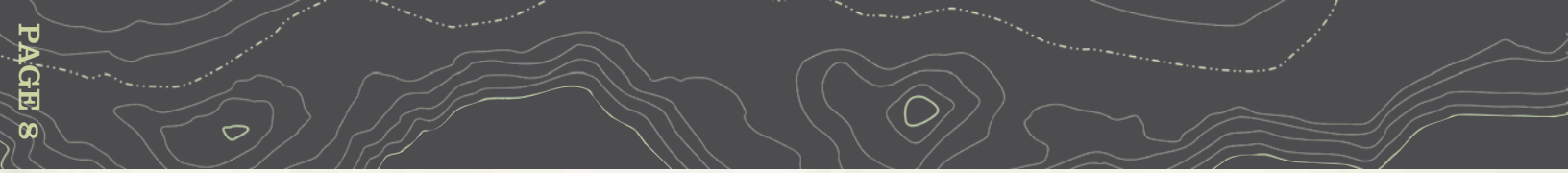
All Lands Collaboratives

Washington

Colville	 Northeast Washington Forestry Coalition	
Gifford Pinchot	 Pinchot Partners	
	 South Gifford Pinchot Collaborative Group	
Mt. Baker-Snoqualmie	 Darrington Collaborative	
Olympic	 Olympic Forest Collaborative	
	 Skokomish Watershed Action Team	
Okanogan-Wenatchee	 N. Central Wa. Forest Health Collaborative	 Chumstick Wildfire Stewardship Coalition
		 Tapash Sustainable Forest Collaborative

Oregon

Deschutes		 Deschutes Collaborative Forest Project
Fremont-Winema	 Lakeview Stewardship Group	
	 MSA on the Fremont-Winema NF	
Malheur	 Blue Mountains Forest Partners	
	 Harney County Restoration Collaborative	
Mt. Hood	 Hood River Collaborative Stewardship Crew	 Wasco County Forest Collaborative Group
		 Clackamas Stewardship Partners
Ochoco	 Ochoco Forest Restoration Collaborative	
Rogue River-Siskiyou	 Ashland Forest Resiliency MSA	 Applegate Partnership
	 Southern OR Forest Restoration Collaborative	 Wild Rivers Coast Forest Collaborative
Siuslaw		 Alsea Stewardship Group
		 Hebo Stewardship Group
		 Marys Peak Stewardship Group
		 Siuslaw Stewardship Group
Umatilla	 Umatilla Forest Collaborative Group	
Umpqua	 Umpqua Forestry Coalition	 South Umpqua Rural Community Partnership
Wallowa-Whitman	 Wallowa-Whitman Forest Collaborative	 Wallowa County NRAC
Willamette	 North Santiam Forest Collaborative	 McKenzie Watershed Stewardship Group
		 South Santiam All Lands Collaborative
		 Southern Willamette Forest Collaborative



Part 1: The Collaborative Groups:

The collaborative groups profiled in this directory represent great efforts in citizen-led involvement in public lands management. Each group has its own unique story, relationship with their local forest, involvement from the local community and distinct stakeholder groups. This section is aimed at providing the basic information about each group such as their mission statement, identifying the points of contact, and basic facts about the group.

Mission/About Statement

The Deschutes Collaborative Forest Project (DCFP) is a group of diverse stakeholders bringing Central Oregon communities together to improve the health of our forest through active restoration projects to reach common goals.

Coordination with Forest Service

Since 2009, the DCFP Steering Committee has advised the Deschutes National Forest on projects to restore healthy forests while meeting the needs of communities and supporting the local economy.

The aim of the DCFP is to restore 257,000 acres of forest to a more resilient condition through balanced, science-driven restoration using 10.1 million of Community Capacity and Land Stewardship (CCLS) funding. The DCFP Steering Committee members are 19 community members representing a wide set of views and values. The Steering Committee is the formal channel for providing input to the Forest Service on management decisions within the DCFP landscape, including CFLR fund allocation and restoration techniques. The focus of the efforts is in the Wildland Urban Interface (WUI) areas near Bend, Sisters, and Sunriver. One current project, is the West Bend Project, which covers over 26,000 acres of national forest lands adjacent to the community of Bend.

The DCFP is one of 20 landscape restoration demonstration projects in the nation that Congress established to encourage collaborative, science-based ecosystem restoration of priority forest landscapes. A case study on the DCFP showed that large-scale implementation of the type of fuel treatments planned will result in a substantial reduction of wildfire size and suppression cost on both a per-fire and landscape basis (Thompson et al., 2013, Journal of Forestry).

Diversity of Participation

- Forest Products Industry
- Private Landowners



Facts Box

- Established in 2009
- The DCFP comprises of 19 steering committee members
- 257,000 of 1.6 million acres in Deschutes NF, are the focus of DCFP
- CFLRP
- CCLS
- 501(c)3 through foundation
- Two cost share agreements. One between TNC and USFS, and one between Central Oregon Intergovernmental Council and USFS
- All Lands Collaborative

- Environmental Organizations
- Community Wildfire Protection Groups
- Tribal Groups
- Watershed and Water Interests
- Recreation and Tourism Organization and Businesses
- State Agencies
- Oregon State University Researchers
- Federal Agencies

Contact Information

Collaborative Group: Vernita Ediger, Central Oregon Intergovernmental Council, Natural Resources Program Administrator, (541) 548-9546, vediger@coic.org

Forest Service: John Allen, Forest Supervisor (541) 383-5512 jpallen@fs.fed.us

Federal and State Congressional Districts and Representatives

U.S. Senator for Oregon: Jeff Merkley (D)

U.S. Senator for Oregon: Ron Wyden (D)

U.S. Representative, Oregon District #2: Greg Walden (R)

State Senate District #27: Senator Tim Knopp (R)

State Senate District #30: Senator Ted Ferrioli (R)

State House District #53: Representative Gene Whisnant (R)

State House District # 54: Representative Knute Buehler (R)

State House District #59: Representative John Huffman (R)

Mission/About Statement

To demonstrate a sustainable approach to natural resources management that ensures quality of life for present and future generations.

Coordination with Forest Service

The Lakeview Stewardship Group (LSG) collaboration began in 1998 to develop a strategy for sustainable forest management of the 500,000-acre Lakeview Federal Sustained Yield Unit (the Unit) in the Fremont-Winema National Forest in southern Oregon. Convening as the Lakeview Stewardship Group (LSG), the participants commissioned a third-party review of the Unit's operations and, after studying the results, collaboratively developed and proposed a new, restoration-based management approach. The Forest Service responded positively, and in 2001, they re-designated the Unit as the Lakeview Federal Stewardship Unit (LFSU).

Following review of the Unit, the first thing the collaborative asked LCRI to do was establish the Chewaucan Biophysical Monitoring Team comprised of local students. (<http://lcri.org/biophysical-monitoring/>)

Diversity of Participation

- Federal Agencies
- Conservation Groups
- Wildlife and Hunting Groups
- State Agencies
- Watershed Councils
- Environmental Organizations
- Community Organizations
- Commercial Timber Industry
- Local Community Business
- Environmental Non-Profits
- Independent Citizens



Facts Box

- Established in 1998
- CFLRP
- 501(c)3
- Helped to coordinate the installation of a small diameter log mill that has sustained 100 local jobs.
- Public Lands Collaborative
- 2016 Awarded Joint Chiefs Funding
- 2014 Chief's Award for Outstanding Community Collaborative

Contact Information

Collaborative Group: Jim Walls, Project Coordinator, (541) 947-5461

Forest Service: Mike Ramsey, Eastside Supervisory Natural Resource Specialist, 541-947-6340

Federal and State Congressional Districts and Representatives

Oregon: U.S. Senator Ron Wyden (D)

Oregon: U. S. Senator Jeff Merkley (D)

District #2: Congressman Greg Walden (R)

District #28: Senator Dennis Linthicum (R)

District #55: Representative Mike McLane (R)

District #30: Senate Republican Leader Ted Ferrioli (R)

District #60: Representative Cliff Bentz (R)

Master Stewardship Agreement on the Fremont-Winema

Klamath County

Fremont-Winema National Forest

Mission/About Statement

To treat unhealthy forest conditions and habitats in an effort to restore diversity, resilience, sustainable and overall landscape health. The Master Stewardship Agreement (MSA) authorizes this cooperative effort for landscape restoration activities within the Fremont-Winema National Forest.

Coordination with Forest Service

The collaborative partnership between the Klamath Tribes, Lomakatsi Restoration Project, The Nature Conservancy and the Fremont -Winema National Forest benefits all parties through the leveraging of diverse expertise, skills, and resources to successfully achieve mutual goals and objectives. The Fremont-Winema National Forest has the responsibility to manage National Forest lands and takes the leadership role in planning and implementing restoration goals. The Forest completes the planning process under the National Environmental Policy Act and develops guidance and direction for implementing restoration following specific planning decisions. The Partners are actively engaged with the Forest Service in determining treatment outcomes, developing guidelines and technology for efficient implementation, and supplementing Forest capacity for accomplishments. The Fremont-Winema provides training, equipment, and supervision, and funding when available.



Facts Box

- Established in 2011
- Current Supplemental Project Agreement Acres: 30,000 ac – 3 Projects (Black Hills, Coyote, Red Knight)
- MSA covers 1.7 Million Acres
- Public Lands Collaborative

Diversity of Participation

- Federal Agencies
- Tribal Groups
- Environmental Non-Profit
- Conservation Groups

Contact Information

Master Stewardship Agreement: Will Hatcher, Klamath Tribes Natural Resources Director (541) 783-2219 ext: 142, Will.hatcher@klamathtribes.com

Marko Bey, Lomakatsi Restoration Project, (541) 488-0208, marko@lomakatsi.org

Craig Bienz, Nature Conservancy - Director Sycan Marsh, (541) 273-0789, cbienz@tnc.org

Forest Service: Mike Lawrence, District Ranger, Chiloquin Ranger District, (541) 783-4020, mlawrence@fs.fed.us (retiring January 3, 2017)

Judd Lehman, District Ranger, Chiloquin and Chemult Ranger Districts, (541) 783-4020, jlehman@fs.fed.us (effective January 8, 2017)

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #28: Senator Doug Whitsett (R)

District #55: Representative Mike McLane (R)

District #30: Senate Republican Leader Ted Ferrioli (R)

District #60: Representative Cliff Bentz (R)

Mission/About Statement

Blue Mountains Forest Partners (BMFP) is a diverse group of stakeholders who work together to create and implement a shared vision to improve the resilience and well-being of forests and communities in the Blue Mountains.

Coordination with Forest Service

Forest Service resource specialists work with BMFP on field tours to describe and discuss possible treatment options. Forest Service staff utilizes the BMFP collaboratively agreed upon "proposed treatments" in the planning and implementation process, lessening the likelihood of litigation. Working with the Forest Service, the BMFP helped forge a 10-year agreement to restore 272,000 acres of the Malheur National Forest through thinning projects and other work. The work, funded by a \$2.5 million allocation from USDA, provides logging and mill jobs, reduces fire danger, and improves the ecosystem.

Together, members have developed science-based zones of agreement for forest restoration on the Malheur, resulting in the increased resiliency for thousands of acres of national forest and increased work for the 7,300 residents of Grant County that depend on natural resources.

Diversity of Participation

- Labor Industry
- Commercial Timber Industry
- Independent Citizens
- Private Land Owners
- Environmental Organizations
- Conservation Groups
- Federal Agencies
- Local Government
- State Agencies
- Wildlife Organizations



Facts Box

- Established in 2006
- Recent USFS Planning Projects Acreage: appx. 100,000 (3 projects)
- CFLRP
- 501(c)3
- Since 2008 BMFP and HCRC have been working together on the Southern Blues Coalition Project
- Public Lands Collaborative

Contact Information

Collaborative Group: Mark Webb, Executive Director, mark@bluemountainsforestpartners.org (541) 620-2546

Forest Service: Steve Beverlin, Malheur National Forest, Forest Supervisor, sbeverlin@fs.fed.us, (541) 575-3073

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #30: Senate Republican Leader Ted Ferrioli (R)

District #60: Representative Cliff Bentz (R)

Mission/About Statement

To restore forest land while encouraging stewardship and improving community economic viability under the High Desert Partnership (HDP) missions of enhancing the ecological sustainability, economic well-being and social vitality of our communities by using collaborative decision-making with all interested stakeholders to solve challenging issues.

Coordination with Forest Service

Works with the Emigrant Creek Ranger District on the current planning projects on the Malheur National Forest.

Diversity of Participation

- Blue Mountains Biodiversity Project
- Wildlife and Hunting Organizations
- Commercial Timber Industry
- Local Government
- Labor Industry
- Environmental Organizations
- Environmental Non-Profit Organizations
- Local Universities
- Conservation Groups
- Local Community Business
- Non-Commercial Private Land Owners
- Federal Agencies
- Tribal Groups
- Range and Grazing
- Local Business Council
- Motorized Recreation
- Watershed Councils
- State Agencies
- Federal Agencies



Facts Box

- Established in 2008
- Recent USFS Planning Projects Acreage: appx. 180,000 (3 completed projects and 2 more with planning completed)
- CFLRP
- 501(c)3
- Oregon Solutions Project, 2008
- Working together with BMFP on the Southern Blues Coalition Project since 2008.
- Public Lands Collaborative

The HCRC held a Science and Economic Summit in 2014 that spurred the development of Harney Community Energy (HCE), a community-scale thermal energy services company that will provide biomass heat to institutions in Harney County while creating local employment and enhancing forest restoration efforts.

Contact Information

Collaborative Group: Brenda Smith, Executive Director, (541) 573-7820, hdpdirector@gmail.com
 Forest Service: Steve Beverlin, (541) 575-3073, sbeverlin@fs.fed.us

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #30: Senate Republican Leader Ted Ferrioli (R)

District #60: Representative Cliff Bentz (R)

Mission/About Statement

Enhance ecosystem health and economic viability of local communities within the Clackamas River Basin. Clackamas Stewardship Partners (CSP) is committed to a collaborative process that employs stewardship contracting and other innovative tools to meet restoration goals.

Coordination with Forest Service

The Mt. Hood National Forest works closely with CSP on projects that have included improving and expanding habitat for salmon and other aquatic species of concern, road repair and decommissioning of unneeded roads, repair of sites damaged by inappropriate off-highway vehicle recreation, enhancement of peregrine falcon nest sites, and thinning projects to increase resistance to insects and wildfire.

Diversity of Participation

- Local Government
- Conservation Groups
- Commercial Timber Industry
- Federal Agencies
- State Agencies
- Hunting and Wildlife Groups
- Local University
- Environmental Organizations
- Watershed Councils



Facts Box

- Established in 2004
- From 2004 – 2016: promoted approximately \$6,000,000 of job-creating restoration projects in the Clackamas River Basin
- The CSP recommends funding for about \$350,000 worth of restoration projects using retained receipts every year.
- All Lands Collaborative

Contact Information

Collaborative Group: Robert Roth, Facilitator, robertrothcsp@gmail.com, (503) 657-9112

Forest Service: Jackie Groce, Clackamas River Ranger District - District Ranger, jgroce@fs.fed.us (503) 630-6861

Federal and State Congressional Districts and Representatives

- District #5: Kurt Schrader (D)
- District #18: Vic Gilliam (Rep/R)
- District # 9: Fred Girod (R)
- District # 3: Blumenauer (D)

Mission/About Statement

The Hood River Forest Collaborative (Stew Crew) is a diverse set of stakeholders providing consensus-based recommendations on forestland management within the Hood River Ranger District of the Mt. Hood National Forest. The Collaborative provides input on land management activities within the context of larger landscapes. In doing so, they may seek input from neighboring landowners and highlight opportunities to collaborate with these landowners on specific project goals or activities.

Coordination with Forest Service

The Forest Service supports the Stew Crew by being committed partners in their collaborative process by maintaining active engagement at meetings, providing resource information, sharing historical data, and sharing technical resource information and expertise.

The primary focus of the Collaborative is on restoring ecological resiliency in and near the national forest while sustaining socioeconomic benefits in area communities. Within this focus goals include addressing forest health, soil and water quality, wildlife habitat, fire resiliency, recreation opportunities, cultural patterns of use and opportunities to mitigate climate change. Where feasible the Stew Crew considers both the historic and future range of variability as reference conditions for restoration objectives.

Diversity of Participation

- Public Utilities
- Watershed Council
- Community Organization
- Tribal Governments
- State Agencies
- Environmental Organizations
- Recreation Groups
- Private Landowners
- Local Government
- Forest Industry



Facts Box

- Public Lands Collaborative
- Established in 2011
- Has provided recommendations on Red Hill (2011), Lava (2013), Polallie Cooper (2014) and is current working on the next planning area for the Hood River Ranger District

Contact Information

Collaborative Group: Administrative support is provided by the Hood River Soil and Water Conservation District, and facilitation is provided by Emily Plummer with DS Consulting

Forest Service: Casey Gatz, Natural Resource Planner, Hood River Ranger District, 541-352-1255, cgatz@fs.fed.us

Federal and State Congressional Districts and Representatives

District #2: Greg Walden

District #26: Senator Chuck Thomsen

District #52: Representative Mark Johnson

Mission/About Statement

The Wasco County Forest Collaborative Group represents a broad constituency of stakeholders interested in healthy forest ecosystems, economic vitality and quality of life in Wasco in the wildland urban interface with Wasco County. The collaborative group seeks to:


- Restore natural processes and functions within a biophysical setting's natural range of variability.
- Support Community Wildfire Protection Plans and reduce wildfire risk to communities and adjacent landowners.
- Provide a meaningful and predictable flow of restoration by-products for utilization by local forest products businesses.
- Provide input and recommendations to the Forest Service on restoration work within the Wasco County Landscape.

Coordination with Forest Service

The group provides the US Forest Service with proposals for management of National Forest lands, and supports the utilization of forest resources and related opportunities to strengthen local communities. The collaborative group focuses on the Wasco County area on the Eastside of the Mt. Hood National Forest.

Diversity of Participation

- Forest Products Industry
- Environmental Organizations
- State Agencies
- Tribal Governments
- Watershed Councils
- Local Government
- Community Wildfire Protection
- Public Utilities
- Local Elected Officials
- Motorized and Non-Motorized Recreation Groups
- Private Landowners
- Local Government



Facts Box

- Established in 2015
- Steering Committee positions are filled by appointment from the Wasco County Board of Commissioners
- All Lands Collaborative

Contact Information

Collaborative Group: William Noonan, Facilitator & Coordinator, (541) 296-8185

Forest Service: Kameron Sam, Barlow Ranger District, District Ranger, (541) 467-5101, kcsam@fs.fed.us

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #59: Representative John Huffman (R)

District #30: Senate Republican Leader Ted Ferrioli (R)

Ochoco Forest Restoration Collaborative

Crook, Wheeler, Grant and Jefferson Counties

<http://ochocoforest.org/>

Ochoco NF & Crooked River National Grasslands

Mission/About Statement

To utilize collaborative approaches to help restore fire-adapted forest ecosystems at the landscape scale, address long-term natural resource conflicts in the community, build a new forest economy based on ecosystem restoration and adding value to wood fiber produced as a by-product of restoration, and increase forest management and timber production that is ecologically and economically sustainable

Coordination with Forest Service

Forest Service members serve as non-voting members of the Ochoco Forest Restoration Collaborative (OFRC) and provide shared technical resources and expertise. The Ochoco National Forest engages with the collaborative on several different issues, but has spent the majority of its interaction on the Wolf and Gap vegetation management projects.

Forest planners work with the OFRC to identify priority areas in need of restoration and to engage in open discussion about difficult issues, such as aspen restoration, climate change, socioeconomics, plant association groups, dry forest restoration and historic range of variability.

Diversity of Participation

- Local Elected Officials
- Commercial Timber Industry
- Environmental Organization
- Local Business Council
- Independent Citizens
- State Agencies
- Federal Agencies
- Private Landowners
- Local Universities
- Tribal Groups



Facts Box

- Established in 2012
- In 2014, the National Forest Foundation and the U.S. Forest Service awarded the OFRC \$23,980 through the Community Capacity and Land Stewardship grant program for facilitation.
- Wolf and Gap projects include more than 20,000 acres of treatment, including more than 16 million board feet of commercial timber, more than 10,000 acres of prescribed fire, and more than 15 miles of stream restoration.
- OFRC provided guidelines for limited harvest of trees over 21 inches diameter and zones of agreement for aspen restoration.

Contact Information

Collaborative Group: Anne E. George, Ochoco Forest Restoration Collaborative Facilitator, Facilitation, Mediation + Public Involvement
 Central Oregon email: anne.eli.george@gmail.com cell: 503.502.2003
 Forest Service: Paulina District Ranger Gary Asbridge (541) 416-6500 3160 NE Ochoco Hwy, Prineville, OR 97754

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #28: Senator Doug Whitsett (R)

District #55: Representative Mike McLane (R)

District #30: Senate Republican Leader Ted Ferrioli (R)

District #59: Representative John Huffman (R)

District #60: Representative Cliff Bentz (R)

Mission/About Statement

The Applegate Partnership & Watershed Council (APWC) is a community-based non-profit organization whose mission is “to promote ecosystem health across the Applegate watershed through stewardship, education and restoration carried out in partnership with landowners, agencies and other interested parties while contributing to local economic and community well-being.”

Coordination with Forest Service

The US Forest Service works with APWC to manage national forest resources using goals identified in the Applegate Adaptive Management Area Guide (1998). See *2002 Measures of Progress for Collaboration: Case Study of the Applegate Partnership*.

APWC works on and assists agencies and landowners on projects that encompass the entire Applegate watershed, including:

- In-stream habitat projects
- Riparian Restoration projects
- Irrigation efficiency & Measuring Device projects
- Fuels reduction projects
- Multi-party monitoring projects

Diversity of Participation

- Watershed Councils
- Conservations Groups
- Local University
- Federal Agencies
- State Agencies
- Environmental Organizations
- Local Government
- Public Utilities



Facts Box

- Established in 1992
- Applegate Fire Learning Network (FLN)
- 501(c)3
- One of the oldest collaborative groups in the West
- All Lands Collaborative

Contact Information

Collaborative Group: Janelle Dunlevy, Coordinator, coordinator@apwc.info, (541) 899-9982

Forest Service: Donna Mickley, District Ranger, dmickley@fs.fed.us, (541) 899-3800

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #4: Peter DeFazio (D)

District #55: Representative Mike McLane (R)

District #1: Representative Wayne Krieger (R)

District #2: Representative Dallas Heard (R)

District #28: Senator Doug Whitsett (R)

District #1: Senator Jeff Kruse (R)

Mission/About Statement

The goal of the Ashland Forest Resiliency (AFR) Project and All-lands Restoration (AFAR) is to reduce the critical risk of severe wildfire in a changing climate, securing clean drinking water, and protecting forests, wildlife, habitat, people, property, local economy, and quality of life. AFAR expands the 10-year federal Ashland Forest Resiliency Master Stewardship Agreement to cross-boundary City and private lands.

Coordination with Forest Service

AFAR is a partnership between the U.S. Forest Service, National Resource Conservation Service, the City of Ashland, The Nature Conservancy, and Lomakatsi Restoration Project. Partners build transparency and trust in a cohesive and adaptive approach for wildfire and climate resilience in both the ecological and social landscape. New federal investment and expanding partnerships advance the project toward completion and expand it to critical private lands, creating a model for the National Cohesive Wildland Fire Management Strategy.

Diversity of Participation

- Federal Agencies
- Local Government
- Conservation Groups
- Forest Energy Group
- Commercial Timber Industry
- Tribal Groups
- Local Community Business



Facts Box

- Established in 2010 with a goal of 7,600 treated acres in 10-year project, including density management, understory fuel treatments, and prescribed underburning.
 - o 5,123 acres of landscape-scale fuels reduction and forest restoration complete.
 - o 13.2 million board feet of restoration by-product logs (average diameter 13 inches).
 - o 17 direct full-time jobs annually, multiplying to 107 jobs with indirect and induced work
 - o Late-successional critical habitat sustained
- The Joint Chiefs Landscape Restoration Partnerships program and the Forest Service Hazardous Fuels program are funding AFR through 2018.
- Over 2,000 local youth have participated in classes and field activities on watershed ecology and forest stewardship

Contact Information

City of Ashland, Chris Chambers, chris.chambers@ashland.or.us (541) 552-2066
 The Nature Conservancy, Darren Borgias, dborgias@tnc.org (541) 770-7933
 Lomakatsi Restoration Project, Marko Bey, marko@lomakatsi.org (541) 488-0208,
 National Resource Conservation Service: Erin Kurtz, Erin.Kurtz@or.usda.gov (541) 664-1070 x408
 Forest Service: Don Boucher, AFR Project Manager, dboucher@fs.fed.us, (541) 522-2913

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

State District #3: Senator Kevin Talbert (D)

State District #5: Representative Peter Buckley (D)

Mission/About Statement

To provide leadership to achieve watershed health throughout the Rogue River Basin of Southern Oregon and to provide a basin-wide venue to seek out resources; prioritize and coordinate action emphasizing stewardship, protection, public engagement and restoration activities and to enhance the success of member and partner organizations.

Coordination with Forest Service

Forest Service has worked with the Rogue Basin Partnership, among other partners, to collaboratively develop Watershed Restoration Action Plans and implementation schedules for appropriate treatments.

Diversity of Participation

- Watershed Councils
- Tribal Groups
- Conservation Groups
- Public Utilities
- Local Government
- State Agencies
- Environmental Organizations
- Local Collaborative Groups



Facts Box

- Established in 2013
- 501(c)(3)
- For most of 2015, RBP has been working to finalize the organizational framework necessary to serve as a backbone entity for restoration work in the Rogue Basin
- The Rogue River Basin is 5,156 square miles
- All Lands Collaborative

Contact Information

Collaborative Group: Sam Whitridge, Coordinator, info@roguepartners.org

Forest Service: Chris Park, Forest Hydrologist, (541) 471-6761 cpark@fs.fed.us

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #4: Peter DeFazio (D)

District #55: Representative Mike McLane (R)

District #1: Representative Wayne Krieger (R)

District #2: Representative Dallas Heard (R)

District #4: Representative Duane Stark (R)

District #28: Senator Doug Whitsett (R)

District #1: Senator Jeff Kruse (R)

District #2: Senator Herman Baertschiger Jr. (R)

Southern Oregon Forest Restoration Collaborative

Jackson and Josephine Counties, Secondary and Tertiary: Douglas, Coos, Curry, Klamath, and Siskiyou (CA) Counties Rogue River-Siskiyou NF

www.ashlandwatershed.org

Mission/About Statement

To increase the restoration of federal forests in Southwest Oregon's Rogue River Basin. We work to improve forest health and resilience, reduce the risk of uncharacteristic wildfire to forests and communities, and strengthen regional forest restoration manufacturing and workforce capacity.

Coordination with Forest Service

Southern Oregon Forest Restoration Collaborative completed "The Rogue Basin Action Plan for Resilient Watersheds and Forests in a Changing Climate" in 2014. This collaboratively developed plan emerged from a partnership with the Model Forest Policy Program and the Rogue River Siskiyou National Forest. To advance restoration, the Collaborative worked with diverse stakeholders to create Productive Harmony Guidelines, a set of ecological, social, and economic indicators for agencies and stakeholders to consult in project planning to achieve on the ground success. They have also been instrumental in advancing regional landscape assessments of forest restoration need and opportunity.

Diversity of Participation

- Community Organization
- Environmental Non-Profits
- Federal Agencies
- Josephine/Jackson Fire Plan Group
- Environmental Organization
- Tribal Groups
- State Agencies
- Local Universities
- Local Government
- Commercial Timber Industry
- Conservation Groups



Facts Box

- Established informally in 2005 and formally in 2010
- Part of the Applegate Fire Plan Group – One of the first collaboratives in the nation
- Funded by SRS Title III and RACs
- CFLRP
- Created a webinar series on Climate Change in partnership with USFS, BLM, UW, and TNC
- 501(c)3 since 2010
- Project focal areas: Collaborative Forest Restoration; Climate Change; Fire Adapted Communities; Multiparty Monitoring; People and Ecosystems of the Rogue Basin
- Public Lands Collaborative

Contact Information

Collaborative Group: George McKinley, Executive Director, (541) 482-6220 george@jeffnet.org

Forest Service: Allan Hahn, Natural Resources Staff, Rogue River Siskiyou NF, (541) 618-2050 ahahn@fs.fed.us

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #4: Peter DeFazio (D)

District #3: Senator Kevin Talbert (D)

District #6: Representative Sal Esquivel (R)

District #5: Representative Peter Buckley (D)

District #1: Senator Jeff Kruse (R)

District #1: Representative Wayne Krieger (R)

District #2: Senator Herman Baertschiger Jr. (R)

District #3: Representative Carl Wilson (R)

District #28: Senator Doug Whitsett (R)

District #55: Representative Mike McLane (R)

Mission/About Statement

The Wild Rivers Coast Forest Collaborative (WRCFC) is a diverse group of stakeholders who work together to create and implement a shared vision to protect and improve the resilience and well-being of watersheds, the forests they contain, and communities in and around the National Forest system lands managed by the US Forest Service, Tribal Lands held in trust for the exclusive and beneficial uses of Tribes, public lands managed by the Bureau of Land Management (BLM), and other state, county and private lands within the Wild Rivers Coast geographic region.

Coordination with Forest Service

The WRCFC engages with the USFS, Tribes, BLM, States, Counties and private landowners and industries to support efficient and timely progress of projects through selection, planning, execution and monitoring phases. The WRCFC's initial project is to work together with the US Forest Service to restore oak savanna ecosystems in the Shasta Costa Creek watershed. Shasta Costa Creek is a tributary to the Rogue River near Agness, Oregon. The land has been transforming over the years to a fir-based ecosystem. Restoring the oak and accompanying plants and animals is beneficial to the health of the forest and the living things - including humans - who inhabit the area.

Diversity of Participation

- Federal Agencies
- Local Universities
- Individual Citizens
- Private Landowners
- Commercial Timber Industry
- Conservation Organizations



Facts Box

- Established in 2012
- Hosted by Oregon State University Extension and Curry County
- All Lands Collaborative

Contact Information

Collaborative Group: Kendal Martel, Sustainable Northwest (503) 221-6911 x114 kmartel@sustainablenorthwest.org

Forest Service: Kim Hunter (541) 247-3636, kimmariehunter@fs.fed.us

Federal and State Congressional Districts and Representatives

District #4: Peter DeFazio (D)

District #1: Senator Jeff Kruse (R)

District #2: Senator Herman Baertschiger Jr. (R)

District #1: Representative Wayne Krieger (R)

District #3: Representative Carl Wilson (R)

Siuslaw Collaborative Watershed Restoration Program

Tillamook, Yamhill, Polk, Lincoln, Benton, Lane <http://www.cascadepacificstewardship.org/>

Siuslaw National Forest

Mission/About Statement

The Siuslaw Collaborative Watershed Restoration Program is a forest stewardship cooperative collaboration between Cascade Pacific Resource Conservation and Development, the Siuslaw National Forest (SNF), and other partners to fund watershed restoration projects located in the Alsea, Hebo, Marys Peak, Siuslaw, and Smith-Umpqua-Dunes stewardship group areas (map). The stewardship groups are a collection of individuals and organizations from the local area that are working with the SNF to promote ecological restoration and enhancement that meets the needs of local communities.

Coordination with Forest Service

Stewardship groups help plan, evaluate, and monitor stewardship projects on public and private lands. The groups also help evaluate and prioritize proposals for future funding with stewardship funds. They meet monthly and attend field trips to project locations to monitor the ecological and economic impacts of the projects. These projects benefit local communities in that they provide employment and contract opportunities to area businesses. The Siuslaw National Forest, in partnership with stewardship groups, has an impressive history of success restoring the land and contributing to local economies.

Diversity of Participation

- Federal Agencies
- Watershed Councils
- Public Utilities
- Conservation Groups
- Environmental Organizations
- Environmental Non-Profit
- Wildlife Groups



Facts Box

- Established in 2001
- The award of 14 stewardship timber sales to accomplish restoration thinning, resulting in more than 3,700 acres treated;
- The approval of 65 private-land restoration projects and 59 projects on National Forest land;
- Over 1,000 acres of riparian areas planted with native vegetation;
- Nearly \$3.3 million in retained receipts from stewardship timber sales went into restoration, creating family wage jobs;
- Generation of \$1.6 million in matching funds for restoration projects;
- The award of the 2010 Two Chiefs' Partnership Award, by the Chiefs of the U.S. Forest Service and the USDA Natural Resources Conservation Service, recognizing efforts to promote conservation and forest stewardship
- All Lands Collaborative

Contact Information

Collaborative Group: Kirk Shimeall, Stewardship Coordinator, stewardship@cascadepacific.org, 541-248-3094
 Forest Service: Jeff Uebel, juebel@fs.fed.us, 541-750-7015

Federal and State Congressional Districts and Representatives

District #5: Kurt Schrader (D)

District #4: Peter DeFazio (D)

District #5: Senator Arnie Roblan (D)

District #12: Senator Brian Boquist (R)

District #10: Representative David Gombert (D)

District #9: Representative Caddy McKeown (D)

Alsea Stewardship Group (ASG)

- Formed in 2006
- Includes participants from the Alsea and Yachats River area.
- Work is focused on the lands managed by the Central Coast Ranger District
- As of 2016, completed 10 projects related to noxious weed and invasive species removal and river restoration and stream enhancement.

Hebo Stewardship Group (HSG)

- Formed in 2011
- Includes participants from Tillamook to Salmon River areas.
- Work is focused on lands managed by the Hebo Ranger District.
- As of 2016, completed 4 projects that enhance fish and wildlife habitat, improve public safety on roads, and control invasive species.
- Projects also occur on private property when enthusiastic landowners are looking for ways to restore their piece of the watershed.

Mary's Peak Stewardship Group (MPSG)

- Formed in 2007
- Includes participants from the Mary's River Watershed area.
- As of 2016, completed 4 projects that improve fish and wildlife habitat and control invasive species.

Siuslaw Stewardship Group (SSG)

- Formed in 2003
- Includes partners from the Siuslaw River area.
- Primary focus on Japanese Knotweed eradication with Siuslaw Soil and Water Conservation District.

Smith-Umpqua-Dunes Stewardship Group (SUDSG)

- Formed in 2017



Umatilla Forest Collaborative Group

Asotin, Garfield, Columbia, Walla Walla, Baker, Grant, Union, Morrow, Wallowa, Umatilla, and Wheeler Counties

Umatilla National Forest

Mission/About Statement

To develop and promote balanced solutions from a diverse group of stakeholders to improve and sustain ecological resiliency and local community socioeconomic health in and near the Umatilla National Forest.

Coordination with Forest Service

Currently working with the Umatilla National Forest on the Kahler Dry Forest Restoration Project and the Thomas Creek and Glass Projects that focus on the restoration of off-site ponderosa pine plantations. The Kahler Dry Forest Restoration Project was designated an Oregon Solutions Project in 2012.

Diversity of Participation

- Federal Agencies
- Watershed Councils
- State Agencies
- Local Government
- Wildlife and Hunting Groups
- State Elected Officials
- Conservation Groups
- Environmental Organizations
- Commercial Timber Industry
- Individual Citizens
- Tribes
- Local University



OREGON

Facts Box

- Established in 2011
- Recent USFS Planning Projects: Over 92,000 acres (3 project areas)
- Led by Wallowa Resources, The Nature Conservancy, and Sustainable Northwest
- Public Lands Collaborative

Contact Information

Collaborative Group:

Nils Christofferson (541) 426-8053

Forest Service:

Joani Bosworth (541) 278-3722.

Federal and State Congressional Districts and Representatives

OR - District #2: Greg Walden (R)

OR - District #29: Senator Bill Hansell (R)

OR - District #58: Representative Greg Barreto (R)

WA- District #5 Cathy McMorris Rodgers (R)

Mission/About Statement

To protect, restore and maintain our communities in the context of a healthy environment through good stewardship practices.

Coordination with Forest Service

The South Umpqua Rural Community Partnership was established to support community efforts of restoration ecology, restoration forestry, aquatic habitat restoration, and the diverse social and economic interests of our region. We exist to facilitate and actuate partner-based projects as a 501C3 umbrella organization for the South Umpqua River watershed communities.

Diversity of Participation

- Federal Agency
- Broad spectrum of grassroots community members
- Regional Environmental Non-Profits
- Cow Creek Band of the Umpqua Tribe of Indians
- Bureau of Land Management
- Oregon Department of Fish and Wildlife
- National Resource Conservation Service



Facts Box

- 501(C)(3)
- All Lands Collaborative

Contact Information

Collaborative Group: Stan Petrowski, Coordinator, stanley@surcp.org
Forest Service: Donna Owens, (541) 825-3107 or dlowens@fs.fed.us

Federal and State Congressional Districts and Representatives

District #4: Representative Peter DeFazio (D)

District #4: Senator Floyd Prozanski (D)

District #7: Representative Cedric Hayden (R)

District #2: Representative Dallas Heard (R)

Mission/About Statement

The Umpqua Forestry Coalition is a broad-based, community group that advocates for forest management activities on public lands in Douglas County, Oregon. We are currently focused on fire use and management of fuels on the Umpqua National Forest.

Coordination with Forest Service

Continue to work with Forest Service on landscape restoration projects such as designing a restoration project in the Calf-Copeland watersheds.

Diversity of Participation

- Local environmental groups
- Small woodlands owners
- Foresters
- Conflict resolution practitioners
- Community volunteer
- Federal agency forester
- Retired firefighters



OREGON

Facts Box

- Public Lands Collaborative

Contact Information

Collaborative Group: Don Morrison, (541) 530-2420 or dmorrison200@gmail.com

Forest Service: Bill Mulholland, (541) 496-4142 or bmulholland@fs.fed.us

Federal and State Congressional Districts and Representatives

District #2: Representative Peter DeFazio (D)

District #4: Senator Floyd Prozanski (D)

District #7: Representative Cedric Hayden (R)

Mission/About Statement

To improve the social, economic, and ecological resiliency of the Wallowa-Whitman National Forest and local communities through collaboration by a diverse group of stakeholders.

Coordination with Forest Service

The Collaborative is preparing to review the Lower Joseph Creek Watershed Assessment issues and recommendations put forth by the Wallowa Country Collaborative. This project has numerous resource restoration recommendations such as: restoration of stands to historic range of variability, fuels reduction – ladder, down woody (live and dead), in stream work, culvert work, rangeland improvement, noxious weed treatments.

The Collaborative works with the Forest Service to find innovations in the NEPA process to reach effective and efficient solutions that support Regional Forester Jim Pena's focus on increasing pace and scale of active management of the Blue Mountains.

Diversity of Participation

- Local Elected Officials
- Environmental Non-Profits
- Environmental Organizations
- State Agencies
- Commercial Timber Industry
- Federal Agencies
- Local Universities
- Local Government
- Wildlife and Hunting Groups
- Local Schools
- Rangeland and Grazing Groups



Facts Box

- Established in 2012 (Wallowa Resources est. 1996)
- Recent USFS Planning Projects Acreage: appx. 16,000 – mechanical treatment; 21,000 prescribed burn (Lower Joseph Creek); 21 miles of fencing
- Wallowa Resources 501(c)3 (External Fiscal Agent)
- Public Lands Collaborative

Contact Information

Collaborative Group: Joe Costello, (541) 426-8053 x30
Forest Service: Tom Montoya, Forest Supervisor
(541) 523-1201, tmontoya@fs.fed.us

Federal and State Congressional Districts and Representatives

District #2: Greg Walden (R)

District #30: Senate Republican Leader Ted Ferrioli (R)

District #60: Representative Cliff Bentz (R)

Mission/About Statement

The purpose of the Southern Willamette Forest Collaborative (SWFC) is to bring together interested parties to promote local forest management solutions that sustain ecological resiliency and socioeconomic health for the southern Willamette forest area and nearby communities.

Coordination with Forest Service

The SWFC focuses on issues that impact the Middle Fork Ranger District of the Willamette National Forest and adjacent forestlands. The MFRD would like to implement several stewardship contracts to meet the objectives of the proposed Outlook Landscape Diversity Project (Outlook) to improve ecological restoration and resilience of the landscape. In relation to stewardship contracts, the committee will discuss: recommendations for restoration activities, defining the "local area" for utilizing local workforce, prioritizing spending of retained receipts, and implementation monitoring. The SWFC is also participating in a collaborative planning effort for the Rigdon project to restore dry mixed conifer habitat in the Upper Middle Fork Willamette River watershed.

Diversity of Participation

- Federal Agencies
- Commercial Timber Industry
- Individual Citizens
- Local Universities



Facts Box

- Established in 2014
- All Lands Collaborative

Contact Information

Collaborative Group: Sarah Altemus-Pope, 541-521-5786 swfcollaborative@gmail.com

Forest Service: Darren Cross, Deputy District Ranger, Middle Fork Ranger District, 541-782-5253 dmcross@fs.fed.us

Federal and State Congressional Districts and Representatives

District #4: Peter DeFazio (D)

District #5: Kurt Schrader (D)

District #4: Senator Floyd Prozanski (D)

District #7: Representative Cedric Hayden (R)

District #9: Senator Fred Girod (R)

District #18: Representative Vic Gilliam (R)

Mission/About Statement

The Eugene Water & Electric Board (EWEB) has been working with a number of partners and the Willamette National Forest to initiate a 'stewardship contracting' group in the McKenzie watershed. This group is a subcommittee of the McKenzie Collaborative.

Coordination with Forest Service

Stewardship contracting allows the Forest Service to enter into long-term contracts to meet land-management objectives, such as reducing wildfire risk and improving forest health. Stewardship contracts on timber sales in the McKenzie watershed would allow the funds generated from the sale to remain in the watershed to fund other restoration work (such as culvert removal, large wood placement, road decommissioning) instead of going to the General Treasury. This can both promote forest restoration projects as well as support local communities.

The McKenzie Watershed Stewardship Group plans to produce periodic memos to send to the Forest Service with specific recommendations relating to upcoming stewardship sales, potential for new stewardship sales and/or recommendations for how to spend stewardship contracting receipts.

Diversity of Participation

- Federal Agencies
- State Agencies
- Public Utilities
- Watershed Council
- Environmental Organizations
- Forest Industry Representatives



Facts Box

- Hosted by Eugene Water and Electric Board
- All Lands Collaborative

Contact Information

Collaborative Group: Paul Hoobyar, Facilitator, (541) 345-4854, phoobyar@watersheds.com

Forest Service: Shane Kamrath, McKenzie River Ranger District – Natural Resources Staff Officer, (541) 822-7233, skamrath@fs.fed.us

Federal and State Congressional Districts and Representatives

District #4: Peter DeFazio (D)

District #5: Kurt Schrader (D)

District #4: Senator Floyd Prozanski (D)

District #7: Representative Cedric Hayden (R)

District #9: Senator Fred Girod (R)

District #18: Representative Vic Gilliam (R)

North Santiam Forest Collaborative

Marion & Linn County

<http://northsantiam.org/northsantiamforestcollaborative/>

Willamette National Forest

OREGON

Mission/About Statement


To draw upon the knowledge base of a diverse collaborative to identify and address the issues and opportunities that will ultimately improve the ecosystem function and resilience of the headwaters of the North Santiam River Watershed while contributing to the economy and job market of the North Santiam Canyon.

Coordination with Forest Service

The North Santiam Watershed Council works with the US Forest Service Detroit Ranger District on project planning and restoration activities that are occurring in the Breitenbush Watershed and around Detroit Lake. The Forest Service leads field tours with North Santiam Forest Collaborative to view proposed projects and discuss on the ground issues.

Diversity of Participation

- Watershed Councils
- Environmental Non-Profit
- Wildlife and Hunting Groups
- Federal Agency
- Timber Industry
- Local Community Members
- Other NR Agencies
- Private Industry



Facts Box

- Established in 2011
- Funds from the CCLSP in 2012 helped the North Santiam Watershed Council initiate the collaborative process
- In December of 2014 the North Santiam Forest Collaborative expanded its boundary to include the entire North Santiam Watershed.
- Was formerly called the Breitenbush Watershed Stakeholder Collaborative
- All Lands Collaborative

Contact Information

Collaborative Group: Rebecca McCoun, Council Coordinator, (503) 930-8202, Council@NorthSantiam.org
Forest Service: Grady McMahan, Detroit Ranger District – District Ranger, (503) 854-4200, gcmcmahan@fs.fed.us

Federal and State Congressional Districts and Representatives
District #5: Kurt Schrader (D)
District #4: Senator Floyd Prozanski (D)
District #7: Representative Cedric Hayden (R)

Mission/About Statement

The mission of the South Santiam All Lands Collaborative (SSALC) is to steward water, land and cultural resources to deliver needed and sustainable economic growth.

Coordination with Forest Service

The SSALC is working with the Sweet Home Ranger District, Cascade Timber Consulting, South Santiam Watershed Council, Linn County, the City of Sweet Home, and other local organizations to plan and implement projects that will provide employment, watershed restoration, and recreation opportunities near Sweet Home.

Diversity of Participation

- Federal Agencies
- Commercial Timber Industry
- Local Government
- Community Organizations
- Watershed Council
- Local Universities



Facts Box

- Watershed Council Established in 1996
- 60% private lands 40% public lands
- All Lands Collaborative
- “Cool Soda” is the overarching project that focuses on:
 - o Thinning
 - o Habitat restoration
 - o Culvert and large wood
 - o Invasive species removal

Contact Information

Collaborative Group: Eric Andersen, South Santiam Watershed Council – Council Coordinator, (541) 367-5564, e.andersen.sswc@gmail.com
Forest Service: Nikki Swanson, Sweet Home Ranger District – District Ranger, (541) 367-3145, nswanson@fs.fed.us

Federal and State Congressional Districts and Representatives

- District #4: Peter DeFazio (D)
- District #5: Kurt Schrader (D)
- District #4: Senator Floyd Prozanski (D)
- District #7: Representative Cedric Hayden (R)
- District #9: Senator Fred Girod (R)
- District #18: Representative Vic Gilliam (R)

Mission/About Statement

To demonstrate the full potential of restoration forestry to enhance forest health, public safety and community economic vitality.

Coordination with Forest Service

In 2005 the Northeast Washington Forestry Coalition (NWFC) was approached by Colville National Forest (CNF) and asked to participate in a three-day workshop on collaboration. From that workshop, a Memorandum of Understanding (MOU) between the CNF and NWFC was signed that explains the nature of their interaction and communications as they continue to work together. The CNF and the NWFC also created a "Protocol for Determining Level of Support for a Project." This document allows individuals to communicate concerns to the CNF about individual projects.

Diversity of Participation

- Federal Agencies
- State Agencies
- Conservation Groups
- Environmental Non-Profits
- Public Utilities
- Conservation Northwest
- Commercial Timber Industry
- Non-Motorized Recreation
- Local Government
- Local Universities
- Local Elected Officials



Facts Box

- Established in 2002
- Participated in planning of over 25 forest management projects
- 501(c)3
- Public Lands Collaborative

Contact Information

Collaborative Group: Gloria Flora, Interim Executive Director, Email: gflora@s-o-solutions.org

Forest Service: Kathleen Ward, Natural Resources Staff Officer, Phone: 509-684-7106, Email: ktward@fs.fed.us

Federal and State Congressional Districts and Representatives

District #5: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative Cathy McMorris Rodgers (R)

District #7: Senator Brian Dangel (R), Representative Shelly Short (R), Representative Joel Kretz (R)

Mission/About Statement

To work with the Cowlitz Valley Ranger District and surrounding areas to promote policies and projects that create quality local jobs recreation opportunities and benefit watershed health.

Coordination with Forest Service

The Forest Service has a clear interest in supporting the development of a common ground agenda that leads away from gridlock and toward work being implemented on the ground. Gifford Pinchot National Forest staff actively participate in monthly collaborative meetings and work closely with Pinchot Partners on grant-funded projects to increase collaborative capacity.

Diversity of Participation

- Local Universities
- Community Organizations
- Tribal Groups
- Environmental Non-Profits
- Wildlife and Hunting Groups
- Local Community Businesses
- Individual community members



Facts Box

- Established in 2003
- 6 Projects that decommissioned roads, restored plantations and watersheds, and monitoring
- Completed Stand Inventory of 31,253 acres
- Has received Title II funding and retained receipts from stewardship contracting to support project implementation
- Public Lands Collaborative
- Pole Patch Huckleberry Restoration successful stewardship project provided economic opportunity and restored important resource with collaborative and tribal engagement.

Contact Information

Collaborative Group: Jamie Tolfree, Coordinator, (360) 334-2555, jtolfree11@gmail.com
Forest Service: District Ranger Gar Abbas, (360) 497-1105, gabbas@fs.fed.us
Community Engagement Staff Officer Tracy Calizon, (360) 891-5156, tcalizon@fs.fed.us

Federal and State Congressional Districts and Representatives

District #3: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative Jamie Herrera Beutler (R)
District #20: Senator John Braun (R), Representative Richard DeBolt (R), Representative Ed T. Orcutt (R)

Mission/About Statement

The South Gifford Pinchot Collaborative is a community based partnership that participates in the development, facilitation, and implementation of projects that enhance economic vitality, forest ecosystem health, recreation and public safety on the south end of the Gifford Pinchot National Forest and in surrounding communities.

Coordination with Forest Service

The Forest Service serves as a non-voting member with the group and is present for meeting and field trips in order to provide data about project areas, and to share natural resource and technical expertise.

Diversity of Participation

- Commercial Timber Industry
- Wildlife and Hunting Groups
- Environmental Organizations
- Environmental Non-Profits
- Federal Agencies
- Local Community Business
- Community Organizations
- Recreation Organizations
- Local Government
- Local Community Businesses
- Local Community members



Facts Box

- Established in 2011 (a combination of the Mt. Adams District and Lewis River Collaboratives which were formed in 2008)
- 6 Forest and Natural Resource Stewardship Projects, over 75,000 acres
- Receives some funding for group and project support from Title II RAC dollars, Retained Receipts (stewardship funds) and CCLS
- Public Lands Collaborative

Contact Information

Collaborative Group: Lisa Naas Cook, Inaascook@gmail.com
 Forest Service: District Ranger Emily Platt, (509) 395-3401, emilykplatt@fs.fed.us
 Community Engagement Staff Officer Tracy Calizon, (360) 891-5156, tcalizon@fs.fed.us

Federal and State Congressional Districts and Representatives

District #3: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative Jamie Herrera Beutler (R)

District #14: Senator Curtis King (R), Representative Norm Johnson (R), Representative Gina McCabe (R)

Mission/About Statement

The Darrington Collaborative brings together stakeholders from the community of Darrington, WA, the Puget Sound environmental community, members of the local Darrington timber industry, Darrington Science, Technology, Engineering, and Math (STEM) youth education programs and representatives from federal, state and local government around shared goals of increasing ecologically sustainable timber harvest under the Northwest Forest Plan on the Mt. Baker-Snoqualmie National Forest in the Darrington vicinity while improving the ecological functioning of our forests and watersheds.

Coordination with Forest Service

The collaborative works together with federal officials to address issues that stand in the way of achieving goals. The collaborative strives to show they can simultaneously create a more ecologically resilient forest, provide for increased, sustainable timber harvests on the Mt. Baker-Snoqualmie National Forest near Darrington, and provide economic benefits to the community of Darrington and educational opportunities for Darrington's youth through the STEM program.

Diversity of Participation

- Local Elected Officials
- Commercial Timber Industry
- Environmental Organizations
- Local Universities and Schools
- Conservation Groups
- Science and Education Based non-profit organizations
- Federal Agencies



Facts Box

- Established in 2015
- Created one year after the deadly Oso Landslide to improve forest habitat and strengthen the local economy
- Public Lands Collaborative
- STEM to local school district.

Contact Information

Collaborative Group: info@darringtoncollaborative.org

Forest Service: Peter Forbes, Darrington District Ranger, 360-436-2301, pforbes@fs.fed.us

Federal and State Congressional Districts and Representatives

District #1: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative Suzan DelBene (D)

District #39: Senator Kirk Pearson (R), Representative Dan Kristiansen (R), Representative Elizabeth Scott (R)

North Central Washington Forest Health Collaborative

Okanogan and Chelan Counties

<http://www.ucsr.org/ncwfhc/>

Okanogan-Wenatchee National Forest

Mission/About Statement

To advance forest health through transparent actions that improve forest resiliency, preserve terrestrial and aquatic wildlife habitat, protect natural resources, provide recreational opportunities, promote utilization of natural resources, and support local economies in Chelan and Okanogan Counties.

Coordination with Forest Service

The Forest Service is working with the North Central Washington Forest Health Collaborative on several priority projects that identify restoration needs on the following Ranger Districts: Methow Valley, Wenatchee River, and Tonasket. Collaborative input may increase support for implementation, monitoring, and/or adjust the project as needed based on recent changed conditions due to large scale wildfires in 2015.

Diversity of Participation

- Commercial Timber Industry
- Conservation Groups
- Local Government
- Environmental Non-Profits
- Tribal Groups
- Federal Agencies
- Environmental Organizations
- Colville Tribal Sort Yard
- Federal Agencies



Facts Box

- Established in 2013
- Recent USFS Planning Projects Acreage: appx. 27,500 (3 projects)
- Public Lands Collaborative

Contact Information

Collaborative Group: Melody Kreimes, Upper Columbia Salmon Recovery Board Forest Health Program Manager & Interim Executive Director, (509) 888-0321, melody.kreimes@ucsr.org

Forest Service: Susan Thomas, Partnership Coordinator, (509) 548-2563 slthomas@fs.fed.us

Federal and State Congressional Districts and Representatives

- District #8: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative David Reichert (R)
- District #1: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative Suzan DelBene (D)
- District #12: Senator Linda Evans Parlette (R), Representative Cary Condotta (R), Representative Brad Hawkins (R)
- District #39: Senator Kirk Pearson (R) Representative Dan Kristiansen (R), Representative Elizabeth Scott (R)
- District #13: Senator Judy Warnick (R), Representative Tom Dent (R), Representative Matt Manweller (R)

Mission/About Statement

To improve the ecosystem health and natural functions of the landscape through active restoration projects backed by best science, community input and adaptive management.

Coordination with Forest Service

The Tapash Sustainable Forest Collaborative (hereafter referred to as Tapash) proposal finds its' basis in the Okanogan-Wenatchee Forest Restoration Strategy (2010, in prep). The Forest strategy was/is being developed through a collaborative effort between the Forest Sciences Lab, the Okanogan-Wenatchee Supervisors Office, and the Naches Ranger District. This Tapash proposal considers a 920,000 acre landscape and prioritizes initial treatments (FY10) in the southern most portion of the analysis area where planning has been completed and the strategy is already being implemented. Lands incorporated include Naches and Cle Elum Ranger District dry and mesic forest types, the Oak Creek, L.T. Murrary, and Clockum State Wildlife Areas, the Ahtanum State Forest, and other Washington Department of Natural Resources administered land.

Diversity of Participation

- Commercial Timber Industry
- Non-Motorized Recreation
- Chinook Pass Cabin Owners
- Conservation Northwest
- Motorized Recreation Groups
- Conservation Groups
- Local Government
- State Agencies
- Federal Agencies
- Washington Prescribed Fire Council
- Tribal Groups
- Fisheries, Wildlife and Hunting Groups
- Non-Motorized Recreation Groups
- Environmental Non-Profits



Facts Box

- Established in 2007 (Previously known as the Tieton Collaborative)
- CFLR
- All Lands Collaborative
- Restoration Activities include:
 - Native Plant Restoration and Weed Control
 - Restoration of Forest Health
 - Recreational Use and Forest Access
 - Recovery of Threatened Species
 - Environmental Protection
 - Education and Outreach
 - Value-added Technologies
- 5 Year Accomplishments:
 - 99,123 leveraged funds
 - 3,966 acres of invasive plants and noxious weeds removed
 - 17,800 acres of wildlife habitat restored
 - 558.5 miles of roads improved and maintained

Contact Information

Collaborative Group: Laura Potash, Executive Coordinator, laura.potash@tnc.org (206) 678-7866

Forest Service: Amanda Velasquez, CFLR Coordinator Okanogan-Wenatchee NF, avelasquez@fs.fed.us (509) 664-9212

Federal and State Congressional Districts and Representatives

- District # 8: Patty Murray (D), Maria Cantwell (D), David Reichert (Rep/R)
- District #12: Linda Parlette (R), Cary Condotta (Rep/R), Brad Hawkins (Rep/R)
- District #13: Judy Warnick (R), Tom Dent (Rep/R), Matt Manweller (Rep/R)
- District #14: Curtis King (R), Norm Johnson (Rep/R), Gina McCabe (Rep/R)
- District #2: Randi Becker (R), Andrew Barkis (Rep/R), J.T. Wilcox (Rep/R.)
- District #31: Pam Roach (R), Drew Stokesbary (Rep/R), Chris Hurst (Rep/R)
- District #5: Mark Mullet (D), Jay Rodne (Rep/R), Chad Magendanz (Rep/R)

Olympic Forest Collaborative

Clallam, Grays Harbor, Jefferson, & Mason Counties <http://www.olympicforestcollaborative.org/>

Olympic National Forest

Mission/About Statement

The Collaborative will work together and with federal officials to address issues that stand in the way of achieving the shared goals of increasing timber harvest from the Olympic National Forest while benefiting the environmental quality of forests and watersheds. Ultimately, the purpose is to show we can simultaneously create a more environmentally sound forest, provide for increased, sustainable timber harvests on the Olympic National Forest, and provide economic benefits to timber communities on the Peninsula.

Coordination with Forest Service

The Role of the Forest Service at a minimum consists of:

- Serving as a non-voting member
- Being committed to collaborative process and maintain active engagement at meetings, project planning, etc.

Diversity of Participation

- Commercial Timber Industry
- Conservation Groups
- Environmental Organizations
- Environmental Non-Profits
- Wildlife Groups
- Professional Societies
- Recreation Organizations
- Offering resource information
- Sharing historical data, local knowledge and technical resource expertise
- Sharing experience working with local contractors.



Facts Box

- Established May 8, 2015
- Public Lands Collaborative

Contact Information

Collaborative Group: TBD

Forest Service: Reta Laford, Forest Supervisor, (360) 956-2301, rlaford@fs.fed.us

Tim Davis, Natural Resources Staff Officer, (360) 956-2430, tedavis@fs.fed.us

Federal and State Congressional Districts and Representatives

District #6: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative Derek Kilmer (D)

District #24: Senator Jim Hargrove (D), Representative Kevin Van De Wege (D), Representative Steve Tharinger (D)

District # 35: Senator Tim Sheldon (D), Representative Dan Griffey (R), Representative Drew MacEwen (R)

Mission/About Statement

The Skokomish Watershed Action Team (SWAT) was established in 2005 as a diverse, informal partnership of governments, land managers, and others working collaboratively to restore a healthy Skokomish watershed.

During the 20th century, the Skokomish watershed produced extraordinary amounts of timber and hydropower, but that production took a toll on the river, the fish and wildlife, and the residents of the watershed. The first part of the 21st century is a time of healing for the Skokomish, aided by collaborative partnerships that are dedicated to restoring the watershed's environmental health, fisheries and quality of life.

Coordination with Forest Service

Since 2005, the Forest Service in collaboration with the SWAT, the Skokomish Tribe, and several other partners, has completed over \$12 million in restoration work in the Skokomish River Watershed. Restorative actions have included road decommissioning, road closures, conversion-to-trail, storm damage risk reduction, individual culvert upgrades, fish passage improvements, road maintenance, replacement of four trail bridges, and a 2010 large wood enhancement project that installed 30 log jam structures.

These restoration projects were identified in the 2007 SWAT 3-Year Action Plan and recently in the 2016 Skokomish Watershed Action Plan Update. Download the full digital copy from <http://tinyurl.com/FullSWATUpdate2016>

Diversity of Participation

- Skokomish Tribe
- Mason Conservation District
- Green Diamond Resource Company
- Olympic Forest Coalition
- The Wilderness Society
- Sierra Club
- Tacoma Power
- Olympic National Forest
- Local governments, State agencies
- Independent citizens, valley residents
- Congressional representatives
- Community businesses
- Conservation groups



Facts Box

- The 2007 SWAT Action Plan laid out an ambitious set of 42 restoration projects costing an estimated total of \$48.6 million. Remarkably, as of 2016, virtually all of these projects-and more-have been completed or are nearing completion--\$12 million on Olympic National Forest.
- As of 2016, all high priority road decommissioning, road closure, and conversion-to-trail identified in plan have been implemented on the Olympic National Forest. The success of this program is largely due to the support of SWAT and the Skokomish Tribe and receipt of \$6.6 million in Legacy Roads and Trails Funds targeted for the watershed.
- While tremendous progress has been made over the past decade, particularly in stabilizing the upper watershed and Skokomish estuary, much work remains to recover severely degraded fisheries and improve flood prone conditions in the valley.

Contact Information

Collaborative Group: Mike Anderson, The Wilderness Society, (206) 890-3529, mike_anderson@tws.org

Forest Service: Dean Yoshina, District Ranger, Hood Canal Ranger District, 360-765-2201, dyoshina@fs.fed.us

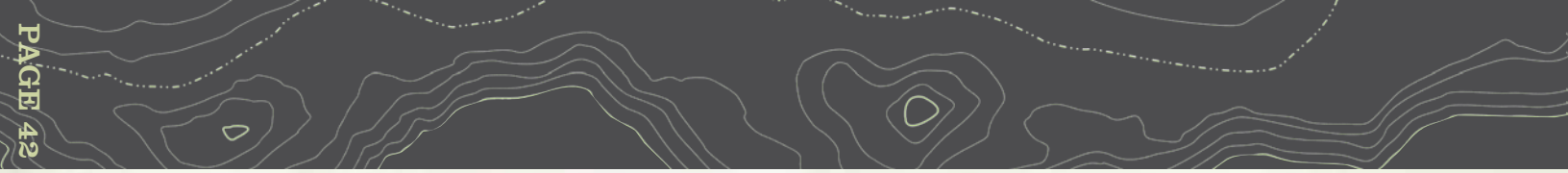
Tim Davis, Natural Resource Staff Officer, 360-956-2430, tedavis@fs.fed.us

Congressional Districts and Representatives

District #6: Senator Patty Murray (D), Senator Maria Cantwell (D), Representative Derek Kilmer (D)

District # 35: Senator Tim Sheldon (D), Representative Dan Griffey (R), Representative Drew MacEwen (R)

District #24: Senator Jim Hargrove (D), Representative Kevin Van De Wege (D), Representative Steve Tharinger (D)



Part 2

Collaboration Tips and Tools:

To support Forest Service employees in engaging in collaboration we have included some tips that can help support employees as they engage in collaborative efforts across the Region. Included are:

- i. Ten Principles of Collaboration*
- ii. Typical roles of Forest Service employees in the collaborative process*
- iii. When to use a collaborative approach*
- iv. Collaboration on the Public Involvement Continuum*
- v. Five benefits of working collaboratively*
- vi. A list of collaboration related authorities*

The documents in this section are considered living document and feedback is welcome. Contact: Maia Enzer at mjenzer@fs.fed.us
These documents were developed by Ann Moote, Mamut Consulting, and Maia Enzer, US Forest Service, to help advance collaborative capacity within the Agency.

(April 13, 2015)

Ten Principles of Collaboration

Collaboration is a process in which people with diverse views work together to achieve a common purpose. It involves sharing information and ideas to expand everyone's knowledge of the situation, identifying areas of agreement and disagreement, and working together to identify new and better ways of moving forward. These principles embody both the spirit and best practices of the art of collaboration.

1. **Work together** to achieve more effective and implementable results. Collaborative processes are inherently about sharing vision, credit, and accountability for the success and challenges of the effort. Agree on what's important to make the work meaningful to everyone. Leverage the assets of all the participants to maximize the group's ability to accomplish shared goals. Share ownership in group decisions to ensure all participants feel invested in the process and its outcomes.
2. **Embrace diversity** to achieve more innovative and widely supported decisions. Work to understand different mandates, philosophies, expertise, areas of experience, and areas of influence. That diversity helps the group look at problems from fresh perspectives and develop different approaches to solving them.
3. **Be inclusive** to maintain the integrity and accountability of the collaborative process. Collaboration must be open to anyone who wishes to participate. Work to have all stakeholder interests represented in the collaborative effort. Make clear and identifiable efforts to maintain communication with those who may be affected by or interested in the process but are unable or choose not to engage directly.
4. **Take risks** to learn and improve. Collaboration is an opportunity for creativity. Be willing to consider different approaches, even when they run counter to established best practices or past experience. Experiment with new ideas and recognize small mistakes and setbacks as learning opportunities that can inform future work.
5. **Build relationships** to create capacity for collaborative planning and action. Use the collaborative process to develop a network of people who share information and resources and work together to solve projects. Building relationships takes time: it is necessary to work through contentious issues and come to agreement on actions. It is equally important to follow through on agreed-upon actions. Relationships are built through regular, informal communication: maintain communication outside of meetings, even during low-activity periods.
6. **Practice transparency** to build trust. This includes sharing information about agency protocols, budgets, and constraints as well as opportunities for collaborative group involvement in agency work. Keep the group abreast of upcoming planning, decisions, and actions. Explain how and why decisions were made or specific actions were taken, and how collaborative group input informs decisions and actions. Do not take unilateral action that may affect other participants without informing the group. The collaborative group's structure and decision-making process should be equally transparent.
7. **Be accountable** to maintain trust and avoid unnecessary conflict. Keep agreements and respond to questions and requests for information. Check in with chain of command to ensure line officers understand and will support collaborative group decisions. If decisions are not supported, quickly commit to re-engage the collaborative group around the issue.
8. **Use clear rules of engagement** to operate effectively and efficiently. Clear protocols about how decisions will be made, participants' roles and responsibilities, how the group will make recommendations to the agency, and how information will be communicated to the media and others outside of the group are essential to protecting the integrity of the collaborative process. Decision-making rules should address when to use consensus as

opposed to voting and what to do in the event agreement cannot be reached. Forest Service employees should not participate in the group's formal decision-making process, but should support the group in their development and implementation of the governing process, including clarifying the scope and authority of the group.

9. **Monitor and evaluate** your work to capture learning and support adaptive management. Periodically evaluate progress toward goals and identify lessons learned. Monitor effects of experimental and controversial actions to provide accountability, build a deeper understanding of the effects of decisions and actions, and build support for more complex and larger actions. The level of rigor in monitoring protocols should be sufficient to address the concerns. Collaborative monitoring is not about generating a volume of data (or duplicating existing agency monitoring requirements); it is about demonstrating accountability, understanding the impacts of actions taken, and using those findings to inform future actions.

10. **Collaborate at the right scale** to ensure projects are proportional to the trust and agreements that have been made. This may mean building on initial agreements and smaller project areas, taking steps to learn together before moving towards tougher issues, accelerated project design and/or larger geographic scales.



Typical Forest Service Roles in Collaborative Processes

Depending on an employee's role within the agency, their role in a collaborative group will vary. However, supporting the collaborative process, building and maintaining relationships with participants, and representing the agency are everyone's responsibility. Further, it is important to non-agency participants that they can work with Forest Service staff responsible for planning, implementation, contracting, and monitoring, regardless of those employee's specific roles in the collaborative process. Collaboration is built on individual relationships, so rapid staff changes and inconsistent staff participation do not support the collaborative process. Below are some of the specific roles an agency employee might play in a collaborative process. Often one person will play more than one of these roles:

1. **Participant:** Regular participation in meetings, discussions, field tours, and other activities of the collaborative group is important to the success of a collaborative effort. Participation includes careful listening, sharing information, and generally contributing to the group's effort to meet its goals. Ensuring the agency is a consistent, informed participant is important to building trusting relationships. However, Forest Service employees should not participate in the formal decision-making process.
2. **Subject matter expert (SME):** Contributing technical and subject matter expertise is invaluable to the collaborative process and most groups rely heavily on the Forest Service for this input. Some tips for the SME include:
 - Provide maps and current National Forest data and information to help focus discussions and build understanding of conditions, but avoid overly long and detailed presentations. Only present information that is relevant to the ecological, social, and/or economic context.
 - Avoid absolutes and value judgments when sharing knowledge: share information in a manner that will help the group to broaden, deepen, and enrich their discussion.
 - Acknowledge that no one has all the answers. Be willing to say, "I don't know" and "Let's find out."
 - Keep abreast of developments in your field and bring new science, new technology, and lessons learned elsewhere into the discussion.
 - Assist the group with project design and analyzing ecological and economic consequences of various management options.
 - Recognize and listen to the knowledge of others in the group. Many collaborative group participants have ecological, social, or economic knowledge and expertise; view these individuals as colleagues and people you can learn from (as well as them from you).
3. **Forest Service process interpreter:** Ensure the collaborative group knows about and understands agency policies, procedures, deadlines, expectations, and constraints as well as areas of flexibility. Provide information that will help the group understand planning, budgeting, and other processes. Keep the group informed of progress – and any bottlenecks encountered – throughout the NEPA process, contract award process, and project implementation.
4. **Internal communicator and recruiter:** Find the appropriate channels to ensure all relevant people from the Forest Service (District, Supervisor's Office, Regional Office, and/or Washington Office) are informed about the work of the collaborative process and are encouraged to participate when appropriate. Bring any suggestions and concerns raised back to the collaborative group for discussion.
5. **Outreach and relationship leader:** Ensure the collaborative group has a plan to maximize involvement of relevant officials and representatives from local government, tribal government, community organizations, stakeholder groups (e.g., environmental, forest industry, recreation, etc.), and other relevant interests.

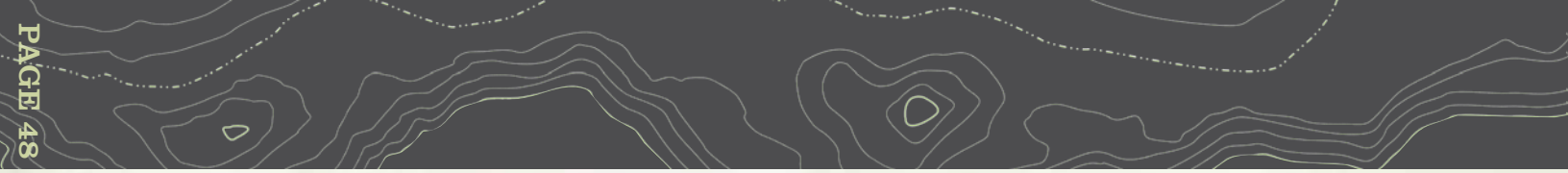
Encourage diverse participation in the collaborative process and find ways to keep non-participating stakeholders, local communities, and the general public informed about the collaborative group's work.

6. **Project proposer:** Often the Forest Service brings projects to a collaborative group for discussion and consideration, whether these are shelf-stock that they are interested in reviving or new projects. However, do not assume the group will want to take on every proposed project or that the project will remain the same after it goes through the collaborative process. It is equally important for agency participants to remain open to collaborative project ideas proposed by the group.
7. **Facilitator:** While for some it may seem unusual for a Forest Service employee to facilitate a collaborative group, with the right skills, approach, attitude, and – most importantly – the support of the group, it is an acceptable role. Some tips for facilitators:
 - Express your commitment to uphold the integrity of the process and being held accountable for doing so.
 - Be diligent in maintaining clean, legal boundaries of the process, particularly around decision making, to ensure no violation of FACA occurs. Be the gentle FACA custodian.
 - Check in with the group frequently to make sure the process is working for everyone.

All participants, not just the designated facilitator, can use facilitation skills to help keep the group moving forward. For example:

- Reflect back what you've heard and ask if it's what the speaker meant.
 - Test group agreements by asking, "Is this what we agreed to?"
 - Periodically revisit working agreements and use them to avoid rehashing things that have already been discussed and decided.
8. **Collaboration leader:** While the Forest Service is never the official convener or leader of a collaborative group, Forest Service staff often play a leadership role by encouraging others to explore new ideas and seek creative, mutually acceptable solutions. You can encourage collaboration by demonstrating a willingness to experiment with new approaches, and demonstrate commitment to the process by dedicating time and resources to the collaborative effort.





Collaboration is a process in which people with diverse views work together to achieve a common purpose. It involves sharing information and ideas to expand everyone's knowledge of the situation, identifying areas of agreement and disagreement, and working together to identify new and better ways of moving forward. When a situation is fairly straightforward or a course of action has already been decided collaboration is usually not needed or appropriate. On the other hand, collaboration is very appropriate for reviewing past actions and designing new approaches when the best way to proceed is not clear and people are willing to work together to find a better solution. This checklist can help you decide when to use collaboration.

Complex situation

- ✧ Are there a number of different, possibly competing, objectives?
- ✧ Are there controversial issues involved?
- ✧ Is there lack of support for or likely opposition to desired actions?
- ✧ Is the best way to proceed unclear?

Room for agreement

- ✧ Do stakeholders share some common values around the issues?
- ✧ Are there opportunities for agreement that do not involve changing organizational missions or agency mandates?

Willing participants

- ✧ Are the people who stand the most to lose and those who stand the most to gain willing to participate?
- ✧ Are stakeholders willing to explore different approaches to meeting their objectives?

Leadership

- ✧ Is there someone willing to advocate for trying a new approach?
- ✧ Is there a non-federal entity who everyone trusts willing to lead the effort?
- ✧ Is there someone who can inspire others to work together and think creatively?

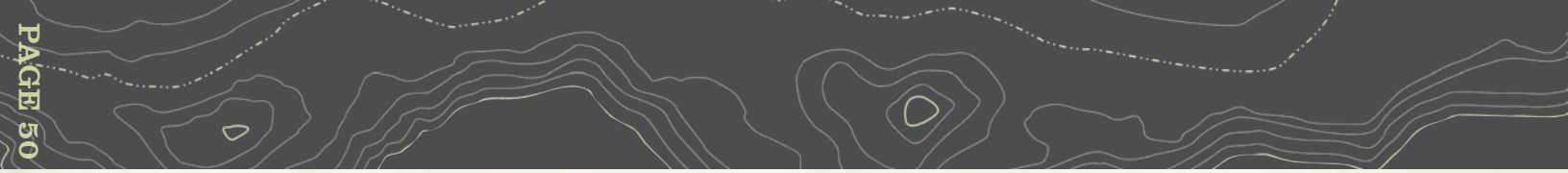
Decision-maker support

- ✧ Are the people with decision-making authority supportive of using a collaborative process?
- ✧ Do decision-makers agree to seriously consider using ideas that emerge from collaborative group discussions?

Adequate resources

- ✧ Is everyone willing to commit the time required to work through the issues?
- ✧ Is there enough time to work through issues before a decision must be made?
- ✧ Is there funding available to hire a neutral facilitator if needed?
- ✧ Are there resources available to bring in people or information needed to adequately address the issues?



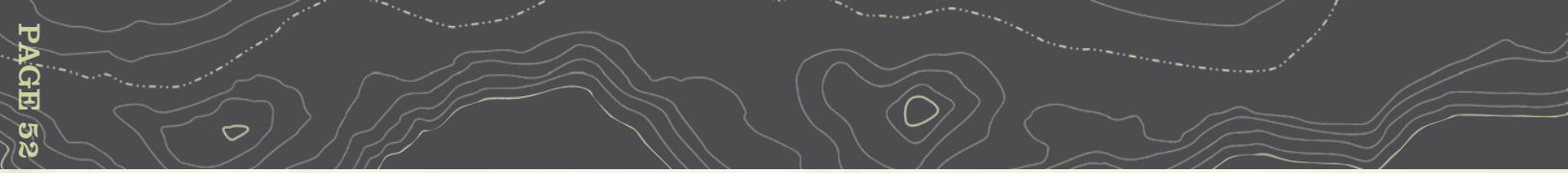


Collaboration on the Public Involvement Continuum

PROCESS	WHEN TO DO IT	WHY DO IT	EXAMPLES
INFORM provide information	New actions are planned, new information is available, non-controversial decisions have been made	Keep stakeholders informed; maintain transparency	Fact sheets, news releases, Federal Register notices, web sites, email announcements, webinars, etc.
CONSULT seek input	Stakeholder concerns and interests are not known; stakeholders may have questions, misinformation, or misperceptions about planned actions	Identify issues that need to be addressed; test the waters: get reactions to a proposed action early in the planning process; address misinformation or misperceptions	Open houses, public meetings, listening sessions, field trips, online comment webpage, etc.
INVOLVE seek advice	Planned actions are more complex or may be controversial; best way to proceed is not immediately evident	Discuss issues and ideas; ensure stakeholders' concerns and recommendations are understood and considered; bring more technical information into the discussion	Meetings with individuals or groups representing specific interests, workshops, etc.
COLLABORATE seek agreement	Complex issues; conflict or controversy; lack of support for or likely opposition to planned actions	Tap the expertise and creativity of many; identify areas of common ground; Identify mutually acceptable solutions; build broad support for decisions; move forward in controversial situations	Advisory committees, task forces, collaborative planning teams, CFLR and CFLRP groups, etc.
RELATED CONCEPTS	WHEN TO USE IT	WHY USE IT	EXAMPLE
PARTNER leverage resources	Cross-jurisdictional* project <i>*more than one agency, landowner, etc. involved</i>	Achieve a shared objective that neither entity can achieve alone or both can do better together	Partnership agreements
MEDIATE resolve disputes	Intractable conflict	Reach agreement that all parties can accept	Negotiated settlements

This chart is based on the IAP2 Public Participation Spectrum, the U.S. EPA Conflict Prevention and Resolution Center's Public Involvement Spectrum, and Sherry Arnstein's Ladder of Public Participation. It was modified for the Forest Service context by Ann Moote, Mamut Consulting, and Maia Enzer, US Forest Service.





Collaboration is a process in which people with diverse views work together to achieve a common purpose. It involves sharing information and ideas to expand everyone's knowledge of the situation, identifying areas of agreement and disagreement, and working together to identify new and better ways of moving forward. Although it requires time and commitment up front, collaboration can make planning, decision-making, and management more effective and more widely supported. Here are five commonly reported benefits of collaboration.

1. More information

- ✧ **Develop a deeper understanding of different interests and positions**
- ✧ **Tap into a wider range of information sources and access the best available information**
- ✧ **Learn what knowledge, skills, and resources are available to help achieve a goal**

2. Better decisions

- ✧ **Identify creative new approaches to address problems and achieve goals**
- ✧ **Use the best available data and draw on a deeper understanding of issues**
- ✧ **Know what actions are highest priority and least likely to encounter resistance**

3. Better outcomes

- ✧ **Design projects that address and balance ecological, social, and economic needs**
- ✧ **Achieve larger-landscape projects that would not otherwise be possible**
- ✧ **Leverage resources to implement more public land management projects**

4. More support

- ✧ **Build a network of people who share information and resources and work together to solve problems and implement projects**
- ✧ **Build public support for agency decisions and actions**
- ✧ **Build redundancy – reduce reliance on a few individuals**

5. Less conflict

- ✧ **Identify and address misunderstandings and resolve conflicts before decisions are made**
- ✧ **Increase trust in an agency that is viewed as open, transparent, and accountable**
- ✧ **Receive fewer legal challenges and withstand legal challenges**



A List of Collaboration Related Authorities

Many legislative and policy directives either require or encourage a collaborative approach. There are collaboration authorities that speak to ALL Forest Service Deputy Areas -- State and Private Forestry, Research and Development, Business Operations, and National Forest System.

2012 National Forest Planning Rule

Directs the Agency to “engage the public... early and throughout the planning process..., *using collaborative processes where feasible and appropriate.*” The stated purpose of the planning rule is “*to guide the collaborative and science-based development, amendment, and revision of land management plans...*” (36 CFR 219).

2009 Collaborative Forest Landscape Restoration Program (CFLRP)

The purpose of CFLRP is “*to encourage the collaborative, science-based ecosystem restoration of priority forest landscapes...*” by funding restoration treatments on priority landscapes. To be eligible for CFLRP funding, a landscape restoration proposal must “*be developed and implemented through a collaborative process that... includes multiple interested persons representing diverse interests and ... is transparent or nonexclusive*” (P.L. 111-11).

2009 National Cohesive Wildland Fire Management Strategy

Provides a framework and guidelines for Federal, state, local, and tribal governments, non-governmental partners, and public stakeholders to work collaboratively and across all landscapes to restore and maintain landscapes, protect communities from wildfire, and effectively respond to wildfires. The Strategy was mandated by the Federal Land Assistance, Management, and Enhancement (FLAME) Act of 2009 and is led by the Secretaries of Agriculture and the Interior.

2009 Presidential Memorandum on Transparency and Open Government

Establishes that “*three principles of transparency, participation, and collaboration form the cornerstone of an open government.*” Subsequent OMB guidance directs agencies to “*explain in detail how your agency will improve collaboration... [including] proposed changes to internal management and administrative policies to improve collaboration*” (OMB M10-06, Dec. 8, 2009).

2004 Executive Order 13352 -- Facilitation of Cooperative Conservation:

Directs the Departments of the Interior, Agriculture, Commerce, and Defense and the EPA to emphasize “*collaborative activity among Federal, State, local, and tribal governments, private for-profit and nonprofit institutions, other nongovernmental entities and individuals*” when implementing laws relating to the environment and natural resources.

2003 Healthy Forests Restoration Act (HFRA)

Calls for collaboration during project planning, multiparty monitoring where there is sufficient interest, and collaboratively-developed Community Wildfire Protection plans. The first purpose of HFRA is “*to reduce wildfire risk to communities, municipal water supplies, and other at-risk Federal land through a collaborative process of planning, prioritizing, and implementing hazardous fuel reduction projects.*”

2003 Stewardship (End Result) Contracting Projects

Authorizes the FS and BLM to use stewardship contracts “*to achieve land management goals ... that meet local and rural community needs*” (P.L.108-7 S.323). The Forest Service Handbook directs the Agency to, “*make an effort to involve a variety of local interests and engage key stakeholders in collaboration throughout the life of the project, from project design through implementation and monitoring*” (FSH 2409.19 Ch.61.12).

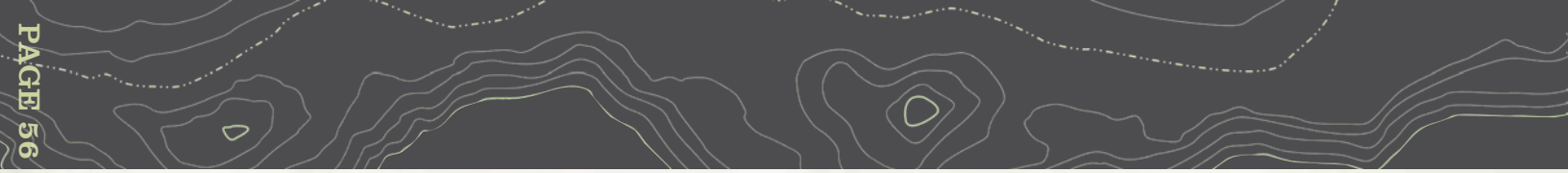
2000 Secure Rural Schools and Community Self-Determination Act

Requires Resource Advisory Councils (RACs) to *“provide frequent opportunities for citizens, organizations, tribes, land management agencies and other interested parties to participate openly and meaningfully, beginning at the early stage of project development”* (P.L.106-393).

2000 Community Forest Restoration Act (CFRA)

Provides cost-share grants for collaboratively developed restoration projects in New Mexico. Projects must *“include a diverse and balanced group of stakeholders ... as well as appropriate Federal, Tribal, State, County, and Municipal government representatives in the design, implementation, and monitoring of the project”* (P.L. 106-393, Title VI).



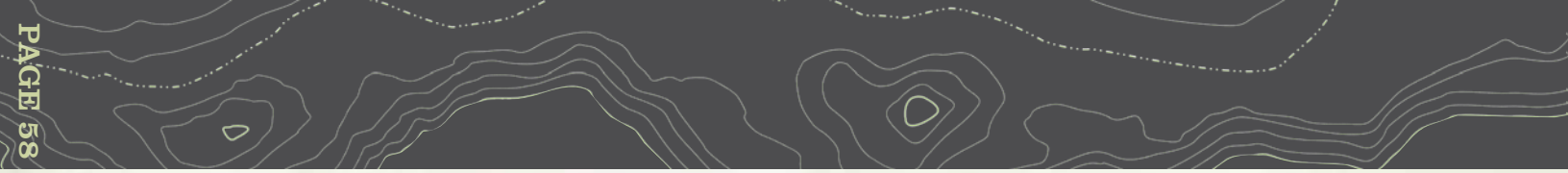


Part 3

Links to Collaborative Group Photo Web Links:

These links are provided to assist you in producing stories and materials that explain the impact that collaborative groups are having across the Pacific Northwest and in your local communities.





Collaborative Group Photo Web Links

Collaborative Group Name	Photo Web Link
Alsea Stewardship Group	https://www.flickr.com/photos/forestservicenw/25104602936/in/album-72157664507355910/
Applegate Partnership	https://www.flickr.com/photos/forestservicenw/23528733309/in/album-72157662485451452/
Ashland Forest Resiliency MSA	http://www.ashland.or.us/Page.asp?NavID=12189
Blue Mountains Forest Partners	https://www.flickr.com/photos/forestservicenw/23890455806/in/album-72157662516880221/
Clackamas Stewardship Partners	https://www.flickr.com/photos/forestservicenw/23428751216/in/album-72157662801514163/
Darrington Collaborative	https://www.flickr.com/photos/forestservicenw/23548690229/in/album-72157662089130996/
Deschutes Collaborative Forest Project	https://www.flickr.com/photos/forestservicenw/23635527940/in/album-72157662485451432/
Harney County Restoration Collaborative	https://www.flickr.com/photos/forestservicenw/23289779303/in/album-72157662516880221/
Hebo Stewardship Group	https://www.flickr.com/photos/forestservicenw/25104602936/in/album-72157664507355910/
Hood River Collaborative Stewardship Crew	http://hoodriverswcd.org/stew-crew/
Lakeview Stewardship Group (Lake County Resources Initiative)	https://www.flickr.com/photos/forestservicenw/25032547681/in/album-72157662526492715/
Mary's Peak Stewardship Group	https://www.flickr.com/photos/forestservicenw/25104602936/in/album-72157664507355910/
Master Stewardship Agreement on the Fremont-Winema	https://www.flickr.com/photos/forestservicenw/23902932966/in/album-72157662526492715/
McKenzie Watershed Stewardship Group	https://www.flickr.com/photos/forestservicenw/23896635805/in/album-72157661953860969/
North Central Washington Forest Health Collaborative	https://www.flickr.com/photos/forestservicenw/23305410824/in/album-72157662731394615/
North Santiam Forest Collaborative	https://www.flickr.com/photos/forestservicenw/23908542406/in/album-72157661953860969/
Northeast Washington Forestry Coalition	https://www.flickr.com/photos/forestservicenw/24498327384/in/album-72157664701264492/
Ochoco Forest Restoration Collaborative	https://www.flickr.com/photos/forestservicenw/23933562135/in/album-72157664386118779/
Olympic Forest Coalition	https://www.flickr.com/photos/forestservicenw/23227969800/in/album-72157662036750185/

Collaborative Group Name	Photo Web Link
Olympic Forest Collaborative	https://www.flickr.com/photos/forestservicenw/23227969800/in/album-72157662036750185/
Pinchot Partners	https://www.flickr.com/photos/forestservicenw/23823902832/in/album-72157662485451442/
Rogue Basin Partnership	https://www.flickr.com/photos/forestservicenw/23907850386/in/album-72157662485451452/
Siuslaw Stewardship Group	https://www.flickr.com/photos/forestservicenw/25104602936/in/album-72157664507355910/
Siuslaw Collaborative Watershed Restoration Program (*)	https://www.flickr.com/photos/forestservicenw/25104602936/in/album-72157664507355910/
Skokomish Watershed Action Team	https://www.flickr.com/photos/forestservicenw/25159968184/in/album-72157662036750185/
South Gifford Pinchot Collaborative Group	https://www.flickr.com/photos/forestservicenw/24834928800/in/album-72157662485451442/
South Santiam All Lands Collaborative	https://www.flickr.com/photos/forestservicenw/23600103340/in/album-72157661953860969/
South Umpqua Rural Community Partnership	https://www.flickr.com/photos/forestservicenw/23307250243/in/album-72157661991262429/
Southern Oregon Forest Restoration Collaborative	http://sofrc.org (on the home page)
Southern Willamette Forest Collaborative	https://www.flickr.com/photos/forestservicenw/23908226546/in/album-72157661953860969/
Tapash Sustainable Forest Collaborative	https://www.flickr.com/photos/forestservicenw/23565801879/in/album-72157662731394615/
Umatilla Forest Collaborative Group	https://www.flickr.com/photos/forestservicenw/23548675059/in/album-72157660353639554/
Umpqua Forestry Coalition	https://www.flickr.com/photos/forestservicenw/23307250243/in/album-72157661991262429/
Wallowa County NRAC	https://www.flickr.com/photos/forestservicenw/26195910504/in/album-72157664385287259/
Wallowa Whitman Collaborative	https://www.flickr.com/photos/forestservicenw/23896637265/in/album-72157664385287259/
Wasco County Forest Collaborative	https://www.flickr.com/photos/forestservicenw/23087106239/in/album-72157662801514163/
Wild Rivers Coast Forest Collaborative	http://wrcfc.org/Home/

Part 4

Regional Office Contacts:

This is a list of Regional Office Staff who are available to assist you in working with your collaborative group.

Office of Communications & Community Engagement:

Shoni Pilip-Florea, Director

p: 503-808-2240

c: 503-758-6119

smpilipflorea@fs.fed.us

Partnerships

Deirdre Whalen

Regional Partnership Coordinator

p: 971-400-3200

dwhalen@fs.fed.us

**Valuing People & Places
Field Rangers
Collaboration**

Rachel LaMedica

Program Specialist

Valuing People and Places

p: 503-808-2154

c: 503-894-4908

rmlamedica@fs.fed.us

Legislative Affairs

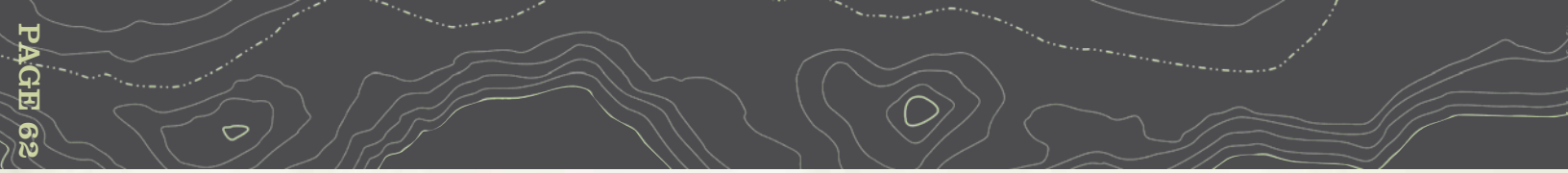
Nicholas R. Goldstein

Regional Legislative Affairs Specialist

p: 503-808-2220

c: 503-347-1765

nicholasgoldstein@fs.fed.us







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