



# Hood River Forest Collaborative

## Charter and Operating Principles

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### **I. Purpose**

The Hood River Forest Collaborative (Collaborative) 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, the Collaborative may seek input from neighboring landowners and may highlight opportunities to collaborate with these landowners on specific project goals or activities.

Participation in the Collaborative includes and is open to interested citizens, tribes, government agencies and representatives from organized groups representing specific interests such as wildlife, watershed, land use, recreation, timber industry and the environment broadly.

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 the goals of the Collaborative 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 Collaborative considers both the historic and future range of variability as reference conditions for restoration objectives.

The Collaborative promotes mutual learning and strives to develop consensus-based recommendations on management planning, implementation, and monitoring. In reaching for this goal the Collaborative relies on existing data, local expertise and experience, scientific knowledge, field reconnaissance, and active dialogue.

### **II. Background and Context**

The Hood River Forest Collaborative (previously known as the Stew Crew) has been active since 2011 when local community members came together to develop recommendations on restoration projects related to U.S. Forest Service (USFS) Stewardship Contracting funds.

When developing recommendations, the Collaborative considers the Standards and Guidelines of the NW Forest Plan (1994), the Mt. Hood National Forest Land and Resource Management Plan (1990), and other guiding documents associated with specific planning areas. The Collaborative works closely with the Hood River Ranger District to ensure mutual understanding of needs, interests, and economic and policy constraints that may inform Collaborative recommendations.

The Collaborative has provided input on a number of projects, including: Red Hill (November 2011), Lava (August 2013), and Polallie-Cooper (July 2014). In 2016, the Collaborative began working on developing recommendations for the Waucoma planning area.

### **III. Operating Principles**

**Interests Represented** - The Collaborative is open to the public and encourages participation from stakeholders interested in national forest management. Specifically, the Collaborative seeks to have representation from local, state, federal, and tribal governments, and interests such as wildlife, watershed, land use, recreation, timber industry, and the environment broadly (see attached list of participating organizations).

**Membership** - Collaborative members are expected to advance the purpose of the Hood River Forest Collaborative through active, positive participation. Both individual and organizations participating in the Collaborative are asked to sign a Good Faith Agreement (see attached), affirming their commitment to: participate in and honor the long-term collaborative process; agree to provide honest, solutions-oriented input towards restoring ecological resilience in and near the national forest while sustaining socioeconomic benefits in area communities; promote mutual learning; and strive to develop consensus-based recommendations on management planning, implementation, and monitoring.

Individual members who represent larger groups or organizations are responsible for communicating with their respective organization about the work of the Collaborative to the extent necessary (as determined by the represented organization). This is particularly important during negotiations on recommendations, as the Collaborative seeks to build understanding and develop recommendations that meet the variety of interests at the table.

USFS staff are invited to attend meetings to provide input and expertise to the Collaborative, but are not members of the Collaborative for polling purposes.

**Attendance at Meetings** - Members (or proxies) are encouraged to attend all meetings to maintain continuity of discussion. Members may participate by proxy through their alternate or by providing written input to the facilitator prior to the meeting.

**Representative Commitments** - Collaborative members agree to the following ground rules for discussions<sup>1</sup>:

- Approach the process and the discussions with a willingness to hear others' views so you may solve problems together.
- Speak as though you are right, but listen as though you MAY be wrong.
- Maintain a professional tone and approach to all discussions.
- Treat each other with respect by listening to each other's thoughts without interjecting words—or body language.
- Focus on what is important to you and what you need, rather than on an argument for the sake of arguing. Look for mutual gains, not just for yourself.
- Speak again only after others who want to have done so.
- If your question or comment has already been said, don't say it again unless you need further clarification or unless you want the group to know that more than one person shares a point of view.
- Separate the people from the problem: be hard on the problem and easy on the people.
  - Use "I" statements: speak for yourself and not others (unless representing a larger organization).
- Give others a chance to finish their statements before asking or interjecting something new.
- Hold side conversations at breaks...or in the hall.
- Keep your focus in the room. Put your cell phones and other devices into silent or vibrate mode and look at them only if you are expecting an emergency.
- Recognizing that conversations amongst Collaborative members and constituents need to happen outside of meetings, it is important that these online and in person conversations have a respectful tone and that people look for opportunities to build trust by developing and maintaining a tone that supports mutual resolution of difficult issues.
- Have tough discussions when a mediator/facilitator is available to help them be most productive.

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<sup>1</sup> Adapted from DS Consulting Discussion Protocols

## **Process Overview**

**Facilitation** - When possible, the Collaborative utilizes third party facilitation for meetings. Facilitators are asked to work neutrally, create an atmosphere of respect, and communicate effectively with diverse types of stakeholders and personalities. Additionally, the facilitator consults frequently with a subcommittee of collaborative members for guidance and approval of meeting agenda and other collaborative activities, and communicates regularly with the USFS personnel on the Hood River Ranger District to coordinate information exchange and field tours.

When process issues arise, group members are encouraged to approach the facilitator promptly to allow for timely resolution of those issues.

**Subcommittees/Teams** – Some tasks are delegated to subcommittees or teams to increase the efficiency of the Collaboratives' work. Subcommittees/teams consist of three to six active members who meet as needed. They have decision making authority within the role assigned to them, but must consult with the Collaborative on the needs and direction of the group. Subcommittees/teams may be formed ad hoc to address specific issues. The roles of some standing subcommittees are described below.

- **Steering Team:** The Steering Team works with the facilitator to clarify agenda items, provide strategic process oversight and to generally keep a finger on the pulse of the group. The Steering Team is responsible for assessing if/when active recruitment of additional members for the Collaborative is necessary in order to have full representation of interests at the table.
- **Science Sub-Committee:** The Science Subcommittee coordinates field trips, presentations, and workshops to enhance knowledge and build a common understanding amongst members of the Collaborative. They are also responsible for making sure that the information needs of the Collaborative are met by researching and providing comprehensive and relevant information to the group.
- **Restoration Sub-Committee:** (the Restoration Subcommittee was noted in the grant proposal, however, the purpose was not clarified).

**Meeting summaries** - The facilitator or a designated Collaborative representative prepares regular meeting summaries that identify significant issues raised during the meeting and whether and how those issues were resolved, lists recommendations and other action items. Collaborative members review a draft summary and provide suggested edits. After edits are incorporated, a final summary will be provided and request for group approval will be made at the next meeting. Meeting summaries are intended to provide a written record of the Collaboratives' processes in order to support communication, accountability, transparency and a shared history. Final summaries are posted on the Collaborative website: [www.hrstewcrew.org](http://www.hrstewcrew.org).

**Meeting materials** - Meeting materials, including agenda, summaries and additional information provided to and reviewed by the group during meetings are provided on the Collaborative website. Any material developed by third parties including news articles, scientific papers, maps, etc., must be approved by the Collaborative before being posted to the website. Nonetheless, the group encourages sharing such resources with members via individual emails or other direct means.

## **Decision Making**

The Collaborative seeks to operate by consensus and strives to make consensus-based recommendations on all issues identified. Consensus is defined as the willingness to live with [OR actively support] the recommended outcome. If the Collaborative cannot achieve consensus on an issue within a reasonable amount of time, the meeting summary and final report to the USFS will note the different perspectives on the issue.

The Collaborative uses a 1 to 5 polling tool to gauge the level of support for actions and/or decisions (1= enthusiastic support; 2 = decision acceptable/ no serious objections; 3 = can live with the decision; 4 = need to register concern, however, will not block the decision; 5= active block/no support). At times, this tool is used to help determine the degree of divergent perspectives and need for further dialogue, other times it is used to get official consensus on recommendations. The purpose of polling is made clear in each instance to avoid confusion, as only active Collaborative members are permitted to contribute to official consensus polls for recommendations.

An **active member** is defined as an individual member, or member organization, that has participated in two of the last four meetings (in the field or office). Only one individual representative of an organized group may be a polling member of the Collaborative. Proxies may stand in for representatives during polling, but they must be identified to the group previously.

The Collaborative understands that, under statutes and regulations governing federal land management, the USFS has final decision-making authority on all management issues. The Hood River District Ranger and staff are committed to considering input and advice from the Collaborative when evaluating and making decisions within the planning areas in which the Collaborative is making recommendations. When the ranger or staff decide to not adopt a recommendation developed by the collaborative group they will provide an explanation as to why the recommendation was not adopted. This recognizes that members of the collaborative invested significant time and energy in the process to develop recommendations and reach consensus on them and thus merit an explanation from the agency regarding why a recommendation was not adopted.

#### **IV. Meeting Schedule**

Unless otherwise noted, all meetings are from 2:00-5:00pm on the third Wednesday of each month. Meetings are located at the OSU Mid-Columbia Agricultural Research Station located at 3990 Experiment Station Drive, Hood River, Oregon.

#### **VI. Contacts**

Administrative support is provided by the Hood River Soil and Water Conservation District:

Cindy Thieman  
Watershed Coordinator, Hood River Watershed Group  
541.386.6063  
[cindy@hoodriverswcd.org](mailto:cindy@hoodriverswcd.org)

U.S. Forest Service support is provided by the Hood River Ranger Station:

Janeen Tervo  
District Ranger  
541.352.1201  
[jtervo@fs.fed.us](mailto:jtervo@fs.fed.us)

Facilitation support in developing this document was provided by DS Consulting:

Emily Stranz  
Facilitator  
503.248.4703  
[emily@dsconsult.co](mailto:emily@dsconsult.co)

#### **Participating Organizations and Governments<sup>2</sup>**

44 Trails (since 2014)

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<sup>2</sup> This list represents organizations that have been represented in at least one meeting since the inception of the Collaborative.

Bark (since 2011)  
Confederated Tribes of Warm Springs (since 2011)  
High Cascade, Inc. (since 2011)  
Hood River County (since 2011)  
Hood River Soil and Watershed Conservation District (since 2011)  
Hood River Valley Residents Committee (since 2014)  
Hood River Watershed Group (since 2011)  
Mazamas (since 2017)  
Mt. Adams Resource Stewards (since 2014)  
NW Trail Alliance (since 2017)  
Oregon Department of Forestry (since 2016)  
OSU Forestry & Natural Resource Extension (since 2016)  
Rocky Mountain Elk Foundation (since 2011)  
SDS Lumber (since 2017)  
U.S. Forest Service Hood River Ranger District (since 2011)

**Good Faith Agreement**

This Good Faith Agreement formalizes commitment of group members to advance the mission of the Hood River Forest Collaborative through active, positive participation. By signing, individuals and representatives commit to participate in and honor the long-term collaborative process.

In the case of representation of organized groups, only one individual may be a polling member of this Collaborative, with an assigned proxy member in case the primary representative is unavailable to participate. Organizational representatives are responsible for communicating with members of their organizations. Guests and observers are encouraged to participate in meetings, offer information and expertise and support our mission of actively engaging a diverse set of interested stakeholders.

**Polling Members:**

I, or my designated proxy, agree to participate in the Hood River Forest Collaborative to provide honest, solutions-oriented input towards 1) restoring ecological resiliency in and near the national forest while sustaining socioeconomic benefits in area communities, and 2) promoting mutual learning and striving to develop consensus-based recommendations on management planning, implementation, and monitoring.

I agree to the mission, goals and guiding principles of the Hood River Forest Collaborative. I agree to work collaboratively and abide by the ground rules, decision-making processes, and communication protocols developed by the group. I commit to actively participate in the Hood River Forest Collaborative through its meetings, committees, field tours, and other activities. I understand that in order to be officially polled, I, or my proxy, must have participated in at least two of four of the most recent meetings (in field or office).

Sam Doak [Signature] 2/15/2017  
 NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY – NAME & SIGNATURE (if any) DATE

Catherine J. Flick [Signature] 2-15-2017  
~~XXXXXXXXXX~~  
 NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY – NAME & SIGNATURE (if any) DATE

Kristin Dodd Kristin Dodd ODF 2/15/2017  
 NAME, SIGNATURE & ORGANIZATION (if any) DATE

Tyson Barbara Riggs [Signature] 2/15/17  
 PROXY – NAME & SIGNATURE (if any) DATE

Rick Larson Richard J Larson 2/15/2017  
 NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY – NAME & SIGNATURE (if any) DATE

Cindy Thieman *Cindy Thieman* Hood River Watershed  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

Group 2/15/17  
DATE

PROXY - NAME & SIGNATURE (if any)

Russell Praeger *Russell Praeger* Bank 3/15/17  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY - NAME & SIGNATURE (if any)

DATE

ADAM BAYLOR, *Adam Baylor* MAZAMAS 12/13/17  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY - NAME & SIGNATURE (if any)

DATE

DALE HILL *Dale Hill* Hood River Valley Residents Committee 12/13/17  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY - NAME & SIGNATURE (if any)

DATE

Susan Rotvik, *Susan Rotvik* Northwest Trail Alliance 12/13/2017  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY - NAME & SIGNATURE (if any)

DATE

CHRIS ROTVIK *Chris Rotvik* NORTHWEST TRAIL ALLIANCE 12/13/17  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY - NAME & SIGNATURE (if any)

DATE

John R Moody *John R Moody* 12/13/17  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY - NAME & SIGNATURE (if any)

DATE

Rick Pagan *Rick Pagan* HRSWCD 12/13/17  
NAME, SIGNATURE & ORGANIZATION (if any) DATE

PROXY - NAME & SIGNATURE (if any)

DATE