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# Assessing collaborative opportunities on the Willamette National Forest

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Photos by Emily Jane Davis—Ecosystem Workforce Program

Map by Brandon Rishel—Ecosystem Workforce Program, adapted from Willamette National Forest

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## Executive summary

Leaders on the Willamette National Forest (WNF) in western Oregon and adjacent communities are interested in using collaborative approaches to steward public lands and create community benefits. WNF leadership asked the Ecosystem Workforce Program and the University of Oregon to conduct an assessment of collaborative capacity and opportunities. This assessment is based on information gathered between May 2011 and February 2012. As such, it is a “snapshot” of collaborative activity and capacity at that time, and may not fully capture the dynamic, evolving nature of what is happening on the WNF. We focused on the following questions:

- Who are the key stakeholder and community leaders in the communities surrounding the Forest? What are their main interests and expectations?
- What is the range of internal agency capacity for collaboration?
- What opportunities exist to develop collaborative capacity?

We found that the WNF currently practices some collaboration at the project and other smaller scales within specific program areas. It has numerous bilateral relationships with a diverse array of stakeholders. However, there has been no larger-scale, integrated collaboration, particularly to bridge the diverse rural and urban stakeholder needs on the WNF. Given the diversity and size of the WNF, “landscape-scale restoration” across large geographic areas as practiced on some drier east-side national forests may not necessarily be appropriate at this time.

**Key stakeholder communities, interests, and expectations**

There are many diverse stakeholders across the spectrum of rural and urban communities on the WNF. Members of these communities often have divergent or opposing desires for public forest management and are disconnected from each other. However, there may be common ground around issues such as dispersed recreation, water quality, and public access. Tribes have an established consultative government-to-government relationship with the WNF, but they desire more consistent communication and opportunities to work together.

In rural communities in particular, the WNF has had difficulty finding and consistently engaging middle ground leaders. Stakeholders from environmental groups and the timber industry often receive the majority of attention from the Forest, while local leaders only participate if they perceive a problem. There is internal agency interest in building stronger relationships with community and civic leaders, e.g. from educational institutions, local governments, and economic development organizations.

In addition, leaders from rural communities see the WNF as increasingly disconnected from their needs. Fewer line officers and staff now live in these communities, and rapid turnover within the agency has created inconsistency in past efforts to build new relationships. Rural leaders are interested in seeing the WNF become more directly engaged in their communities beyond their schools, and in the potential for the Forest to contribute to their local economies beyond recreation.

**Internal agency capacity for collaboration**

Internal capacity and comfort with collaboration varies across the WNF. Although some line officers and staff are enthusiastic about collaboration, others are uncertain about its implications for their work. Some have expressed concern over the startup time and energy commitment to initiate collaboration. Other challenges include a lack of familiarity with “organizing” steps such as identifying interested leaders or following up and sustaining engagement after meetings. Some staff may have a hard time knowing when the Forest is not allowed to lead and stakeholders have to initiate and drive collaboration. Staff may also be uncomfortable sharing decision space with external entities or fear that collaboration requires abdicating decision-making authority.

**Opportunities to increase collaborative capacity**

The WNF and its partners may consider increasing their collaborative capacity by:

- Deliberately building a culture of collaboration and new capacities in both the staff and stakeholders of the WNF
- Trying Forest-wide collaborative approaches to cross-cutting issues
- Starting small with locally-appropriate collaborative approaches to specific “ripe” projects on each ranger district, given local contexts (see Appendix 1, pages 12–19)
- Maintaining robust communication and adaptive learning about collaboration across the Forest



The Willamette National Forest (WNF) in western Oregon (Figure 1) currently practices project-scale collaboration and has robust partnerships. However, it has yet to expand collaborative efforts to cover greater ground or multiple interrelated relationships, particularly across its diverse urban-rural communities. At times, stakeholders feel that the Willamette has not sought sufficient public participation and community input on its projects.

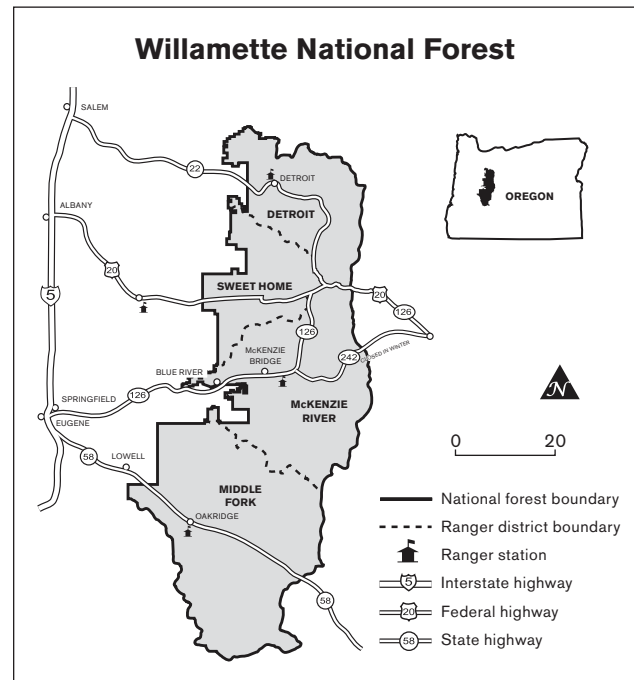
WNF leaders see collaboration as timely and necessary to manage the Forest for integrated, beneficial ecological and socioeconomic outcomes. Collaborative approaches elsewhere in Oregon have helped stakeholders build agreement around forest management issues, advanced restoration on public lands, and created opportunities for local contractors and forest products businesses. To better understand the current context and potential for increasing collaborative capacity, WNF leadership asked the Ecosystem Workforce Program to conduct a “pre-collaboration assessment.” The objective of this assessment was to address the following questions:

- Who are the key stakeholder and community leaders in the communities surrounding the For-

est? What are their main interests and expectations?

- What is the range of internal agency capacity for collaboration?
- What opportunities exist to develop collaborative capacity?

FIGURE 1



## Approach

We conducted twenty-nine interviews with seventy-four community stakeholders and Forest Service staff from May–August 2011 (see Appendix 2, page 20). Given the size and diversity of WNF personnel, it was important to include internal agency perspectives. We also participated in four field tours on various forest management issues. After summarizing our findings, we presented them to the Forest Leadership Team (FLT) in September 2011 and received feedback. The FLT used these findings to help design a collaborative training for line officers, staff, and key community leaders in February 2012.

We then identified ripe opportunities for collaboration on each ranger district. Rangers and other WNF leaders helped ground-truth and refine these suggestions. In addition, we helped convene small groups for further exploration of specific opportunities by district. During and since this process, Forest leadership has embarked on several evolving collaborative projects and processes, which this assessment may not fully represent. Since we gathered information between May 2011 and February 2012, this is a “snapshot” of collaborative activity and capacity at that time.

## Stakeholder communities, interests, and expectations

### **There are many diverse stakeholders across the Forest**

In 2006, researchers conducted an overview of the socioeconomic and cultural context of the WNF, and suggested that its diversity generates complex values and interests.<sup>1</sup> This means that collaboration may need to be more localized or tailored to different contexts, unlike collaboration on other national forests in the West with smaller or more homogenous stakeholder communities.

In particular, urban and rural communities in the area have different relationships to public forestland and the Forest Service, although their desires are not always mutually exclusive. Urban stakeholders on the WNF are generally interested in the Forest’s provision of clean water and recreation op-

portunities. There are many organized institutions located in urban areas that interface with the Forest, such as conservation groups. However, many of the major forest products companies and forest contracting businesses are also located in or near urban areas, so there is a subset of the urban population that is concerned about timber supply and forest-based employment. Rural stakeholders on the Forest live in a range of places from larger incorporated to more isolated communities. Some rural community members are interested in redeveloping local forestry and forest products infrastructure, while others have moved to the area seeking natural amenities and may not necessarily support active timber management in their backyards. What matters to both urban and rural stakeholders includes water quality and the potential effects of wildfire on water, dispersed recreation and damage to natural and built infrastructure, and issues associated with road networks.

In addition, collaborative approaches will need to be different depending on ranger districts. Ranger districts serve different communities and landscapes. They vary in the extent to which they integrate work across staff areas; their knowledge of collaboration (both “how to” and their possible roles); their knowledge and acceptance of tools that have been effectively used in collaboration on other national forests, such as stewardship contracting; and their relationship to their communities.

### **The WNF has not consistently engaged the middle ground**

The WNF has prominent stakeholder “poles”, largely around the issues of timber management and conservation. Formal organizations from these poles are typically the primary commentators, appellants, or litigants on planned projects. These organizations tend to have resources and a mandate to participate in public land management. Some staff feel that engaging with the poles can be costly, frustrating, and lead to few gains. Stakeholders from these poles also express that collaboration can be difficult and lead to losses for them.

WNF staff note that they would like to engage diverse middle ground stakeholders more consis-

tently and utilize their capacities. Middle ground stakeholders may include watershed councils, soil and water conservation districts, schools and educators, skilled retirees, economic development organizations, or community and service groups. These entities are often interested in both the ecological and socioeconomic dimensions of forest management, including watershed restoration, education, capacity building, and community economic development. The WNF already has strong partnerships with some of these middle ground entities, such as the region's five watershed councils. However, community stakeholders or other middle ground entities that are less organized and institutionalized often fall through the cracks. Without a defined entity to contact and partner with, communication can be inconsistent. For example, communities along the McKenzie River have been fairly disconnected because they lack governments or other convening bodies. Many middle ground community stakeholders often do not have formal relationships with the Forest or comment on the Forest's work unless asked.

### **The WNF is disconnected from many of its communities**

National forest and community relationships, especially in rural communities, have weakened over time as offices have closed and staff levels have shrunk. The perception, particularly on the Middle Fork and McKenzie River ranger districts, is that WNF staff now live "in town" and are not members of their communities. Community leaders are concerned that WNF staff are not at community events, contributing skills (outside of visits to schools), or enrolling their kids in local schools. These leaders are also concerned about the loss of young families, and the disconnection of their remaining youth from the forest. They see WNF staff as a potential source of increased local capacity and skills, young families, and connections to the forest.

### **Tribes desire consistency in government-to-government relationships**

Tribes have a government-to-government consultative relationship with national forests. It is important for national forest staff and stakeholders to recognize this relationship and Tribes' unique con-

nections to Willamette Valley forests and waters. Tribes generally desire that their council and natural resource staff meet with equivalent leadership from the WNF. For example, although the Grand Ronde tribe regards the WNF as a good partner, there is a lack of regular and consistent communication between governments aside from an annual meeting. The WNF typically has a tribal liaison officer, but this position was vacant for some time, so there was no dedicated point of contact. Another challenge associated with these relationships is the WNF's role in providing education about the cultural history and current use of public forestlands. Educational hikes/tours, kiosks, panels, and brochures can increase public awareness, but there are questions about how outreach efforts would or should present matters of ceded land between Tribes.

### **Internal agency capacity for collaboration**

When we interviewed WNF staff for this assessment, we observed a range of internal agency familiarity and comfort with collaboration. Many WNF staff expressed uncertainty about what collaboration could mean for their work and what it might require. They were unsure of when collaborative approaches may be appropriate and useful. They also were not consistently familiar and comfortable with the steps that need to occur before calling meetings, especially "organizing" steps such as identifying interested leaders or doing shuttle diplomacy. For example, staff described calling meetings where people do not come, and not knowing how to follow up and sustain engagement.

In addition, some staff are not sure how to discern instances when the Forest is not allowed to lead and stakeholders have to initiate and drive collaboration. This is partly due to uncertainty about how the Federal Advisory Committee Act (FACA) affects federal employee roles in collaboration. Staff may also be uncomfortable sharing decision space with external entities or fear that collaboration requires abdicating decision-making authority. There has been an inclination to seek internal agreement first and then work with external stakeholders. It would

be important to distinguish between having alignment on overarching objectives or goals, and having the problem “solved” before going to the stakeholders and the public, leaving little meaningful opportunities for them. The nervousness of many staff about “getting on the same page” internally before going outside the agency is a widespread concern that Forest leadership needs to take seriously.

Further, staff experiences with collaboration vary considerably. Some may have been directly involved in project-level collaboration, while others may have no engagement. It is not clear if there have been opportunities to broadly share the lessons learned from past and current collaboration and partnerships to increase the overall capacity of staff.

A final challenge to agency capacity for collaboration is staff and line officer turnover. Many external stakeholders described a stop-start pattern of past experience wherein a key agency person left and collaboration ceased. This has made it difficult for some stakeholders to remain engaged with the Forest or be willing to invest their time in new efforts.

## **Opportunities for increasing collaborative capacity**

To increase collaborative capacity on the WNF, we propose a tiered strategy built on the needs and interests of staff and stakeholders.

1. Deliberately build a culture of collaboration in both the staff and stakeholders of the WNF
2. Try Forest-wide collaborative approaches to cross-cutting issues
3. Start with locally-appropriate collaborative approaches to specific “ripe” projects on each ranger district
4. Maintain robust communication and adaptive learning about collaboration across the Forest

### ***1. Foster a culture of collaboration in both the staff and stakeholders of the WNF***

#### **Internal capacity**

To increase internal capacity for collaboration, the WNF could provide concrete training and ongoing assistance that clarifies expectations and provides guidance on specific issues of staff concern. This could include the following activities:

- Conduct collaborative training for Forest staff and their key stakeholders
  - Include a focus on collaboration in NEPA training (particularly pre-NEPA phase)
  - Clarify possible roles and restrictions for agency staff participating in collaboration
- Clarify for staff their expectations and what collaboration means
  - Distinguish between partnership and multi-stakeholder collaboration
- Work with staff to identify common hesitations and obstacles (e.g. not enough time or resources to collaborate), and potential solutions
  - Show how collaboration takes work, but can also generate win-wins over time by arranging field tours and peer learning with collaborative leaders (both agency and stakeholder) from other forests and their collaborators
  - Help staff recognize instances when and where collaborative approaches may be appropriate, and where they may not be as productive
- Help staff find concrete situations to apply collaborative approaches; support them as challenges arise, and address ongoing anxieties
- Support stewardship contracting as a tool to accomplish collaborative work, not as the driver for convening, at least in the short term
  - Develop increased awareness of stewardship authorities and their potential benefits in both staff and stakeholders
- Continue to identify and cultivate identified or interested collaborative leaders from across the Forest



## Stakeholder capacity

The WNF can increase collaboration and build capacity with external partners by 1) expanding from partnerships to collaboration with established partners and helping those partners play leadership roles; and 2) finding new ways to connect with and cohere other, new middle ground stakeholders.

- Build on existing partnerships with watershed councils and if appropriate, ask watershed council directors and coordinators to take leadership roles in helping manage upland areas
  - Assess watershed council capacity and interest in participating in collaboration around watershed action planning on ranger districts
  - Look at watershed plans and work that watershed councils are already doing
  - Present the Forest Service's Watershed Condition Framework and ways that they could participate in its implementation
  - Find projects and opportunities to start small and try on new relationships and roles
  - Jointly seek new resources or leverage them to support council participation
  - Consider how watershed councils might serve as bridges and create common or middle ground with conservation organizations
  - Talk with other national forests to see how they are bringing watershed groups together
- Engage other governments who might participate and lead specific efforts
  - Ask counties, state agencies, or other federal agencies if they would like to lead conversations about shared interests, such as roads or recreation around reservoirs
  - Look for opportunities to coordinate planning processes and leverage resources
- Build relationships and capacity with community leaders, including educators and Ford Family leadership trainees
  - Bring community leaders into small group discussions with Forest Service and other stakeholders to learn more about their personalities, interests, and capacities
  - Ensure that Forest Service staff and external stakeholders who were in Ford Family lead-

ership training together are present in small group meetings; ask them to reflect on their training and tools they have acquired as they may be highly skilled at process development, decision making, and facilitation

- Ask community leaders to offer specific, realistic suggestions as to how the Forest Service can be more engaged in their communities
- Identify existing connections and programs that work well, such as the Youth Watershed Council in Sweet Home, and look for ways to expand or replicate them
- Dedicate specific staff as liaisons so that community leaders have a ready line of communication

## 2. Try Forest-wide collaborative approaches to cross-cutting issues

On issues that have been historically difficult across the Forest, the WNF and partners may benefit from taking an integrated, Forest-wide approach to collaboration. Reframing and integrating management challenges that are often addressed in isolation, e.g. roads reduction, could bring in broader perspectives and new partners. This would require two important elements: 1) fostering collaboration within the agency to bridge internal silos and create an integrated culture; and 2) convening diverse, scattered external partners who often have a one-to-one relationship with the Forest Service but not with each other.

### Reframe road planning

Consider treating road planning as more than an engineering question. Stakeholders care about roads for a range of reasons, including impacts on watersheds and user communities. The Forest could take a deliberate approach at the Supervisor's Office to incorporating these concerns alongside technical issues and integrating its roads planning with community, recreation, fire, and watershed efforts. Since each ranger district is currently at a different stage in roads reduction planning processes, the Forest could consider how an integrated approach would work for each.

Part of the challenge of road management has been that it can be difficult to know and communicate with diverse road users, and there has been no clear high-capacity partner to help the Forest with this process. It can be hard to know who cares about which roads until it is too late and a decision has been made. Reframing road planning could include organizing with and by watershed councils to get them involved in leadership roles.

### **Maintain capacity for consistent relationships with all Tribes**

To maintain a productive working relationship with area Tribes, the WNF could ensure that it has dedicated staff and explores new structures and venues for interacting on a more regular basis.

- Keep dedicated tribal liaison(s) on staff; without this role, Tribes have a project-by-project and problem-by-problem engagement without continuity
  - Liaisons provide institutional memory and help educate new WNF staff about Tribes and their needs
- Develop new structures and venues to meet and communicate
  - A committee of Forest and Tribes' leadership that meets seasonally to work together on upcoming issues on a more regular basis; this may need to occur on a tribe by-tribe basis
  - More hikes and tours with the WNF to discuss sacred sites and heritage
  - A tribal information event with forest staff, which the Grand Ronde has held with state agencies and other entities
  - A short "detail" exchange between Forest and tribal staff to learn about each others' planning processes
  - Information about how the USFS environmental assessment/planning process works so Tribes can be more effective in commenting and responding to proposed projects
  - More regular communication about seasonal gathering sites and cultural resources of significance to Tribes

### **Recognize and expand the role of the WNF in creating community benefits**

A number of leaders from the WNF, rural communities, and watershed councils expressed a desire to bring economic development and community benefit into their land management activities. They would like to see the Forest play a more direct role in small business and job growth, and community resilience. However, their interest and goals are often vague, and WNF staff and stakeholders seem unsure of how to take this step. The WNF and partners could consider creating deliberate conversations to better understand these desires, and develop strategies for increasing community benefit.

- Ask community partners, such as economic development organizations, watershed councils, or others to convene interested parties and elicit a more clear sense of goals, needs, and resources
  - Consider how to define community benefit—at a community, district, or even Forest-wide scale
  - Look for opportunities to leverage existing programs and resources for economic development without reinventing the wheel
  - Assess capacity and interest in participating in collaboration around economic development
- Consider conducting collaborative workforce assessments and developing action plans with concrete strategies<sup>2</sup>

### **3. Pick project or ranger-district level opportunities to try on collaboration**

Providing rangers the flexibility to initiate collaboration that suits their contexts would allow the WNF and partners to test collaborative waters in a contained and controlled way. Trust can grow when starting small and trying lower-risk projects. In many cases on other national forests in the West, efforts that started small are maturing to landscape-scale or forest-wide collaborations.

Rangers may choose to first develop overarching collaborative vision or plan for their district. For example, the Sweet Home ranger district is convening stakeholders under a broad "all-lands" vision

that includes sub-goals for watershed restoration, forest products, and recreation. Then, they may want to discuss the ripeness and viability of some specific projects, and what “success” might look like for them in each case. From the start, rangers can identify external and internal leaders, and the degree to which the Forest Service and stakeholders could best participate and provide leadership. See pages 10–11 for a discussion of collaborative opportunities on each ranger district.

#### ***4. Create lines of communication to build capacity and adaptively learn***

Communication and adaptive learning will be important to the development of durable collaborative capacity on the WNF. The WNF may wish to put deliberate mechanisms in place to keep communication consistent and share experiences. The degree of formality could vary from an organized group to more ad-hoc check-ins. For example, some options might be:

- A Forest-wide learning group that meets periodically
  - May be only Forest staff or may include stakeholders
  - May allow stakeholder leaders to share their experiences and build more capacity as they take new roles with the Forest
- Conference calls or webinars focused on specific issues or opportunities
  - Provide specific, concrete examples and assistance
- Check-ins or discussions on an as-needed basis

### **Opportunities for collaboration on each ranger district**

This section describes specific opportunities for collaboration that ranger districts might pursue. It also reviews some of the community and resource management context of each district. This review is not intended to be comprehensive; rather, it “primes the pump” by outlining some of the key issues and players that were significant at the time we conducted this assessment. (May–August 2011).



### ***Detroit Ranger District***

#### **Coordinate restoration and special forest products using watershed council capacity**

The Detroit district has begun to partner with the North Santiam Watershed Council, which has typically worked “below the dam” but is a high-capacity organization with desire to foster upland restoration. The watershed council has obtained support to work with the district to identify opportunities for special forest products, including firewood, posts and poles, chips, bear grass, and boughs, to support restoration and local economic benefit where commercial timber sales are not possible. This effort will also connect local businesses with forest products sales and restoration contract opportunities. The district and partners may consider assessing special forest products business capacity to better understand the interests and needs of local contractors. This effort may also broadly benefit from outreach and peer learning with the Clackamas Stewardship Partners, who have used stewardship contracting to restore forests and support small businesses on the Mt. Hood National Forest.

#### **Continue to communicate with stakeholders about watershed action planning and develop collaborative efforts as appropriate**

The district has also begun using the Watershed Condition Framework as a tool for communicating with stakeholders. They have led one-on-one field tours with conservation, timber, tribal, and community representatives to hear their perspectives on restoration in the North Santiam and Breitenbush watersheds. As the district moves forward with watershed action planning, they may explore developing project-based or watershed collaboratives where all stakeholders meet together. The district may want to track progress and decide on an appropriate scale and type of collaboration as planning evolves. Regardless of the type of collaboration, the district should ensure that local community leaders, especially those from above the dam, are included.

*See Detroit collaborative context, pages 12–13*

### ***Sweet Home Ranger District***

#### **Develop an all-lands framework with specific strategies and first steps**

Given its checkerboard ownership, the Sweet Home district has pursued a broad vision of restoring watersheds and increasing community wellbeing through a cooperative watershed management approach with CTC, a major adjacent landowner. This vision involves expanding and building relationships with a common goal of improving watershed condition, enhancing quality seral habitats, and creating more opportunities for economic development through tourism, recreation, and forest products. The district and partners are also interested in learning more about ecosystem service markets and concepts, and in improving the economic viability of forest and watershed restoration.

Although this vision includes several “hubs” or sub-collaborative groups that focus on specific issue areas, it still may be necessary for the district and partners to be deliberate about creating clear, tangible strategies so that the all-lands vision is not too broad or abstract. These strategies should consider short-term, ripe opportunities to start small and learn, as well as longer-term goals. In addition, the district could consider developing decision structures and communications tools to ensure efficiency and transparency among this fairly large collaborative effort.

#### **Improve internal integration**

The district may consider ways to promote stronger internal collaboration across program areas. Benefits would include stronger NEPA processes and documents. Staff have some experience with internal integration on which they can build; for example, district wildlife biologists and silviculturalists have worked together on planning recent commercial thinning projects. The district could explore ways to expand and learn from these experiences, and cultivate a culture of integration.

*See Sweet Home collaborative context, pages 14–15*

### **McKenzie River Ranger District**

#### **Build urban-rural relationships and resources for restoration through payments for ecosystem services**

Because the McKenzie watershed supplies urban water and many other ecosystem services to the Willamette Valley, it has high-capacity partners, such as EWEB, interested in generating revenue for stewardship through payments for ecosystem services. This could be an opportunity to convene diverse urban-rural interests to consider how to protect water quality and wildlife habitat through private and public land management. Efforts to raise stewardship resources for the McKenzie River Trust by marketing a special beer have shown that there is potential for new and creative ways to support stewardship. As WNF leaders and stakeholders pursued this opportunity, there would be need to be more clarity about the role of the national forest.

#### **Bring together diverse recreation stakeholders to collaborate on projects in their areas of interest**

There are numerous recreation groups active in the Santiam Pass area. Many of these groups have partnerships with the Forest Service for volunteer work such as trail maintenance. However, there is currently no venue that brings these groups together. Moving from partnerships to collaboration could bring diverse users face-to-face and help address user conflicts in high-use areas. Recreation groups could also participate in collaborative processes for implementing planned forest management projects in these areas. District staff could conduct individual outreach to a number of these groups to gauge interest and develop focus before calling a large meeting.

*See McKenzie River collaborative context, pages 16–17*

### **Middle Fork Ranger District**

#### **Keep and build on momentum from the Jim's Creek project**

During the Jim's Creek Stewardship project, WNF staff, the Middle Fork Willamette Watershed Council, and a diverse group of stakeholders collaborated on planning restoration in a mixed conifer and oak woodland area. As a result, there is now some trust and agreement around addressing meadow encroachment and reducing stand density. This project also gave the district more practice with using stewardship contracting authorities. The district could keep this momentum and agreement active by finding another collaborative project in a similar landscape—e.g. the second-most ripe project after Jim's Creek. If the district waits until they are ready to plan in a larger landscape area, they may lose this window of opportunity. The district could draw on the Supervisor's Office and the Region 6 office to help with issues associated with the presence of red tree vole in planning areas. Continuing to collaborate could also help the district maintain and expand the capacity of the Middle Fork Willamette Watershed Council to take leadership roles in upland restoration if desired.

#### **Provide venues to address conflict over Hardesty Mountain**

For approximately two to three decades, there has been growing conflict over a proposed wilderness designation for the Hardesty Mountain area. Recently, within the last two years, community leaders and mountain biking groups do not want to lose access to an important recreation site, while conservation organizations are interested in creating more wilderness on the district and within reach of the urban communities of the Willamette Valley. However, there have been no opportunities for the primary conflicting parties to meet and learn more about each other. They may find common ground around trail stewardship, which is an important component of many mountain biking groups' work. The district and partners might consider ways to broaden who is involved and invite middle-ground perspectives.

*See Middle Fork collaborative context, pages 18–19*

## Appendix 1: Collaborative contexts

**Table 1 Collaborative context on the Detroit Ranger District**

<b>Dimension</b>	<b>Key players</b>	<b>Collaborative context</b>
<b>Vegetation and timber management</b>	<ul style="list-style-type: none"> <li>▪ American Forest Resource Council (AFRC)</li> <li>▪ Cascadia Wildlands</li> <li>▪ Oregon Wild</li> <li>▪ Sierra Club</li> <li>▪ Opal Creek Watch</li> <li>▪ BLM</li> <li>▪ ODF</li> <li>▪ ODFW</li> </ul>	<ul style="list-style-type: none"> <li>▪ District has done individual outreach with key stakeholders, but has not convened stakeholders together</li> <li>▪ Timber and conservation groups often challenge their planned projects</li> <li>▪ There is a legacy of being one of the most “extreme” places during timber wars, but few who experienced that time remain</li> <li>▪ District has interest in using stewardship contracting and expanding their knowledge of it</li> </ul>
<b>Forest industry capacity and landowners</b>	<ul style="list-style-type: none"> <li>▪ Freres Lumber Co., Inc</li> <li>▪ Franks Lumber Co., Inc</li> <li>▪ Foothills Firewood</li> <li>▪ Longview Fiber</li> <li>▪ Marion Forks Investment, Inc</li> </ul>	<ul style="list-style-type: none"> <li>▪ There are two significant local bidders, but otherwise markets are fairly far and industry has long left communities above the dam</li> <li>▪ The district has interest in putting out sales accessible to small local businesses</li> <li>▪ Economic development leaders in Salem are interested in potential for small biomass businesses in Idanha</li> <li>▪ The district is within 75 miles of Warm Springs and has signed MOU about biomass supply to their facility</li> </ul>
<b>Watershed restoration and fisheries</b>	<ul style="list-style-type: none"> <li>▪ North Santiam Watershed Council</li> <li>▪ ODFW—Marion Forks Fish Hatchery</li> <li>▪ Army Corps of Engineers</li> <li>▪ Linn SWCD</li> <li>▪ Breitenbush Resort</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district is embarking on watershed action planning in the Breitenbush and North Santiam watersheds using the Watershed Condition Framework</li> <li>▪ The North Santiam Watershed Council has been active below the dam; they have not had a board member from above the dam recently</li> <li>▪ Opportunities for ecosystem service provision are currently not clear. District watersheds do supply drinking water to canyon communities and Salem</li> <li>▪ The Army Corps has efforts underway to bring fish above the dam</li> <li>▪ The District has begun a partnership with Breitenbush Hot Springs Resort to work cooperatively on river restoration</li> </ul>
<b>Recreation: land</b>	<ul style="list-style-type: none"> <li>▪ Opal Creek Ancient Forest Center</li> <li>▪ Pacific Crest Trail Association</li> <li>▪ Breitenbush community</li> <li>▪ University of Oregon</li> <li>▪ Oregon State Parks</li> <li>▪ County parks</li> <li>▪ Mt. Jefferson Snowmobile Club</li> <li>▪ Salem 4WD Association</li> <li>▪ Detroit Lake Recreation Area Business Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is heavy and destructive use of some day sites near Breitenbush, e.g. at hot springs and along river. The district and partners need ways to protect against these uses and discourage destructive activities at dispersed campsites further into forest. The district is implementing hike-in-only camping to this site for the 2012 season</li> <li>▪ There are three distinct trails efforts: Detroit Lake trails proposal with UO; Rails to Trails proposal, and loose plans to increase trail connectivity with community of Detroit. Community leaders report wanting to know more about trails efforts, how they relate, and how to engage</li> <li>▪ There is local interest in using Opal Creek Watch to expand and build volunteer teams who can perform trail and other groundwork for the district</li> </ul>
<b>Recreation: water</b>	<ul style="list-style-type: none"> <li>▪ Federal Lakes Committee</li> <li>▪ Lakefront residents</li> <li>▪ Oregon Marine Board</li> <li>▪ Fishers</li> <li>▪ Boaters</li> <li>▪ Detroit Lake Recreation Area Business Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Detroit Lake area has developed some community capacity as a result of its low water years, e.g. the Federal Lakes Committee. There is strong interest in Detroit and Idanha in keeping the lake’s recreation viable</li> <li>▪ When lake is low, recreation and economic opportunities are vulnerable</li> </ul>
<b>Energy generation</b>	<ul style="list-style-type: none"> <li>▪ Portland General Electric</li> <li>▪ Bonneville Power Administration</li> <li>▪ Environmental organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ The planned Cascade Crossing powerline will cross district</li> <li>▪ District staff have been coordinating on the planning, which is time consuming and complex</li> <li>▪ There are concerns about powerline visibility and adjacency to Breitenbush</li> <li>▪ There are concerns from environmental organizations that a new powerline is really not needed</li> </ul>

Table 1, continued

Dimension	Key players	Collaborative context
Roads	<ul style="list-style-type: none"> <li>▪ ODOT</li> <li>▪ Hunting groups and hunters</li> <li>▪ Recreation groups</li> <li>▪ Community residents</li> <li>▪ 4 Wheel Drive Groups</li> <li>▪ Environmental organizations</li> <li>▪ States rights groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district has begun to analyze road needs in conjunction with IDT work for vegetative planning areas. Documentation includes Road Management Objectives for each road in the planning area</li> <li>▪ The local hunting population will be interested in road planning, as will recreation populations affiliated with Breitenbush</li> </ul>
Fire	<ul style="list-style-type: none"> <li>▪ Breitenbush community</li> <li>▪ Recreation groups</li> <li>▪ ODF</li> <li>▪ Private land owners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wildfire in Mt. Jefferson Wilderness can threaten watershed health</li> <li>▪ The Breitenbush community is concerned about fire safety, while community members down the canyon appear to feel less threatened</li> </ul>
Wilderness	<ul style="list-style-type: none"> <li>▪ Opal Creek Watch</li> <li>▪ Former members of the inactive Opal Creek Advisory Board</li> <li>▪ Other non-local environmental organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is local interest in expanding the Opal Creek Scenic Recreation Area</li> <li>▪ The district is preparing to begin collaborative work to develop a “Friends Of Opal Creek” group as an interim input method until the Opal Creek Advisory Board can be re-chartered</li> </ul>
Special forest products	<ul style="list-style-type: none"> <li>▪ SFP harvesters and purchasers</li> <li>▪ North Santiam Watershed Council</li> <li>▪ Tribes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Important non-timber resources on the district include beargrass and boughs</li> <li>▪ SFP sales on this district help support the SFP program on the entire Forest</li> <li>▪ The district is exploring how to offer SFP as part of an integrated stewardship contract approach with the North Santiam Watershed Council. They may need to assess special forest products business capacity and workforce to make this successful</li> </ul>
Cultural resources and heritage	<ul style="list-style-type: none"> <li>▪ Confederated Tribes of Warm Springs</li> <li>▪ Confederated Tribes of Grand Ronde</li> <li>▪ Confederated Tribes of Siletz Indians</li> <li>▪ Klamath Tribes</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district has invited Tribes on field tours, and could continue to engage Tribes in watershed action planning to ensure that cultural resources are consistently considered</li> </ul>
Forest-community relationships	<ul style="list-style-type: none"> <li>▪ Opal Creek Watch</li> <li>▪ Local schools</li> <li>▪ North Santiam Watershed Council</li> <li>▪ OSU</li> <li>▪ Local chambers of commerce</li> <li>▪ GROW North Santiam</li> </ul>	<ul style="list-style-type: none"> <li>▪ There may be opportunities to increase agency presence in schools and to do a watershed program in partnership with watershed council; efforts on the Sweet Home district could be a model</li> <li>▪ Past district staff were involved with GROW North Santiam and other economic development efforts, but staff are not currently involved</li> <li>▪ Few staff live above dam</li> <li>▪ OSU would like to partner with the district to provide educational fishing opportunities for youth</li> </ul>
Community context	<ul style="list-style-type: none"> <li>▪ Local governments</li> <li>▪ Marion and Linn counties</li> <li>▪ Opal Creek Ancient Forest Center</li> <li>▪ Chambers of commerce</li> <li>▪ Detroit Lakes Recreation Area Business Association</li> <li>▪ GROW North Santiam</li> <li>▪ Homeowners’ associations</li> <li>▪ <i>Canyon Weekly</i> newspaper (Santiam edition)</li> <li>▪ Boy Scouts of America—Camp Pioneer</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is a lack of connectivity among communities along the canyon</li> <li>▪ There are distinct socioeconomic differences between communities above and below the dam. Far wealthier communities are in the Silverton area, which is more connected to Portland. Lyons and Mill City are the middle ground.</li> <li>▪ There is no high school in above the dam</li> <li>▪ There are four day school weeks and enrollment continues to decline</li> <li>▪ The Detroit area has become a second home community</li> <li>▪ Local people are spread thin with volunteering, as there are a few champions who do all of the work</li> <li>▪ Opal Creek Ancient Forest Center is an educational center and possible resource, but tends to attract visitors from urban areas outside the canyon</li> </ul>

## Appendix 1: Collaborative contexts

**Table 2 Collaborative context on the Sweet Home Ranger District**

<b>Dimension</b>	<b>Key players</b>	<b>Collaborative context</b>
<b>Vegetation and timber management</b>	<ul style="list-style-type: none"> <li>▪ American Forest Resource Council (AFRC)</li> <li>▪ Cascadia Wildlands</li> <li>▪ Oregon Wild</li> <li>▪ Sierra Club</li> <li>▪ BLM</li> <li>▪ ODF</li> <li>▪ ODFW</li> </ul>	<ul style="list-style-type: none"> <li>▪ Land is in checkerboard ownership with BLM and private timber companies</li> <li>▪ District is colloquially called “the owl farm” for its large populations of northern spotted owl</li> <li>▪ Planning is moving towards thinning older stands outside of current zone of agreement</li> <li>▪ Stakeholders have expressed concern about NEPA quality</li> <li>▪ The district has interest in using stewardship contracting and expanding their knowledge of its benefits</li> </ul>
<b>Forest industry capacity and landowners</b>	<ul style="list-style-type: none"> <li>▪ Freres Lumber Co., Inc</li> <li>▪ Franks Lumber Co., Inc</li> <li>▪ T2, Inc.</li> <li>▪ Cascade Timber Consultants, Inc (CTC)</li> <li>▪ Rosboro Forestlands</li> <li>▪ Giustina Land and Timber Resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Markets are fairly far with no local mills</li> <li>▪ There has been loose talk of finding way to reinstate a processing facility at the Triple-T site</li> <li>▪ There is potential for small-scale biomass, especially with areas of dead lodgepole near Tombstone.</li> </ul>
<b>Watershed restoration and fisheries</b>	<ul style="list-style-type: none"> <li>▪ South Santiam Watershed Council</li> <li>▪ Calapooia Watershed Council</li> <li>▪ Army Corps of Engineers</li> <li>▪ Fishers</li> <li>▪ Northwest Steelheaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agricultural production downstream relies on the district’s watersheds</li> <li>▪ Much watershed council work has focused on weed control and landowner re-vegetation</li> <li>▪ District staff have provided technical assistance at times to watershed councils</li> <li>▪ The district’s fisheries Stewards Program is an important hub of partnerships with watershed councils, cities, Northwest Steelheaders, etc. Could be potential place to start collaboration around watershed restoration</li> <li>▪ The Youth Watershed Council connects local students to watershed restoration and the forest</li> <li>▪ The district has interest in pursuing payments for ecosystem services with private timberland owners</li> </ul>
<b>Recreation: land</b>	<ul style="list-style-type: none"> <li>▪ Linn County Parks and Recreation</li> <li>▪ Pacific Crest Trail Association</li> <li>▪ Sweet Home 4WD Association</li> <li>▪ Sweet Home Economic Development Group</li> <li>▪ City of Sweet Home</li> </ul>	<ul style="list-style-type: none"> <li>▪ Economic development, city, and county leaders have begun working with district to increase opportunities from tourism and recreation</li> <li>▪ District has the lowest recreation use on the WNF</li> <li>▪ There is heavy and destructive use of some day sites</li> <li>▪ The district has interest in “respect the river” programs and education</li> <li>▪ There is a lack of connectivity between Sweet Home and trails</li> <li>▪ There are low elevation trails accessible year round, but they are little known</li> <li>▪ The Santiam Wagon Road is a major historic and cultural resource</li> </ul>
<b>Recreation: water</b>	<ul style="list-style-type: none"> <li>▪ Edgewater Marina and RV</li> <li>▪ Oregon Marine Board</li> <li>▪ Motorized boaters</li> <li>▪ Kayakers</li> <li>▪ Local residents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local reservoirs have recreation use, but it is not as heavy as on other major reservoirs on the Forest</li> <li>▪ There are challenging expert kayaking experiences</li> </ul>
<b>Energy generation</b>	<ul style="list-style-type: none"> <li>▪ Army Corps of Engineers</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district and many local stakeholders would like to utilize forest biomass for energy and small diameter products</li> <li>▪ There is a local community member interested in energy generation on Two Girls Creek</li> </ul>
<b>Roads</b>	<ul style="list-style-type: none"> <li>▪ ODOT</li> <li>▪ CTC</li> <li>▪ Rosboro</li> <li>▪ Giustina</li> </ul>	<ul style="list-style-type: none"> <li>▪ District shares many roads with the timber companies through roads cost-share agreements</li> <li>▪ District has just begin their roads analysis process</li> </ul>



Table 2, continued

Dimension	Key players	Collaborative context
Fire	<ul style="list-style-type: none"> <li>▪ Private landowners</li> <li>▪ Recreation groups</li> <li>▪ ODF</li> <li>▪ Pacific Crest Trail Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wildfires can be costly even if small in size if they burn across private land interfaces or on steep ground</li> <li>▪ There is local concern about fire in dead lodgepole stands near Tombstone Pass</li> <li>▪ District has two small wilderness areas surrounded by private lands, which makes management approaches such as unplanned ignition difficult</li> </ul>
Wilderness	<ul style="list-style-type: none"> <li>▪ Recreation groups</li> <li>▪ Environmental organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wilderness areas are small in size and lesser-known on the Forest; off-the-beaten path wilderness experiences are possible</li> <li>▪ District has uninventoried roadless areas</li> </ul>
Special forest products	<ul style="list-style-type: none"> <li>▪ SFP harvesters and purchasers</li> <li>▪ Tribes</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is interest on the district in using stewardship and special forest products to produce community benefits</li> <li>▪ District may need to assess special forest products business capacity and workforce to better create these benefits</li> </ul>
Cultural resources and heritage	<ul style="list-style-type: none"> <li>▪ Confederated Tribes of Warm Springs</li> <li>▪ Confederated Tribes of Grand Ronde</li> <li>▪ Confederated Tribes of Siletz Indians</li> <li>▪ Klamath Tribes</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district organizes Heritage Hikes and other guided events to educate public about cultural resources</li> <li>▪ Unique historical and cultural sites include Santiam Wagon Road and Cascadia Cave. Tribes have indicated that the latter is the second-most important cultural site in Oregon after Celilo Falls and there is strong interest in protecting it</li> </ul>
Forest-community relationships	<ul style="list-style-type: none"> <li>▪ Ford Family leadership trainees</li> <li>▪ Local schools</li> <li>▪ Sweet Home Youth Forestry Club</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district several popular public engagement and education programs with repeat visitors</li> <li>▪ The district would like to expand programs to reach new visitors, and teach and disseminate their successes to the rest of the Forest</li> <li>▪ There is a robust agency presence in schools with Smokey Bear and other programs</li> <li>▪ There are three Ford Family cohorts in East Linn, who have a draft statement of purpose and stated interest in working together to take “the next step” and figure out how to overlap their skills with USFS goals</li> </ul>
Community context	<ul style="list-style-type: none"> <li>▪ City of Sweet Home</li> <li>▪ Chambers of commerce</li> <li>▪ Local schools</li> <li>▪ Linn County government</li> <li>▪ Sweet Home Economic Development Group</li> <li>▪ Boys and Girls clubs</li> <li>▪ Camp Attitude</li> <li>▪ Linn-Benton Community College</li> <li>▪ OSU</li> <li>▪ Santiam Wilderness Academy</li> <li>▪ <i>New Frontier</i> (local newspaper)</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Sweet Home community and others in region are often disconnected from the Forest, despite its proximity, and do not visit it</li> <li>▪ Drug use and social problems have been high</li> <li>▪ Regional interest in wellness and health is rising, with potential partners on outdoor/recreation programs such as Western University in Lebanon, and Steelhead Fitness in Sweet Home</li> <li>▪ The Santiam Wilderness Academy program brings youth to the forest</li> </ul>

## Appendix 1: Collaborative contexts

**Table 3 Collaborative context on the McKenzie River Ranger District**

<b>Dimension</b>	<b>Key players</b>	<b>Collaborative context</b>
<b>Vegetation and timber management</b>	<ul style="list-style-type: none"> <li>▪ American Forest Resource Council (AFRC)</li> <li>▪ Cascadia Wildlands</li> <li>▪ Oregon Wild</li> <li>▪ Sierra Club</li> <li>▪ BLM</li> <li>▪ ODF</li> <li>▪ ODFW</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district has strong interest in working with the middle ground and its community leaders more consistently</li> <li>▪ Although there has been past negative experience with a stewardship group, staff and partners are still interested in collaboration and using stewardship contracting in the future</li> <li>▪ Local communities have questioned district's level of public participation and engagement</li> </ul>
<b>Forest industry context and landowners</b>	<ul style="list-style-type: none"> <li>▪ Eugene and Springfield area mills</li> <li>▪ Rosboro</li> <li>▪ Giustina</li> <li>▪ Weyerhaeuser</li> </ul>	<ul style="list-style-type: none"> <li>▪ District is in proximity to Eugene and Springfield area mills and there is strong industry interest in timber sales</li> <li>▪ Small businesses perceive lack of opportunities to access timber and other sales</li> </ul>
<b>Watershed restoration and fisheries</b>	<ul style="list-style-type: none"> <li>▪ McKenzie Watershed Council</li> <li>▪ EWEB</li> <li>▪ Fishers</li> <li>▪ Outfitters and guides</li> <li>▪ McKenzie Clearwater Coalition</li> <li>▪ McKenzie River Trust</li> <li>▪ Northwest Steelheaders</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district is embarking on watershed action planning in the South Fork and Upper McKenzie watersheds. There may be opportunity to collaborate earlier on the Upper McKenzie</li> <li>▪ Watershed council and land trust partners are focused on accomplishing work on the ground and may be less interested in convening collaborative efforts, especially if goals and objectives are not clear</li> <li>▪ Typically, district focuses on large wood and restoring habitats in-stream through partnerships with watershed council, while balancing strong recreation emphasis on the main stem</li> <li>▪ There is high potential and interest in developing programs for water quality and watershed restoration activities, and for activities that conserve riparian land from development due to the diverse interests on the river. There is a need to convene partners around this issue</li> <li>▪ McKenzie Clear Water Coalition, a group of local landowners and stakeholders, has formed downriver in response to potential land use limitations</li> <li>▪ Outfitters rely on robust fisheries and there is high level of attention in general to fish on the river</li> <li>▪ Many "new school" outfitters are against hatchery stock and want to see wild fish in the McKenzie</li> </ul>
<b>Recreation: land</b>	<ul style="list-style-type: none"> <li>▪ Trails Action Committee</li> <li>▪ Sand Mountain Society</li> <li>▪ Friends of Fish Lake</li> <li>▪ Pacific Crest Trail Association</li> <li>▪ Nordic Sky Club</li> <li>▪ Oregon Historical Trail Commission</li> <li>▪ Obsidians</li> <li>▪ UO Outdoor Program</li> <li>▪ Mt. Jefferson Snowmobile Club</li> <li>▪ Oregon Snowmobile Association</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is a large number of organized recreation groups; the district partners with them through cost-shares and agreements</li> <li>▪ The district and private landowners have concerns about destructive use of some day sites and campsites, e.g. in 19 Road area</li> <li>▪ There is a local Trails Action Committee</li> <li>▪ Some recreationists dislike seeing logging near trails and recreation areas</li> <li>▪ A Friends of Fish Lake group has formed to preserve the Fish Lake site and its resources for the public. This group could play a key role in helping convene multiple recreation and heritage groups</li> </ul>
<b>Recreation: water</b>	<ul style="list-style-type: none"> <li>▪ Outfitters and guides from Willamette Valley and central Oregon</li> <li>▪ Drift boaters</li> <li>▪ Kayakers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rafting is growing in number of days and dollars generated in proportion to fishing</li> <li>▪ The district works with outfitters on informal, ad-hoc basis to ensure watershed restoration and public safety goals are in balance</li> </ul>
<b>Energy generation and urban water supply</b>	<ul style="list-style-type: none"> <li>▪ EWEB</li> <li>▪ McKenzie Clear Water Coalition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Electricity is generated in this watershed</li> <li>▪ Water supply for Springfield and Eugene comes from watershed</li> <li>▪ EWEB developed a disaster mitigation plan to protect water supply in event of emergency, e.g. a hazardous spill</li> </ul>

Table 3, continued

Dimension	Key players	Collaborative context
Roads	<ul style="list-style-type: none"> <li>▪ Recreation groups</li> <li>▪ Hunters</li> <li>▪ Local residents</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is heavy diverse recreation use on road network</li> <li>▪ District is just beginning their roads analysis and there will be strong public interest from rural and urban communities</li> </ul>
Fire	<ul style="list-style-type: none"> <li>▪ East Lane Fire Protection Association</li> <li>▪ ODF</li> <li>▪ Private landowners</li> <li>▪ Deschutes National Forest</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district has active and concerned fire staff who want to increase community education, especially in Delta homes area, but landowners may not be supportive of thinning</li> <li>▪ There have been larger, more prominent fires in the past few years, and some contentious discussions over salvage</li> <li>▪ The district has used unplanned ignition to manage recent fires in wilderness, e.g. the Shadow Lake fire</li> <li>▪ The WNF has a partnership with the Deschutes National Forest to address fire on the Cascade Crest</li> <li>▪ There may be potential to collaborate on CWPP implementation upriver with some former stewardship group members and ODF</li> <li>▪ The district has interest in doing multiparty monitoring of prescribed burning in young stands, and sharing results with industry stakeholders</li> </ul>
Wilderness	<ul style="list-style-type: none"> <li>▪ Numerous recreation groups (see Recreation: land)</li> <li>▪ Environmental organizations</li> <li>▪ Deschutes National Forest/ Cascade Crest Adaptive Management Partnership</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is heavy recreation in wilderness areas</li> <li>▪ The Three Sisters area is very popular for Willamette Valley as well as central Oregon visitors; there are high levels of visibility and interest here</li> </ul>
Special forest products	<ul style="list-style-type: none"> <li>▪ Special forest products harvesters and purchasers</li> <li>▪ Tribes</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district has interest in incorporating bough harvests, firewood, and other special forest products into pre-commercial thinning units</li> </ul>
Cultural resources and heritage	<ul style="list-style-type: none"> <li>▪ Confederated Tribes of Warm Springs</li> <li>▪ Confederated Tribes of Grand Ronde</li> <li>▪ Confederated Tribes of Siletz Indians</li> <li>▪ Klamath Tribes</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district could engage Tribes in watershed action planning to ensure that cultural resources are consistently considered</li> </ul>
Forest-community relationships	<ul style="list-style-type: none"> <li>▪ H.J. Andrews Experimental Forest</li> <li>▪ OSU</li> <li>▪ McKenzie schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community leaders up the river feel a strong disconnect from the WNF and would like staff to participate more in community social life</li> <li>▪ It has been hard to consistently engage community leaders in collaboration; they often do not participate unless there is an issue of concern</li> <li>▪ Partnerships with local schools, USFS, and McKenzie Watershed Council have built watershed restoration work into the high school curriculum. Partners on this project want to keep it going in the future but funding is uncertain.</li> <li>▪ The H.J. Andrews is a resource for broader, even nationwide communities of scientists and artists, but some community members upriver do not see it as a local resource</li> </ul>
Community context	<ul style="list-style-type: none"> <li>▪ Lane and Linn counties</li> <li>▪ Ford Family leadership trainees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unincorporated communities are strung out along the river with no central government or other institutions, so it is hard for district to interface with communities without venues</li> <li>▪ There are clear socioeconomic divisions and people from different social worlds do not interact</li> <li>▪ Area has substantial retiree and amenity populations</li> <li>▪ There are few middle class young families</li> <li>▪ McKenzie schools enrollment continues to decline</li> <li>▪ Energy for community efforts waxes and wanes</li> <li>▪ There has been recent interest in increasing tourism revenue, and partnership with OR Rural Tourism Studio to accomplish strategic planning</li> </ul>

## Appendix 1: Collaborative contexts

**Table 4 Collaborative context on the Middle Fork Ranger District**

<b>Dimension</b>	<b>Key players</b>	<b>Collaborative context</b>
<b>Vegetation and timber management</b>	<ul style="list-style-type: none"> <li>▪ American Forest Resource Council (AFRC)</li> <li>▪ Cascadia Wildlands</li> <li>▪ Oregon Wild</li> <li>▪ Sierra Club</li> <li>▪ BLM</li> <li>▪ ODF</li> <li>▪ ODFW</li> </ul>	<ul style="list-style-type: none"> <li>▪ This district typically has largest cut and sold volume on the WNF (~30 to 35 mmbf/year) with commercial thinning</li> <li>▪ There are unique oak habitats on the district that have helped foster collaboration</li> <li>▪ The district often packages their work into larger integrated EAs</li> <li>▪ The district is interested in using timber sales and stewardship contracting to meet ecological objectives as well as generate goods and services</li> <li>▪ District staff and stakeholders would like to see watershed and vegetation work be more integrated</li> </ul>
<b>Forest industry capacity and landowners</b>	<ul style="list-style-type: none"> <li>▪ Eugene and Springfield area mills</li> <li>▪ Interfor in Gilchrist</li> </ul>	<ul style="list-style-type: none"> <li>▪ District has proximity to Eugene and Springfield area mills</li> <li>▪ Local forest products processing capacity in the Oakridge area has been gone since 1990s</li> </ul>
<b>Watershed restoration, fisheries, and wildlife</b>	<ul style="list-style-type: none"> <li>▪ Middle Fork Willamette Watershed Council</li> <li>▪ ODFW</li> <li>▪ Army Corps of Engineers</li> <li>▪ ODF</li> <li>▪ Oregon Wild</li> <li>▪ Cascadia Wildlands</li> <li>▪ Rocky Mountain Elk Foundation</li> </ul>	<ul style="list-style-type: none"> <li>▪ The watershed council is high capacity and has helped lead collaboration on Jim's Creek project</li> <li>▪ There is a Model Watershed Program involved in vegetation management collaboration as well as watershed restoration</li> <li>▪ Outfitters see Middle Fork of the Willamette as a unique opportunity to be a world class fishing destination but it is currently little-known</li> <li>▪ There is strong energy and collaboration in the Fall Creek area around dispersed use, watershed restoration needs, e.g. false brome; this may be an area to go from partnerships to collaboration with the watershed council, Army Corps, ODFW, and others</li> <li>▪ There is interest in creating early seral forest type to benefit big game and other species</li> </ul>
<b>Recreation: land</b>	<ul style="list-style-type: none"> <li>▪ Greater Oakridge Area Trail Stewards (GOATS)</li> <li>▪ International Mountain Biking Association (IMBA)</li> <li>▪ Pacific Crest Trail Association</li> <li>▪ Obsidians</li> <li>▪ UO Outdoor Program</li> <li>▪ Disciples of Dirt (DOD)</li> </ul>	<ul style="list-style-type: none"> <li>▪ GOATS has been the source of capacity and action around trail stewardship; they have acquired resources with the WNF to improve trail access and connectivity to Oakridge and Westfir. This project needs a consistent agency point person and more steady forward momentum</li> <li>▪ Huckleberry and other OHV areas are popular among Oakridge area communities</li> <li>▪ Hunting is likely the biggest non-timber value</li> </ul>
<b>Recreation: water</b>	<ul style="list-style-type: none"> <li>▪ Boating groups</li> <li>▪ Fishing groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reservoirs are for flood control and less popular for recreation</li> <li>▪ The Fall Creek area can experience heavy and destructive use</li> <li>▪ Non-motorized recreation debates periodically arise about Waldo Lake</li> </ul>
<b>Energy generation</b>	<ul style="list-style-type: none"> <li>▪ Army Corps of Engineers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Energy is generated in this watershed.</li> <li>▪ There is interest in the Oakridge area in developing biomass utilization facilities</li> <li>▪ Geothermal development</li> </ul>
<b>Roads</b>	<ul style="list-style-type: none"> <li>▪ ODOT</li> <li>▪ ODFW</li> <li>▪ Middle Fork Willamette Watershed Council</li> <li>▪ Oregon Wild</li> <li>▪ Cascadia Wildlands</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public scoping on roads analysis has begun</li> <li>▪ The district plans to store 132 miles of roads, with some decommissioning, and will focus on redundant roads.</li> <li>▪ The district have lessons or experiences from their public scoping to share with other districts as they begin their roads analyses</li> </ul>
<b>Fire</b>	<ul style="list-style-type: none"> <li>▪ East Lane Fire Protection Association</li> <li>▪ ODF</li> <li>▪ EWEB</li> </ul>	<ul style="list-style-type: none"> <li>▪ There has been stakeholder dissatisfaction with fire salvage management in past. Timber industry stakeholders feel that the Forest has not allowed enough salvage on this district.</li> <li>▪ There is a substantial WUI to treat around Westfir and Oakridge</li> </ul>

Table 4, continued

Dimension	Key players	Collaborative context
Wilderness	<ul style="list-style-type: none"> <li>▪ Sierra Club</li> <li>▪ Other environmental organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local recreationists and residents</li> <li>▪ There is strong interest from Sierra Club in creating a new wilderness area on Hardesty Mountain, and some opposition from Oakridge area stakeholders and recreationists</li> </ul>
Special forest products	<ul style="list-style-type: none"> <li>▪ SFP harvesters and purchasers</li> <li>▪ Tribes</li> <li>▪ Local cities of Oakridge, Westfir, Lowell and Pleasant Hill</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district's southernmost location in forest means they have different suite of special forest products, e.g. red and noble fir boughs, and not as much beargrass as other districts</li> <li>▪ Firewood access and quantity is important to local communities</li> </ul>
Cultural resources and heritage	<ul style="list-style-type: none"> <li>▪ Confederated Tribes of Warm Springs</li> <li>▪ Confederated Tribes of Grand Ronde</li> <li>▪ Confederated Tribes of Siletz Indians</li> <li>▪ Klamath Tribes</li> </ul>	<ul style="list-style-type: none"> <li>▪ The district could engage Tribes in watershed action planning to ensure that cultural resources are consistently considered</li> <li>▪ Tribes should be engaged in any future projects that follow from Jim's Creek</li> <li>▪ Tribes harvest First Foods and other forest products (e.g. cedar for canoe logs, planks, ceremonial fires, huckleberries)</li> </ul>
Forest-community relationships	<ul style="list-style-type: none"> <li>▪ University of Oregon</li> <li>▪ Youth Conservation Corps</li> <li>▪ Local schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Forest Service retirees</li> <li>▪ Residents see forest land as "their land" and their backyard; there can be resentment over Forest Service actions as a result</li> <li>▪ University of Oregon's Environmental Leadership Program has worked in area</li> <li>▪ Smokey program is in local classrooms</li> <li>▪ Youth Conservation Corps has been a major component of the district since the 70s—employed 39 local youth in 2010 and 2011</li> <li>▪ Oakridge and Westfir residents see WNF staff as disconnected from communities</li> <li>▪ Many Forest Service retirees live in the area and could be key to reinvigorating stronger forest-community relationships</li> <li>▪ Outdoor schools (spring and fall of each year)</li> </ul>
Community context	<ul style="list-style-type: none"> <li>▪ Cities of Oakridge and Westfir</li> <li>▪ Union Pacific Railroad</li> <li>▪ Lane County</li> <li>▪ Oregon Rural Tourism Studio</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is some local interest in redeveloping active forest industry</li> <li>▪ Many locals have strong connections to forest, e.g. recreation, hunting</li> <li>▪ Oakridge and Westfir residents would like ways for their communities to benefit more from spinoff economic activities associated with mountain biking</li> </ul>

## Appendix 2: Assessment interviewees

**Willamette National Forest personnel** including: district rangers, timber staff, vegetation management staff, fish biologists, hydrologists, special forest products staff, public relations staff, recreation staff, natural resources staff, NEPA planners, science liaison, and fire management staff.

- Forest Leadership Team
- Detroit Ranger District
- Sweet Home Ranger District
- McKenzie River Ranger District
- Middle Fork Ranger District

### **Watershed councils and soil and water conservation districts**

- North Santiam Watershed Council
- South Santiam Watershed Council
- Calapooia Watershed Council
- Middle Fork Willamette Watershed Council
- McKenzie Watershed Council
- Linn Soil and Water Conservation District

### **Public utilities and organizations working on payments for ecosystem services**

- Eugene Water and Electric Board
- Willamette Partnership

### **Grand Ronde Tribe**

- Tribal council and natural resources staff

### **Conservation and land management nonprofits**

- Oregon Wild
- Sierra Club
- McKenzie River Trust

### **Economic development organizations**

- North Santiam Canyon Economic Development Corporation & GROW North Santiam
- Sweet Home Economic Development Group
- Oakridge city manager and economic development director

### **Community stakeholders**

- Opal Creek area landowner
- Breitenbush community members
- Blue River educator
- Blue River retiree and volunteer
- McKenzie Bridge small business owner

### **Timber industry interests**

- American Forest Resource Council
- Rosboro
- Seneca
- Weyerhaeuser
- Giustina Land and Timber Resources

### **Recreation interests**

- Greater Oakridge Area Trail Stewards (GOATS)
- Caddisfly
- Trout Unlimited
- Friends of Fish Lake

### **Local and state government**

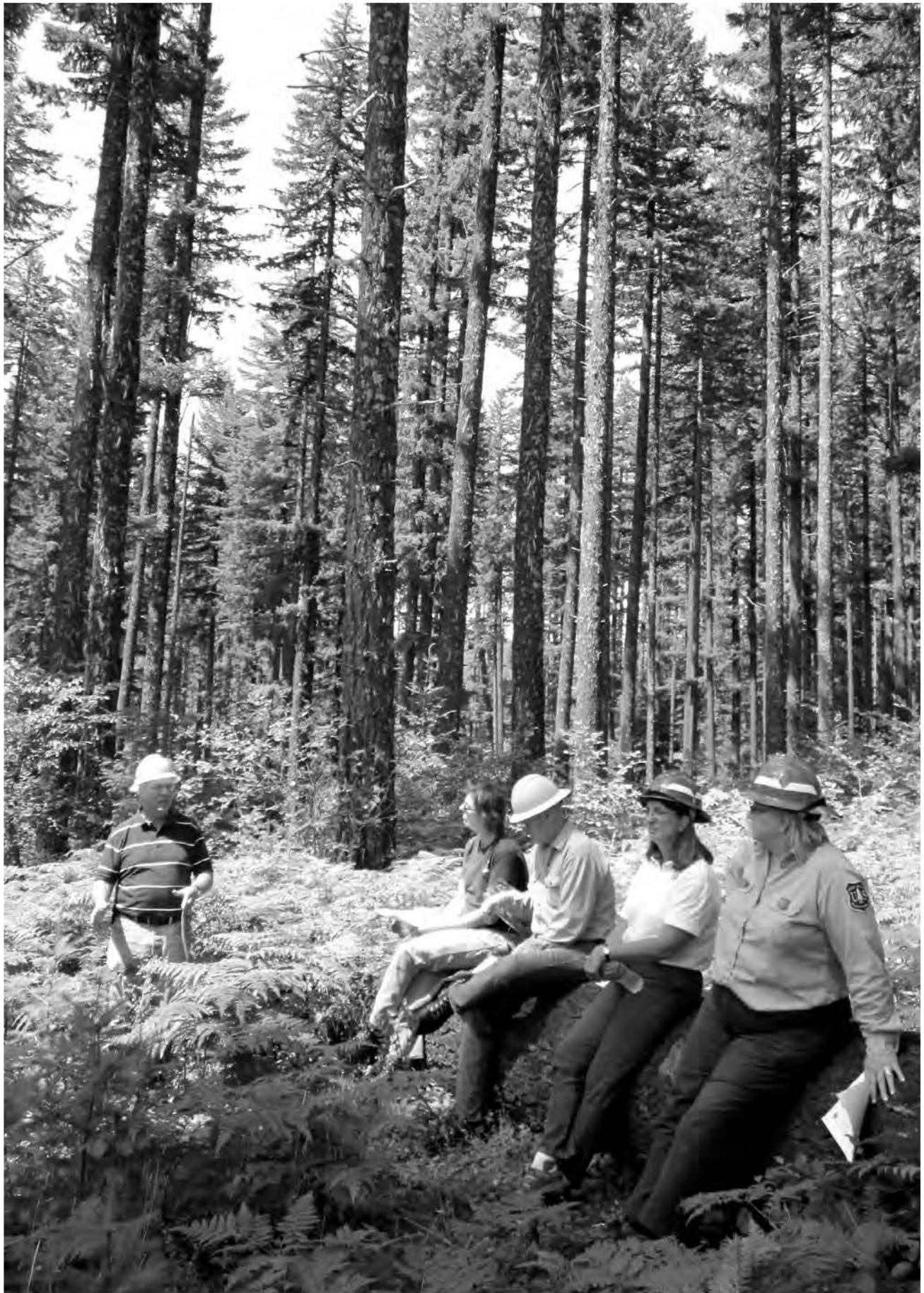
- Lane County commissioners
- Oregon Department of Forestry

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## Endnotes

1 "Discovery Process" study by Kevin Priester and James Kent Associates. See [www.naturalborders.com/methods/willamette-index.index.htm](http://www.naturalborders.com/methods/willamette-index.index.htm) for more information.

2 See [ewp.uoregon.edu/publications/quick\\_guides](http://ewp.uoregon.edu/publications/quick_guides) for more information about assessing the ecosystem workforce and planning a quality jobs program.





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