Creating a Collaborative Culture
CFLRP Network Meeting
Maia Enzer, Regional Partnership Coordinator
Topics to discuss

- Description of collaboration
- Why collaborate
- Best practices of collaboration
- Forest Service Roles
- Tips for working with the Agency
Definitions

- **Partnerships**: Arrangements that are voluntary, mutually beneficial, and entered into for the purpose of mutually agreed upon objectives. Partnerships are usually characterized by a formal contractual agreement between the federal government and another entity. *Partnership Guide. USFS, National Forest Foundation, Partnership Resource Center.* [http://partnershipresourcecenter.org/resources/partnership-guide/introduction.html](http://partnershipresourcecenter.org/resources/partnership-guide/introduction.html)

- **Public Participation**: Open, ongoing, two-way communication, both formal and informal, between the federal agency and its stakeholders—those interested in or affected by its actions. *Memorandum from the Office of NEPA Policy and Assistance: Second Edition of “Effective Public Participation under the National Environmental Policy Act”* (August 19, 1998)

- **Collaboration**: Diverse stakeholders *working together* to solve a common problem or achieve a common objective.
R6 collaborative work

- Collaborative Forest Landscape Restoration Program (CFLRP)
- Joint Chiefs ‘Landscape Restoration Partnership
- Cohesive Strategy - East Face of the Elkhorn Mountains Project
- Stewardship Contracting
- Eastside Restoration Strategy
- Lots of other venues and informal efforts
Increase the capacity of community-based organizations and collaborative groups to convene, plan, implement and monitor watershed- and landscape-scale restoration projects, and provide local economic benefit over the short and long term.
Elements of collaboration

- Process
- Monitoring
- Stewardship
- Reinvestment
Collaboration is about:

- Sharing knowledge and ideas
- Sharing and leveraging resources
- Monitoring, learning, and adaptation
- A way to share responsibility and accountability
# FS Roles in Collaboration

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<thead>
<tr>
<th>Role</th>
<th>Description</th>
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<tbody>
<tr>
<td>Participant</td>
<td>Participation in meetings, discussions, field tours, and other activities of the collaborative group is highly desired and needed for the success of a collaborative effort.</td>
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<tr>
<td>Subject matter expert</td>
<td>Contributing technical and subject matter expertise is invaluable to the collaborative process and most groups rely heavily on the Forest Service for this input.</td>
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<tr>
<td>Agency process interpreter</td>
<td>Ensure the collaborative group knows about and understands internal deadlines, expectations, constraints, as well as areas of flexibility.</td>
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<tr>
<td>Internal communicator and recruiter</td>
<td>Use appropriate channels to ensure all the right and relevant people from the Forest Service are informed about the collaborative’s work and process, and are encouraged to participate when appropriate.</td>
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<tr>
<td>Outreach and relationship builder</td>
<td>Do what you can to support diverse participation and ways to keep others with more modest levels of interest in the loop about progress, as well as the local community and public at large.</td>
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<tr>
<td>Project proposer</td>
<td>Often the Forest Service brings projects to the group for discussion and consideration, whether these are shelf-stock that they are interested in reviving or new projects.</td>
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<tr>
<td>Facilitator</td>
<td>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.</td>
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# Tips for Working with the FS

## Communicate
- Needs
- Processes
- Structure
- Concerns
- Solutions
- Resources - Capacity

## Manage Transitions
- Plan ahead
- Establish protocols
- Go slow to get there fast

## Structure & Processes
- Budgets
- Cycle of program of work
- Seasonal events
- Points of contact
- Protocols

## Tools
- MOU-MOA
- Handover Memo
- Trainings
- Peer Networks
Who to work with?

- Line Officers
- Specialists
- Environmental Coordinators
- Public Affairs
- Partnership Coordinators
- Front Liners
- National Forest System
- State and Private Forestry
- PNW Research
- Others
Benefits of Collaboration

• Builds respect, trust, and understanding
• Results in more informed and effective public participation
• Enables more effective and efficient analysis
• Increases support for proposed activities
• Challenges are too big to not work together
• Creates shared ownership, responsibility, and accountability
• Congress expects it, our partners expect it, and several Administrations have made it clear this is a bi-partisan expectation
Collaboration Authorities

• 2012 National Forest Planning Rule
• 2012 Integrated Resource Restoration (IRR)
• 2009 Collaborative Forest Landscape Restoration Program (CFLRP)
• 2009 National Cohesive Wildland Fire Management Strategy
• 2009 Presidential Memorandum on Transparency and Open Government
• 2004 Exec. Order 13352 -- Facilitation of Cooperative Conservation:
• 2003 Healthy Forests Restoration Act
• 2003 Stewardship (End Result) Contracting Projects
• 2000 Secure Rural Schools and Community Self-Determination Act
• 2000 Community Forest Restoration Act (CFRA)
Emerging challenges for collaborative groups:

- Working over larger geographies
- Today’s low hanging fruit are yesterday’s challenges
- Addressing social and economic concerns systemically
- Including new players
- Managing transitions
- Story telling and describing impacts
- Engaging the broader community
- Documenting ecological, social, and economic impacts
- Organizational
- Fundraising
Principles of Collaboration

- Work together
- Be inclusive
- Build and maintain relationships
- Practice transparency
- Embrace differences & diversity
- Share ownership

Clarify formal and collaborative decision-making processes
- Measure what matters
- Collaborate on what is important
- Collaborate at the right scale
What about FACA?

- A federal agency must comply with FACA when it:
  (1) Establishes, utilizes, controls, or manages (2) a group with non-federal members that (3) provides the agency with consensus advice or recommendations.

- Only groups that meet all three of these legal elements are subject to FACA.

- A definitive determination about whether FACA applies to a particular group is a fact-specific inquiry that generally requires consultation with the Office of General Counsel.
Culture

Knowledge
Rules and governance
Experience
Customs
Beliefs
Language
Values
Collaboration helps us to:

- Create social license
- Create local economic benefits
- Share the costs and risks—and distribute the benefits—of our management choices
- Prioritize and leverage investments
- Manage, restore and protect public lands

- Tell our story
Elements of collaboration

- Process
- Stewardship
- Reinvestment
- Monitoring
How does Collaboration differ from traditional processes?

Collaboration:
- Outcome & solution-based
- Builds understanding
- Incorporates broad sets of values
- Proactive
- Identifies, shares, and leverages resources

Traditional processes:
- Output based
- Conflict avoidance
- Process focused
- Silo and expert-based
- Reactive