

The Stewardship Chronicle

From the Ecosystem Workforce Program

O UNIVERSITY OF OREGON

Quality Jobs in Rural Communities	1
Letter From the Program Director	2
Defining Quality Jobs	2
Linking Across Scales	3
Using Census Data	4
A Teen Monitoring Practitioner	5
Forest Groups Working It Out	6
Types of Monitoring	6
Multiparty Assessment	7
Measuring Restoration Jobs	8
Resources	8

ECOSYSTEM WORKFORCE PROGRAM

Institute for a Sustainable Environment
 Mailing Address:
 5247 University of Oregon
 Eugene, OR 97403-5247

Physical Address:
 130 Hendricks Hall

Phone: (541) 346-0676 Fax: (541) 346-2040
<http://ewp.uoregon.edu>



EWP Supports Quality Jobs in Rural Communities

Cassandra Moseley
 Ecosystem Workforce Program

The Ecosystem Workforce Program (EWP) actively promotes community-based assessment and monitoring as key components to creating and maintaining quality jobs in rural communities. We recently completed annual monitoring with Lake County Resources Initiative; local contractors captured a bit more Forest Service contract dollars than they had in the past. With partners in Grant County and the Malheur National Forest, we are monitoring the impacts of experimental service contracts with removal rights. Our partners are particularly interested in learning about the markets that contractors find for small diameter trees. We are also working in cooperation with three BLM districts in Oregon to help them assess their use of local contracting capacity.



In addition to assisting communities, the EWP conducts regional research and monitoring about forest workers, businesses, and federal land management agencies. We recently completed a project to understand the business and employment

impacts of the National Fire Plan. Our research shows Pacific Northwest contractors who are located closer to national forests captured more National Fire Plan dollars than regularly-funded contract dollars, except in isolated rural communities.

The EWP recently entered into an agreement with the Forest Service to evaluate

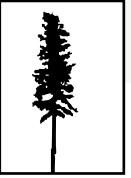
service contracting since the Northwest Forest Plan. Did the plan create new types of jobs in the woods? Has the type of work the agencies contract changed? How many new forestry businesses contracted with the agencies and how many stopped work-

ing with them? Our twelve-year look at the service contracting should help build a picture of how land management has changed over the last decade.

Through assessment, monitoring, and research, the EWP emphasizes both collaborative quality job strategies and policy making to support forest workers, small businesses, and rural communities.

Monitoring reports and research results are available at <http://ewp.uoregon.edu>

Letter from the Program Director



Charles Spencer
Ecosystem Workforce Program

Community forestry and the movement to create collaborative action that yields ecological and socioeconomic benefits are no longer in their infancy. Significant successes and hard-won lessons are now fairly common across the Pacific Northwest.

Congress recently granted stewardship contracting authority for 10 years. But the new expanded stewardship contracting authority in the Forest Service and Bureau of Land Management does not necessarily mean monitoring will continue as it has in the national stewardship pilot projects.

We are perhaps in a transition, and certainly in a period when funding and other monitoring resources are difficult to obtain. There is a risk that the central role of multi-party monitoring may be neglected, jeopardizing the future of collaborative stewardship. We believe it is timely to offer a place for voices from “the trenches” to:

- (1) reinforce the critical importance of multi-party monitoring,
- (2) illustrate examples of both ecological and socioeconomic monitoring, and
- (3) provide useful information about how to do it.

In this issue, community forestry practitioners Nils Christoffersen, Andrea Davis, Marcus Kauffman, and Lisa Wilson give us real-world examples illustrating the “why” and “how” of

monitoring. Jeff Tryens brings us the experience of the Oregon Progress Board in the form of some down-to-earth advice on monitoring. And we are especially fortunate to have Lake County native and college sophomore Zayne Turner share her personal experience with biophysical monitoring. Zayne tells us about connecting in new ways with an old, familiar landscape through hands-on biophysical monitoring. Her story reminds us restoring a sustainable cultural connection to the landscape is critical.

“...restoring a sustainable cultural connection to the landscape is critical.”

But, what is this landscape? How do we talk about the human connection to it? And how do we measure it? We hope this contribution stimulates thinking and action on other fronts.

Finally, community-based monitoring may well have to add to the already-daunting agenda: As we all grapple with the expected

increase in contracting functions usually performed by Forest Service and BLM personnel, what can we do in the communities and regions to monitor how “competitive sourcing” is working for rural communities, businesses, workers, and the agencies?



What is a high quality ecosystem management job?

A quality job in ecosystem management is frequently defined as providing workers:

- Family supporting wages and benefits.
- A healthy and safe workplace.
- Skill standards and opportunities for advancement.
- Job durability.
- The chance to work near where they live.



Linking Across Scales

Oregon's New Ecological Benchmarks

Jeff Tryens
Oregon Progress Board

Monitoring can occur at many scales: from the watershed or community level to the state, bioregion, or nation. Communities can build links between scales to understand how they fit into the larger context. The Oregon Benchmarks are one set of measures that can help communities do just this. These benchmarks were recently upgraded with a new set of environmental health measures. A panel of scientists, led by Oregon State University Dean of Forestry Hal Salwasser, developed these new benchmarks. The new ecological benchmarks, along with the existing social and economic benchmarks, provide a balanced set of measures to which community-level monitoring efforts can link.

Unfortunately, the process of linking up to benchmarks or other "high-level" indicators of well-being is fraught with difficulties. This is especially true with community-level environmental indicators. Environmental indicators are not like social and economic indicators, which are typically organized by political boundaries. Additionally, benchmark data is not usually available at the community or even watershed level so only gross comparisons are possible. And the causal relationships between community-level indicators and those measured at the regional or landscape scale are often murky at best.

One of the best ways to build links is through the use of logic models. In these logic exercises, a community poses four key questions to itself: (1) What is

our goal? (2) What strategies will we employ to achieve the goal? (3) What community-level measures can we use to determine if the strategy is working? and (4) What high-level measures can we use to determine if the goal is being achieved?

Five caveats should be kept in mind when developing community monitoring systems:

- (1) Before you begin, be clear on how you will be using the metrics. A system designed to encourage community participation may be of little use to scientists concerned with variances from baseline conditions.
- (2) Shoot for good, not perfect. A useful measurement system will, by necessity, be a patchwork of available data and shaky assumptions. Continuous improvement is the name of the game.
- (3) Measure things that are actionable. Communities have to be able to see how they can impact the conditions being measured.
- (4) Refresh the data at least biennially. Without new data, interest will rapidly disappear.
- (5) Act on the data. A data system that does not drive decisions is a data system not long for this world.

Additional information on Oregon Benchmarks and logic models can be found at <http://www.econ.state.or.us/opb>.



Supporting You

Ecosystems Workforce Program Staff

Charles Spencer
Program Director

Cassandra Moseley
Research and Policy Director

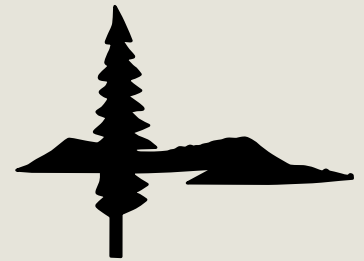
Mike Hibbard
Professor, Department of Planning,
Public Policy, and Management

Mikhail Balaev

Adam Lake

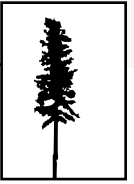
Yolanda Evet Reyes
Program Assistants

Shanna Moore-French
Work Study Student



The Ecosystem Workforce Program (EWP) was created in 1994 to help lead the rural Pacific Northwest into an age of ecosystem management—managing for healthy communities and healthy environments. The EWP believes by creating high skill forest and watershed jobs, we will establish a structure for long-term resource stewardship. Our goal is to demonstrate the linkages between a quality workforce, a healthy economy, healthy community, and effective management for forest ecosystems.

Watershed Research & Training Center: Monitoring Trends in Trinity County



Lisa Wilson
Watershed Research and Training Center

Over the past decade, the Watershed Research and Training Center (WRTC) in Hayfork, California has kept track of social and economic characteristics of the communities of Trinity County to understand how we have changed. The WRTC has used the Census to monitor the changes in population, demographics, and poverty rates in Trinity County. It has experienced declines in timber harvests and logging and milling jobs, the aging of the baby boomers, the movement of young people to cities, and the migration of some people—particularly retirees—to places with lakes, mountains, and low humidity.

The wealthiest communities in Trinity County have increased in population. These communities are primarily located on well-traveled highways, lakes, and rivers or are closer to larger cities. Despite the influx of people, poverty in these wealthier communities increased between 1990 and 2000. By contrast, the communities historically more dependent on timber and ranching declined in population. They remain the poorest communities in the county, but their poverty rates improved. The Watershed Center was surprised to find that poverty rates in the wealthier and growing communities increased, while the rates decreased in the poorest areas. We are conducting

research to explain this finding and hope to have an answer by the Fall of 2003.

People in Trinity County find it troubling that their communities are losing young people. Almost all of the areas in the county saw steep declines in the number and percentage of people below the age of 45. Although the aging of the baby boomers partially explain this, the lack of jobs and educational opportunities has forced many young adults and their children to leave the

county. This trend makes Trinity County more similar to communities in the Great Plains region than parts of the West rich in natural resources.

Perhaps the most important lesson we learned from our on-going analyses of Census and other socioeconomic data is

that numbers do not accurately capture the quality of life in Trinity County. To see the whole picture, it is important to track and understand what lies behind social and economic indicators; it is the people and their lives, experiences, and relationships that make the entirety of Trinity County. This is true of communities throughout the rural West.

Additional information about socioeconomic monitoring in Trinity County can be found at <http://www.thewatershedcenter.org>.

“...numbers do not capture
the quality of life in
Trinity County”





A Student's Voice:

Upper Chewaucan Monitoring Project



Zayne Turner
Lake County Native
University of Oregon Student

The Upper Chewaucan Biophysical Monitoring project is the result of years of hard work, determination, and extensive cooperation on the part of environmentalists, government agencies, and concerned citizens. It is a six-year study of the Upper Chewaucan watershed, located in Lake County, Oregon, conducted by a third-party monitoring team.

The team consists of eight students, all Lake County residents, under the direction of Ecologist Richard Hart and Lakeview High School Teacher Clair Thomas. I am fortunate enough to be part of the group hired to carry out the monitoring. During the summer of 2002, we gathered Year 1 baseline data and established monitoring bases throughout the watershed.

I have been reflecting upon the experiences of the project—what it has meant to me and what it could mean for Lake County. I am astounded my realizations.

The initial weeks of were difficult. The hours were long (10 or more a day), the work was hard, and the equipment was new. We all felt discouraged. Then, we stopped focusing on the new equipment and the paperwork and looked at the forest around us. And it was exciting. These were the same trees, streams, and bugs that we'd all grown up with. They shouldn't have been exotic, but

they were. Our old haunts were suddenly full of mysteries and lessons and, suddenly, we were ready to listen and learn.

The project was enhanced by our connections to the land. This is our home—this is us. We have a stake in the future of these forests; these will be our children's trees, our grandchildren's streams. Team member Grant Morrison expressed what we all feel: "I'll remember the places we went and the things we did...I can have a positive impact and [I'll] be able to see that change."

Involving Lake County youth in this project intertwines the future economy of Lake County with the future of the forest. Many of us will raise our families and make a living in this county. We will carry the knowledge from this project into our work, our conversations, and our votes on public policy.

I am lucky to be involved with this amazing project. Not only is third-party monitoring important to help end the gridlock and conflicts surrounding our national forests, but this project has helped me discover a passion that will shape my future. No matter what twists and turns my career path takes, I will always come home to the outdoors. It's in my blood—and the blood of everyone involved in the Upper Chewaucan Biophysical Monitoring project. I can't wait for this summer.

Monitoring & Assessment

Types of monitoring:

Monitoring projects involve numerous decisions ranging from identifying all of the key participants to deciding the specific measurements your group is seeking. Setting clear goals for your monitoring project is a vital first step because it helps you decide who should participate and what you should measure.

Who should participate?

The monitoring process can differ significantly based on the private and public parties invited to be involved in the project.

First party monitoring:

The people conducting the monitoring process are the same individuals who perform the activity or make the decisions being monitored.

Third party monitoring:

The people conducting the monitoring process are independent of decision making or implementation.

Multi-party monitoring:

A diverse set of stakeholders participate in the development and implementation of the monitoring process.

What should you measure?

Measures are the specific data your group gathers and analyzes to conduct your monitoring.

Input measures provide information about whether you accurately implemented your planned actions.

Output measures tell you if your specific actions achieved the intended results.

Outcome measures that tell you if your strategies led you to achieve the outcome that you expected.

Stewardship Pilots Forest Groups Working It Out



Marcus Kauffman

Watershed Research and Training Center

It's not news federal forest management can be controversial. Nor should we be surprised that the old troubles over federal forests continue to rise from the ashes like the mystical phoenix. But it may be news that multi-party monitoring can decrease conflict and increase agreement about how we treat our forests. If we follow some examples from the National Stewardship Pilots, we might just be able to keep that bird down a while.

The Siuslaw Basin Pilot on the Siuslaw National Forest and the Metolius Basin Pilot on the Deschutes National Forest demonstrate that multi-party monitoring can increase understanding and participation in federal forest management, lead to shared decision-making, and provide an effective feedback loop.

In 2002, the multi-party monitoring team for the Siuslaw project formed with members of the Siuslaw Watershed Council at its informal core. From the beginning, the group intended to monitor and collaborate on project objectives and activities. This collaboration aims to build a framework recommending how the Forest Service should spend receipts retained from the project. To date, the project has retained over \$500,000 in receipts to be directed toward additional Forest Service projects and projects on adjacent lands within the project boundary that fit the restoration goals. The multi-party monitoring effort will evaluate results from the retention of receipts and the other stewardship authorities. Participants are particularly eager to see how much revenue local contractors captured from the project.

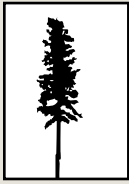
The Metolius project, located near the Metolius Wild and Scenic River, is one of the few pilots that had strong collaboration prior to completion of the envi-



ronmental assessment. The multi-party monitoring team includes environmentalists, timber industry representatives, local residents, and others. The team recommended to the Forest Service on how they wanted the new stewardship authorities used, particularly the criteria for best value. They developed a monitoring plan to evaluate designation by description, implementation of the prescription, and neighborhood reactions to the project. The monitoring results will help guide the next round of projects.

These are just two examples of what can be achieved when people come together to learn and get things done. Are these groups resolving controversy? Tough to say, but do they provide a place where diverse interests can understand federal forest issues and work together, certainly. Is it local control? No, it's providing an active voice for diverse citizens to participate in decision that affect them.

More information about the stewardship pilots can be found at <http://www.thewatershedcenter.org>.



Multiparty Assessment

in Upper Joseph Watershed, Wallawa County, OR

Nils D. Christoffersen
Wallowa Resources

Wallowa County is incorporating a multi-party assessment and monitoring process to identify and prioritize restoration projects in the 174,000-acre Upper Joseph Watershed. We've created a foundation of common information to build agreements on restoration priorities. We'll use multiparty monitoring to track progress, improve the effectiveness of restoration efforts and build agreement among stakeholders.

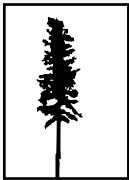
In 2001, the Natural Resources Advisory Committee (NRAC) initiated an assessment for the Upper Joseph Watershed. The process brought

together state agencies, tribal representatives, environmental organizations, and local landowners to develop a vision of land stewardship and restoration priorities.

The assessment is helping us prioritize the most urgent restoration needs. Over 70 people designed and implemented the protocols to assess watershed conditions, as well as road and recreation use. We learned that the forests have been simplified by overstory removal and fire suppression, increasing their vulnerability to large-scale disturbance from fire, insects, and disease.

NRAC analyzed data and created restoration objectives for the watershed. For example, the group wants to improve fish passage by replacing culverts, removing invasive weeds, and increasing forest stand diversity. The NRAC is reviewing the collaboration's objectives and will be sending the recommendations to people outside the community for an impartial review.

The draft Upper Joseph Watershed assessment can be found at <http://www.wallowaresources.org>.



Measuring Restoration Jobs in Humboldt County, CA

Andrea Davis
Alliance for Sustainable Jobs and the Environment

Humboldt County's labor-environmental alliance recently completed the first step in monitoring socio-economic correlates of ecosystem restoration in the North Coast region of California. The group, the North Coast Restoration Jobs Initiative (NCRJI), is a ground-level collaborative project of the Alliance for Sustainable Jobs and the Environment.

The group's new report is entitled *Heavy Equipment Work in Ecosystem Restoration: Estimated Employment Contributions to Humboldt County, CA*. During 2002, about 102 heavy equipment operators worked at the height of the season, in September. In the complete season, April through November, heavy equipment operators

worked the equivalent of 1057 worker-weeks performing ecosystem restoration. "Ecosystem restoration in Northern California is heavily reliant upon skilled heavy equipment operators," states the report. "Currently, assumptions and understandings regarding the nature of heavy equipment work in ecosystem restoration are largely anecdotal." This is the first compilation of data on job numbers created by ecosystem restoration.

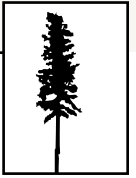
The report is an important step toward gathering data on the socio-economic implications of ecosystem restoration in Humboldt County, a region largely associated with a dilapidated timber industry. Although ecosystem restoration has been ongoing in Humboldt County since the

1968 inception of Redwood National Park, the area is beginning to receive attention about the potential socio-economic benefits of restoration to the local economy and community.

NCRJI will continue to monitor the socio-economic dynamics of the area's restoration industry, deepening the public discourse about shifts in natural resource-based economies. The group will also be developing baseline data to identify new trends in ecosystem restoration. With agency and contractor contacts already established from the 2002 heavy equipment data, completing the next step of analysis based for 2003 will be easier.

The report can be found online at <http://www.asje.org/rj.pdf>.





MULTIPARTY MONITORING FOR SUSTAINABLE NATURAL RESOURCE MANAGEMENT

Co-authored by the Ecosystem Workforce Program and the Watershed Research and Training Center, this guidebook provides detailed information to monitor employment results, by-product utilization, investments, and ecological restoration, especially as related to the National Fire Plan. Available at <http://ewp.uoregon.edu/guidebook>

A QUICK GUIDE TO CONDUCTING AN ECOSYSTEM WORKFORCE ASSESSMENT

Written by the Ecosystem Workforce Program, this guide walks the reader through the process of conducting a workforce assessment. Available at <http://ewp.uoregon.edu/assessment>

COMMUNITY MONITORING FOR RESTORATION PROJECTS

This guidebook provides protocols for community-based forest monitoring, using southwestern ponderosa pine forests as an example. Available from the Southwest Community Forestry Research Center, The Forest Trust, by calling 1-800-803-0025.



UNIVERSITY OF OREGON
ECOSYSTEM WORKFORCE PROGRAM

5247 University of Oregon, Eugene OR 97403-5327

NONPROFIT
ORGANIZATION
U.S. POSTAGE
PAID
EUGENE, OR
PERMIT No. 63

ADDRESS SERVICE REQUESTED

The University of Oregon is an equal-opportunity, affirmative-action institution committed to cultural diversity and compliance with the Americans with Disabilities Act. This publication will be made available in accessible formats upon request.

