

Collaboration 101

*Information compiled by Tchelet Segev, Angeles National Forest
Powerhouse Fire Settlement Coordinator*



Feather River Stewardship Coalition

Acknowledgements

Many Forest Service and collaborative points of contact provided the information contained in this report. Additional information was gathered courtesy of collaborative websites and other Forest Service staff.

Almost all general collaboration guidance were taken from the Pacific Northwest Region's Collaborative Directory:

Pacific Northwest Region U.S. Forest Service. Collaborative Directory. U.S. Forest Service, U.S. Department of Agriculture. June 2017.

https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/fseprd567241.pdf

Acronyms

- BLM** Bureau of Land Management
- CCI** California Climate Investments
- CE** Categorical Exclusion
- CFLR** Collaborative Forest Landscape Restoration
- DM** Decision Memo
- EIS** Environmental Impact Statement
- FS** (or USFS) Forest Service
- FSC** Fire Safe Council
- NEPA** National Environmental Policy Act
- NF** National Forest
- NOAA** National Oceanic and Atmospheric Administration
- NPS** National Park Service
- NRCS** National Resources Conservation Service
- MSA** Master Stewardship Agreement
- R5** Region 5 (equivalent to the Pacific Southwest Region)
- RCD** Resource Conservation District
- USFWS** United States Fish and Wildlife Service
- WO** Washington Office

What is Collaboration?

Collaboration...

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

Collaboration is appropriate...

When:

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

Collaboration Roles

Partners include...

There is a wide diversity of entities participating in collaboratives.

Categories of partners that currently participate in collaboratives include:

Local, national, and international environmental non-profits, resource conservation districts (RCDs), fire safe councils (FSCs), city and county representatives or council members, concerned residents, private landowners, timber companies, utility companies, local, state, and federal natural resource and land management agencies and departments, tribal government or representatives, local businesses, local fire departments, academic institutions, and more.

Forest Service roles...

Can include:

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

Pacific Northwest Region U.S. Forest Service, 2017

Defining “Collaborative”

A group that works together to plan and/or implement work on a defined area of Forest Service lands and potentially adjacent lands or lands with a nexus to Forest Service lands;

A group of at least two distinct entities, in addition to the Forest Service, that represents diverse, and often cross-boundary, interests;

A group that has documented intention to work together over the long-term on more than one project;

A group that meets regularly and is nonexclusive, allowing new entities to join.

All lands vs. Public Lands Collaboratives

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

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

5 Benefits of Collaboration

More information

Sharing the process helps create a better understanding among all parties

Better decisions

More informed, more creative, more opportunity for dialogue

Better outcomes

When projects are well balanced between social, ecological and economic needs

More support

For projects when a network of people are invested in the outcome

Less conflict

When misunderstandings are addressed and trust is built

5 Benefits of Collaboration Detailed

More information

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

Better decisions

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

Better outcomes

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

More support

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

Less conflict

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

When to Use a Collaborative Process

Complex situation

Are there a number of different, possibly competing, objectives?

Are there controversial issues involved?

Is there lack of support for or likely opposition to desired actions?

Is the best way to proceed unclear?

Room for agreement

Do stakeholders share some common values around the issues?

Are there opportunities for agreement that do not involve changing organizational missions or agency mandates?

Willing participants

Are the people who stand the most to lose and those who stand the most to gain willing to participate?

Are stakeholders willing to explore different approaches to meeting their objectives?

Leadership

Is there someone willing to advocate for trying a new approach?

Is there an entity who everyone trusts willing to lead the effort?

Is there someone who can inspire others to work together and think creatively?

Decision-maker support

Are people with decision-making authority supportive of using a collaborative process?

Do decision-makers agree to seriously consider using ideas that emerge from collaborative group discussions?

Adequate resources

Is everyone willing to commit the time required to work through the issues?

Is there enough time to work through issues before a decision must be made?

Is there funding available to hire a neutral facilitator if needed?

Are there resources available to bring in people or information needed to adequately address the issues?

Collaboration in R5

The Pacific Southwest Region is committed to continuing to engage with collaboratives. Collaboration is an opportunity to meet local community priorities, increase the safety and sustainability of our communities, engage in cross-boundary projects, restore ecosystems, build capacity, promote exchange of ideas and sharing of resources, and more. As the Forest Service looks to increase the pace and scale of restoration and fire prevention, partners must be engaged so that impact is maximized across large landscapes. Nearly every National Forest in Region 5 works with at least one collaborative or is in the process of jointly establishing a collaborative with partners.

With 27 collaboratives in Region 5, there is a wide range of projects being implemented. Here, you can find information on each collaborative, including their mission, the work they are doing with the Forest Service, achievements, and areas of expertise. Collaborative overviews also provide contact information and websites for more information.

The Collaboratives



Alpine Biomass Committee

Alpine Biomass Committee (ABC)

Stanislaus, El Dorado, and Humboldt-Toiyabe (R4) National Forests & Lake Tahoe Basin Management Unit

MISSION

The Alpine Biomass Committee aims to unify partners, promote forest and watershed health, and strive for sustainable local economic development for Alpine County.

WORK WITH FOREST SERVICE

Historically, there has been little coordination between the different land managers, or between the land managers and non-government organizations, but it is better to collaborate so that each organization's projects compliments the other projects. The ABC facilitates this collaboration. The ABC does not plan on doing any of its own projects, but rather helps other organizations maximize the impact of their projects. In 2015, the ABC introduced the Hung-A-Lel-Ti Washoe Community to the Calaveras Healthy Impact Solutions (CHIPS) organization. CHIPS trains and hires people to do forest and watershed restoration, archeologic investigation, and shortly will be adding prescribed fire to the training program. The CHIPS-Washoe crew currently consists of 13 individuals who have primarily been working for the BLM, NPS, and FS on restoration and fuels reduction projects.

MEMBERS

BLM, California Department of Fish and Wildlife, Friends of Hope Valley, Alpine Watershed Group, Eastern Alpine County Volunteer Fire Department, Alpine FSC, Washoe Tribe of Nevada and California, Woodfords Washoe Community Council, many private citizens and land owners



FACTS

Established in 2010
All lands
95% is of Alpine County
is federal lands

AREA OF EXPERTISE

Forest health and watershed
restoration

Forest Service contact: Kevin Wilmot, Kevin.wilmot@usda.gov, 775-884-8100 (primary)
AnnaBelle Monti, Annabelle.monti@usda.gov, 775-884-8103 (secondary)
Collaborative contact: David Griffith, dgriffith9@gmail.com (primary)
Don Hittenmiller, Ctvh2006@yahoo.com, 530-694-2359 (secondary)
Website: <https://alpinebiomasscommittee.wordpress.com/>

Amador-Calaveras Consensus Group (ACCG)

Eldorado & Stanislaus National Forests

MISSION

The Amador-Calaveras Consensus Group is a community-based organization that works to create fire-safe communities, healthy forests and watersheds, and sustainable local economies.

WORK WITH FOREST SERVICE

ACCG focuses on a triple-bottom-line approach and works primarily in the upper Mokelumne River and Calaveras River watersheds east of Highway 49. The ACCG's Cornerstone CFLR project is focused on the upper reaches of the Mokelumne River headwater in the central Sierra Nevada Mountains. Cornerstone projects include hazardous fuels reduction, treating noxious weeds, improving watershed health, local capacity building, restoring terrestrial wildlife habitat, restoring cultural sites, and more.

MEMBERS

ABC, Amador County Veterans Organization, Amador FSC, Amador-Calaveras Cooperative Association for Biomass Utilization, Blue Mountain Community Renewal Council, CA Department of Fish and Wildlife, CA Indian Manpower Consortium, Calaveras Foothills Fire Safe Council, Calaveras Healthy Impact Product Solutions, CALFAUNA, CAL FIRE, Central Sierra Environmental Resource Center, Central Sierra Resource Conservation and Development Council, Ebbetts Pass Forest Watch, Foothill Conservancy, community members, Heissenbuttel Natural Resource Consulting, Mother Lode Job Training, PG&E, Sierra Forest Legacy, Sierra Nevada Conservancy, Smith's Grinding, Supervisor Chris Wright, Calaveras County District 2, The Nature Conservancy, Trout Unlimited Sac/Sierra Chapter, NRCS, Vicini Brothers Green Material Recycling, West Point Fire District



FACTS

Established in 2008

All lands

CFLR: 390,904 acre project area

ACHEIVEMENTS

2010: awarded Regional Forester's Award for "All-Land Ecological Restoration"

2012: awarded CFLR funding

2012: awarded Sierra Business Council "Sierra Vision" award

AREA OF EXPERTISE

Monitoring, coordination between partners, hazardous fuels reduction

Forest Service contact: Robin Wall, robin.k.wall@usda.gov, 209-295-5989

Website: <http://acconsensus.org/>

Burney-Hat Creek Community Forest & Watershed Group (BHCCFWG)

Lassen National Forest

MISSION

BHCCFWG is a community-based collaborative of citizens, businesses, organizations, governments, and landowners who share a vision for a sustainable future of our communities and the surrounding landscape by improving social, environmental, and economic conditions in the Burney Creek and Hat Creek watersheds through developing a plan to integrate sustainable natural resource management with socioeconomic development.

WORK WITH FOREST SERVICE

BHCCFWG receives federal support through the U.S. Forest Service's CFLR program, augmenting available local resources to advance landscape-scale fuels reduction and forest health projects through coordinated public-private efforts. The Lower Hat Creek, an example of a BHCCFWG project, included assessment, planning, and design to restore streambanks and aquatic habitat along Hat Creek, in addition to reducing the threat to cultural resources.

MEMBERS

Lassen Volcanic National Park, McArthur-Burney Falls State Parks, Cal Fire, Sierra Nevada Conservancy, NRCS, California Trout, Hat Creek Fire Safe Council, Stewardship Council, Fall River Conservation District, Pit River Tribe, Symbiotic Restoration, Forest Creek Restoration, Sierra Pacific Industries, Fruit Growers Supply Company, Tubit Forest Management, Burney Fire Department, Lassen Forest Preservation, W. M. Beaty & Associates, Inc.



FACTS

Established in 2010
All lands
CFLR
369,036 acres project area
58% of project area is FS land

ACHEIVEMENTS

Awarded a \$7 mil CCI Grant
Landscape level project Plum signed DM
Project soon out for public review with Fall River RCD

AREA OF EXPERTISE

Capacity building, NEPA process, monitoring efforts

Forest Service contact: Greg Mayer, greg.mayer@usda.gov, 530-336-3380

Collaborative contact: Todd Sloat, trsloat8@gmail.com

Website: <https://www.fallriverrcd.org/bhcc> and <https://sierrainstitute.us/program/bhc/>

California Outdoor Engagement Coalition

Region 5

MISSION

Through cross-sector partnerships, we expand transformational experiences in the outdoors for youth who reflect the overall demographics of California.

WORK WITH FOREST SERVICE

In 2019, for the 4th year in a row, The Friends of Berkeley Tuolumne Camp (FOBTC) organized a tree planting expedition into the Rim Fire Recovery Zone in the Stanislaus National Forest. FOBTC partnered with the California Outdoor Engagement Coalition to bring 25 UC Cal students from Epsilon ETA, a professional environmental fraternity organization on campus. Along with another 100 volunteers, including campers, families, Rotarians, and Americorps, they planted over 1,000 trees in one day. Jim Bacon, the Director of Public Services in the Pacific Southwest Region of the FS serves on the executive committee for the coalition.



FACTS

Established in 2015

All lands (all of CA)

CA protected lands comprise
46.7% of the state

CA has ~12,500 public park and
recreation lands covering
47,570,065 acres

MEMBERS

10 Tweeters, Adventure Risk Challenge, African American Nature + Parks Experience, Alameda Free Library Association for Environmental & Outdoor Education, The Avarna Group, BALANCE, Bay Area Teen Science, Bay Area Wilderness Training, BEETLES (Better Environmental Education, Teaching, Learning & Expertise Sharing), Berkeley Echo Lake Camp Association, Berkeley Natural History Museums, Brown Girl Surf, BLM, California Academy of Science, California Coastal Commission, California Geographic Alliance, California Invasive Plant Council, California Naturalist, California Park & Recreation Society, California State Parks, California State Parks Foundation, California Tahoe Conservancy, Camp Ocean Pines, Camp SEA Lab, Camp Unalayee, ChangeScale, Children & Nature Network, (continued on next page)

Forest Service contact: Jim Bacon, james.bacon@usda.gov, 707-562-8856

Collaborative contact: Jenny Mulholland-Beahrs, j.mulholland-beahrs@berkeley.edu, 510-847-3318

Website: <https://outdoorengagement.berkeley.edu/>

California Outdoor Engagement Coalition

Region 5

MEMBERS

Children in Nature Collaborative, City of Irvine, The City Project, Citizens for East Shore Parks, City Surf Project, Coastal Conservancy, Community Nature Connection, Connected to Place, David Brower Center, Delphinus School of Natural History, Earth Discovery Institute, Earth Roots, Easy Bay Regional Park District, Education Outside, Environmental Nature Center, Environmental Traveling Companions, Environmental Volunteers, Exploring New Horizons, Friends of Berkeley Tuolumne Camp, Friends of the Dessert Mountains, Friends of the Jepson Herbarium, GirlVentures, Green Schoolyards America, Groundwork Richmond CA, Heal the Bay, Hip Camp, International Bird Rescue, Irvine Ranch Conservancy, John Muir Land Trust, John Muir Trout Unlimited, Last Minute Gear, Latino Outdoors, The Lawrence Hall of Science University of California, Berkley, Midpeninsula Regional Open Space, Moon Travel Guides, Multiverse, National Geographic, National Interscholastic Cycling Association, NOAA, National Park Trust, National Parks Conservation Association, Nature Bridge, Ocean Discovery Institute, OutDoor Afro, Outdoor Outreach, Outdoors Empowered Network, Outward Bound Adventures, Outward Bound California, Pacha's Pajamas, Park Leaders, Pepperwood Preserve, Pogo Park, Program Your Future, Project Learning Tree, Rails to Trails Conservancy, Riverside-Corona RCD, San Francisco Bay Area Water Trail, San Francisco State University, Santa Clara County Parks, Santa Clara Valley Water District, Save the Redwoods League, Sierra Forest Legacy, Sierra State Parks Foundation, Sixkiller Consulting, Slide Ranch, SoCal Travels, Sonoma County Regional Parks, SonomaNature, Student Conservation Association, Ten Strands, Transforming Youth Outdoors, TreePeople, The Trust for Public Land, USFS, USFWS, National Wildlife Refuge System, University of California Agriculture and Natural Resources, University of California Agriculture and Natural Resources 4-H Youth Development Program, University of California Nature Reserve System, UCI's Outdoor Adventure, UC Riverside Recreation, The Watershed Project, Waterwise Community Center, edFUND, Wilderness Inquiry, The Wilderness Society, YES Nature to Neighborhoods, YMCA of San Francisco, Yosemite Leadership Program, Youth Transportation Organization, Youth Outside



Forest Service contact: Jim Bacon, james.bacon@usda.gov, 707-562-8856

Collaborative contact: Jenny Mulholland-Beahrs, j.mulholland-beahrs@berkeley.edu, 510-847-3318

Website: <https://outdoorengagement.berkeley.edu/>

California Roundtable on Recreation, Parks and Tourism (CRRPT) Region 5

MISSION

The CRRPT is a collaborative supporting the major public and private stakeholders in California's recreation, parks, and tourism sectors. The collaborative has recently focused on encouraging California's children to participate in outdoor recreational activities and discover their heritage. The group is in the process of reforming and redeveloping itself at this time.

WORK WITH FOREST SERVICE

The CRRPT developed the "Children's Outdoor Bill of Rights."

MEMBERS

Representatives from public land agencies, outdoor recreation industries, recreation providers, educational institutions, private enterprises, tourism agencies, user groups, and environmental organizations

FACTS

Established in 1998

ACHEIVEMENTS

2004: The California Children's Outdoor Bill of Rights

Dinkey Collaborative Forest Landscape Restoration (Dinkey CFLR) Sierra National Forest

MISSION

Dinkey CFLR is a group of stakeholders representing diverse public interests and California Native American Tribes, who are working with the FS and other public agencies to implement the federal Collaborative Forest Landscape Restoration Program on the Dinkey Landscape.

WORK WITH FOREST SERVICE

Current collaborative work includes completing the implementation of restoration projects such as Eastfork and Soaproot. An EIS has been completed for the Exchequer Restoration Project and is ready for public comments. The collaborative is working on hazard tree projects along major roads and is implementing collaboratively-planned prescribed fire projects. Dinkey CFLR has identified a need for post-tree mortality restoration strategies.

MEMBERS

Backcountry Horsemen of California, San Joaquin, Big Sandy Rancheria, CA Association of 4WD Clubs, CA Department of Fish and Wildlife, California Off Road Vehicle Association, Camp El-O-Win, Central Sierra Historical Society, Coarsegold Resource Conservation District, Cold Springs Rancheria, Defenders of Wildlife, Highway 168 Fire Safe Council, Huntington Lake Association, Huntington Lake Big Creek Historical Conservancy, Intermountain Nursery, North Fork Mono Tribe, private landowners, Sierra Forest Legacy, Sierra Forest Products, Sierra Nevada Conservancy, Sierra RCD, Southern California Edison, Stewards of the Sierra National Forest, UC Merced Southern Sierra Critical oneObservatory, Yosemite-Sequoia RC&DC

FACTS

Established in 2010

CFLR

All lands (focused on public)

154,000 acres project area

ACHEIVEMENTS

2010: selected for CA's first Forest Landscape Restoration Act project (\$829,900)

2017: the reforestation framework was developed and was adopted in 2018

AREA OF EXPERTISE

Lobbying, habitat protection, collaboration to allow for prescribed burning

Eastern Sierra Sustainable Recreation Partnership (ESSRP)

Inyo & Humboldt-Toiyabe National Forests (R4)

MISSION

Ensuring the public's natural resources are enjoyed responsibly so they will enrich and inspire for generations to come.

WORK WITH FOREST SERVICE

An ultimate goal of ESSRP is to develop a framework for sustainable recreation programs in the Eastern Sierra that are implementable and that will address stewardship as well as outdoor recreation opportunities. In 2019, the Sierra Nevada Conservancy authorized \$618,750 of Proposition 68 funding to go to the Town of Mammoth Lakes for The Eastern Sierra Office of Sustainable Recreation and Tourism Project. The Project's purpose is to support the ESSRP in its goal(s) to "...design, plan, implement, and report out projects to improve and maintain recreational opportunities as well as restore ecosystems to their natural resiliency and functions." This will facilitate and ensure on-the-ground implementation for projects developed and recommended by the Partnership through four deliverables: regional recreation stakeholder engagement, technical assistance: ESSRP project funding, climate adaptation and resilience, and connection to the Eastern Sierra visitor audience.

MEMBERS

Mono County, Town of Mammoth Lakes, Inyo National Forest, Humboldt-Toiyabe National Forest



FACTS

Established in 2018

2018: non-funded Challenge Cost Share Agreement signed
94% of Mono County is public land

1.356 mil acre project area

ACHEIVEMENTS

2019: \$618,750 of Proposition 68 funding (via the Sierra Nevada Conservancy)

AREA OF EXPERTISE

Sustainable recreation, interfacing with visitor, design and NEPA planning

Forest Service contact: Margie DeRose, margie.derose@usda.gov, 760-518-5051

Collaborative contact: Matt Paruolo, mparuolo@mammothlakesrecreation.org

Website: <https://www.essrp.org/>

Feather River Stewardship Coalition (FRSC) Plumas National Forest

MISSION

The FRSC is a diverse community of willing stakeholders working to improve the ecosystem health of private and public lands within the Feather River Watershed, the headwaters of the state water project. The FRSC works to identify solutions that facilitate productive balance among the community, economy, and environment.

WORK WITH FOREST SERVICE

In 2016 the Sierra Nevada Conservancy awarded \$465,500 to complete approximately 500 acres of forest fuels thinning on National Forest lands around Lake Davis and the Round Valley Reservoir. This project is a joint project of the Plumas County Fire Safe Council and the Plumas National Forest (PNF) and spatially contributes to a large scale effort by the PNF to create long-term landscape level defensible fuel profile zones. Additionally, in 2018, over \$1 million was awarded for treatment of over 1,000 acres. In 2018, CAL FIRE awarded \$6.6 million to treat 7,859 acres as part of the Plumas Collaborative Forest Health Project which is part of a comprehensive large-scale forest restoration project located on the PNF as well as surrounding private lands.



FACTS

Established in 2014, All lands 9,636 acres that have received grant funds for implementation

ACHEIVEMENTS

Sierra Nevada Conservancy: ~\$2 mil for watershed protection & hazardous fuel reduction/forest health projects
CAL FIRE: \$6.6 million for a 7,859 acre forest health project

AREA OF EXPERTISE

Public tours, capacity building, fundraising, watershed protection, fuels treatment

Forest Service contact: Nancy Francine, nancy.francine@usda.gov, 530-283-7754

Collaborative contact: Hannah Hepner, plumasfiresafe@plumascorporation.org, 530-927-5281

Website: <https://www.featherriversc.org/>

FireScape Mendocino

Mendocino National Forest

MISSION

The Mendocino FireScape Collaborative is part of a national grassroots stakeholder process that addresses forest health related planning, implementation, adaptive management and the sharing of lessons learned to overcome barriers to sustainable and integrated ecological, economic and social solutions.

WORK WITH FOREST SERVICE

The goal of FireScape is to change the way we look at land management, applying the best available science and adaptive management principles on a landscape scale with the involvement of partners and sharing resources. The group hopes to develop a stakeholder-based approach to fire management of the Mendocino National Forest and the surrounding area. In 2019, FireScape Mendocino received a \$4.7 mil CCI grant. On behalf of the collaborative, Tehama RCD will manage the funding and oversee project implementation. The funding will be used on fuels reduction projects on private and FS lands.

MEMBERS

AMA District 36, BLM, CALFIRE, California Wilderness Coalition, Lake County FSC, Mendocino Redwood Company and Humboldt Redwood Company, Offices of Congressmen Jared Huffman and Doug LaMalfa, Post Wildfire OHV Alliance, Round Valley Confederated Indian Tribes—Yuki Tribe, Robinson Rancheria Pomo Indians, Tehama County RCD, Tuleyome/Yolo Audubon Society, NRCS



FACTS

Established in 2013
All lands
~1.56 mil acre project area

ACHEIVEMENTS

2019: \$4.7 million CCI grant

AREA OF EXPERTISE

“Field learning exchanges” have been a powerful tool for developing a shared language and shared understanding of landscape conditions and opportunities

FireScape Monterey

Los Padres National Forest

MISSION

FireScape Monterey promotes protection of both life and property affected by wildfire and healthy resilient ecosystems through collaborative stewardship.

FACTS

Established in 2012

WORK WITH FOREST SERVICE

FireScape Monterey worked on the USFS Strategic Community Fuelbreak Improvement Project that aims to enhance community protection from wildfire within WUI. The project includes improving and maintaining strategic historically-used firelines to function as fuelbreaks. The proposal includes work in ~24 miles of fuelbreaks and totals 544 acres, with treatment including machine and hand thinning, piling and burning or chipping, and mastication. The FS is currently in the NEPA process. Two volunteer fire departments received FS grants for work on fuel-breaks and road improvement for access during suppression. Also, the collaborative is working together to investigate sudden oak death.

MEMBERS

Big Sur Land Trust, Bishop Grading and Forestry Services, BLM, Cachagua Fire Prevention District, CAL FIRE, California Native Plant Society, California State Parks, California State University at Monterey Bay, California Wilderness Project, Carmel Highland Fire Protection District, Coast Property Owners Association, El Sure Ranch, Esselen Tribe of Monterey County, FSC for Monterey County, Galante Vineyards, Jamesburg-Cachagua Neighbors United, Los Padres Forest Watch, Mal Paso Creek Property Association, Mid-Coast Fire Brigade, Monterey Bay National Marine Sanctuary, Monterey County Water Resources Agency, Monterey FSC, Monterey Institute of Research & Astronomy, Monterey San Benito Range Improvement Association, NRCS, Monterey County RCD, Santa Lucia Conservancy, Sierra Club - Venata Chapter, Tassajara Zen Mountain Center, UC Davis - Plant Pathology, UC Santa Cruz - Big Creek Preserve, USFWS, US House of Representatives Office of Sam Farr, Ventana Wilderness Alliance

Website:

<https://www.conservationgateway.org/ConservationPractices/FireLandscapes/FireLearningNetwork/RegionalNetworks/Pages/FireScapeMonterey.aspx>

Forest First Program

San Bernardino & Cleveland National Forests

MISSION

The Forest First Program is envisioned as a collaborative venture between the USFS and downstream stakeholders that focuses on developing methods to ensure that the forests and headwaters within the Santa Ana River Watershed are kept as healthy as possible.

WORK WITH FOREST SERVICE

The collaborative efforts in the Forest First plan include four main watershed restoration strategies that provide significant benefits to downstream water supply and quality: forest fuels management, restoration of chaparral plant communities, meadow restoration, and retrofitting roads. Some accomplishments of the Forest First Program include the Valuation of Benefits of Forest Management Practices in the Santa Ana Watershed (2012) which quantified economic benefits from forest management actions. By leveraging Prop 84 funds with federally appropriated dollars, the San Bernardino National Forest (SBNF) is implementing projects to reduce fire risk and improve forest health in two locations: 1) The 1,600 acre area which surrounds Bluff Lake and 2) the 440 acre Santa Ana Unit area south of Running Springs and Big Bear. Sediment reduction will occur through improvements to crossings along four miles of FS road.

MEMBERS

Santa Ana Project Watershed Authority, San Bernardino National Forest, Cleveland National Forest



FACTS

Established in 2011, All lands
1,817,600 acre project area
~30% of Santa Ana River
watershed land is NF
NF land receives ~90% of
watershed's annual precipitation

ACHEIVEMENTS

2011: 1st agreement executed
2017: 2nd agreement executed
2014: \$1 mil Prop 84 One Water
One Watershed Grant to SBNF

AREA OF EXPERTISE

Landscape assessments,
capacity building, networking

Forest Service contact: CNF: Jeff Heys, Jeffrey.veys@usda.gov, 858-674-2915

Collaborative contact: Ian Achimore, iachimore@sawpa.org, 951-354-4233

Website: <http://www.sawpa.org/task-forces/forest-first/>

French Meadows Forest Restoration Project Tahoe National Forest

MISSION

Restore forest health and resilience and reduce the risk of high-severity wildfire in the headwaters of the Middle Fork of the American River

WORK WITH FOREST SERVICE

In 2017, over 3,000 acres were restored and donated to the Tahoe National Forest for addition to the Granite Chief Wilderness. In 2018, the Forest Service signed a Decision Notice approving the French Meadows Project, with on-the-ground implementation beginning in 2019. The French Meadows Project will treat over 12,000 acres with mechanical thinning, mastication, hand thinning, reforestation, and aspen and meadow restoration under a Master Stewardship Agreement between Placer County and the Tahoe National Forest. The collaborative has accumulated over \$7 million toward this goal from their own funding and grant awards.

MEMBERS

Placer County Water Agency, The Nature Conservancy, Sierra Nevada Conservancy, Placer County, American River Conservancy, Nevada Research Institute at UC Merced



FACTS

2016: MOU signed between partners

All lands

28,000 acre project area

ACHEIVEMENTS

2018: signed a DN for the French Meadows Project, Secured \$3.5 million in CCI funds

AREA OF EXPERTISE

Fundraising, environmental planning, hazardous fuels reduction

Lake Tahoe West Restoration Partnership (LTW)

Lake Tahoe Basin Management Unit

MISSION

To restore the resilience of the west shore's forests, watersheds, recreational opportunities, and communities.

WORK WITH FOREST SERVICE

The landscape restoration area includes 60,000 acres of federal, state, local, and private lands, from Emerald Bay to Squaw Valley. The collaborative is developing a Landscape Restoration Strategy to guide restoration activities on Lake Tahoe's west shore. The goal is to increase the resilience of this landscape and to protect against prolonged drought, climate change, and extreme fire. The collaborative completed a Landscape Resilience Assessment of Lake Tahoe's West Shore in December 2017. The team compared current to historic conditions and examined the density of trees, meadow function, wildlife habitat, and the connectivity of streams throughout the ecosystem. The assessment showed how resilient different areas of the West Shore are to disturbances such as fire and climate change. The Lake Tahoe West partnership is using the results of the assessment to develop a strategy to restore the resilience of the West Shore. The partnership will complete the strategy in 2019 and begin planning on-the-ground restoration projects in early 2020.

MEMBERS

California Tahoe Conservancy, Pacific Southwest Research Station, California State Parks, Tahoe Regional Planning Agency, Tahoe Fire and Fuels Team, National Forest Foundation



FACTS

Established in 2016, All lands 60,000 acre project area

ACHEIVEMENTS

Completion of Landscape Resilience Assessment
Secured >\$5.2 mil in funding

AREA OF EXPERTISE

Science modeling for fire and vegetation dynamics

Forest Service contact: Brian Garrett, brian.garrett@usda.gov, 530-543-2617

Collaborative contact: Sarah Di Vittorio, sdivittorio@nationalforests.org, 530-902-8281

Website: <https://www.fs.usda.gov/detail/ltbmu/workingtogether/?cid=FSEPRD534593>

<http://www.nationalforests.org/laketahoewest>

Palomar Mountain Forest and Fire Collaborative Cleveland National Forest

The collaborative has yet to be formalized in an MOU, but they meet regularly and are working together to pursue grant funding.

Rock Creek Collaborative

Cleveland National Forest

MISSION

To build community while sharing perceptions and information related to the Rock Creek Recreational Trail Record of Decision.

WORK WITH FOREST SERVICE

The Rock Creek Collaborative Forum is a means of people to share their ideas on how to implement the Rock Creek Recreational Trails Record of Decision. It allows people to coordinate activities such as recreation events to enhance the experiences of participants and minimize the potential for conflicting uses. The collaborative provides communication for different user groups to build understanding of the needs of user groups and enhances the safe use of trails for all users. Also, the collaborative provides the Forest Service with feedback on forest management activities to reduce the impacts on recreation use. It provides neighboring landowners a means to share their concerns regarding the transportation system and recreation use with the trail users and the Forest Service.

FACTS

Founded in 2000

Public lands

23,600 acre project area

ACHEIVEMENTS

Assisted in the implementation of the Record of Decision for the Rock Creek Recreational Trails

AREA OF EXPERTISE

Implementation of trail construction, cooperation between user groups, promotion of recreation opportunities

San Gabriel Mountains National Monument Community Collaborative

Angeles National Forest

MISSION

Represent the general public by integrating diverse perspectives to identify, analyze, prioritize and advocate for values, resources, investments, management objectives and implementation practices that sustainably benefit all communities throughout the region, the Angeles National Forest and the San Gabriel Mountains National Monument.

WORK WITH FOREST SERVICE

The goals of the collaborative are to identify and prioritize sustainable opportunities, including but not limited to improved: public safety, watershed, recreation, visitor services, stewardship, educational, cultural and historical resources. Additional goals are to maintain an open line of communication and relationship with the Forest Service, provide a forum where diverse community voices can express their views and identify areas of agreement to help inform Forest Service decisions and activities, and actively engage the broader community.

MEMBERS

Association of Rural Town Councils, LA County Board of Supervisors – 5th District, California Department of Transportation, District 7, Arroyo Seco Foundation, San Bernardino County Board of Supervisors, Councilwoman, City of Rosemead; Board Member, Rivers & Mountains Conservancy, (continued on next page)



FACTS

Established in 2015
All lands

ACHEIVEMENTS

The signing of the San Gabriel Mountains Monument Plan reflected a lot of perspective and insight from the Collaborative

AREA OF EXPERTISE

Building a consensus-based model for decision-making and implementing the model in a large and diverse group

Forest Service contact: Matthew Bokach, matthew.bokach@usda.gov, 626-260-3622

Collaborative contact: Dania Gutierrez, dgutierrez@nationalforests.org, 818-296-5029

Website: <https://www.nationalforests.org/who-we-are/regional-offices/california-program/sangabrielmountains>

San Gabriel Mountains National Monument Community Collaborative

Angeles National Forest

MEMBERS

San Gabriel Mountains Regional Conservancy, Mt. Baldy resident, Natural History Museum of Los Angeles County, Community Hiking Club, San Gabriel Mountains Forever, Trout Unlimited, The City Project, San Gabriel Valley Water Association, Los Angeles Department of Public Works, Consejo de Federaciones Mexicanas en Norteamérica, community members, San Gabriel Valley Legislative Coalition of Chambers, Cal Fire, Gateway Water Management Authority, Councilperson, City of Claremont; Representative, San Gabriel Valley Council of Governments, Asian Pacific Policy & Planning Council (A3PCON), Palmdale Water District, Concerned Off-Road Bicyclists Association (CORBA), Mount Wilson Bicycling Association, The Sierra Club, National Forest Homeowners, Councilwoman, City of Glendora, Southern California Edison, San Gabriel Valley Conservation Corps, Fisheries Resource Volunteer Corps, Pasadena Casting Club, City of Duarte; Representative, San Gabriel Valley Council of Governments, Amigos de los Rios, Antelope Valley Unit, Backcountry Horseman of California, Community Partners and Trust for Public Land, The Wilderness Society, Friends of the Angeles, Gabrieleño Band of Mission Indians - Kizh Nation, Council for Watershed Health, California Rifle and Pistol Association, Mountain High, Stevens Pass, California Off-Road Vehicle Association (CORVA)



Sierra Meadows Partnership

MISSION

The Sierra Meadows Partnership comprises entities engaged in meadow protection, management, restoration and applied research to establish a common vision and approach necessary to increase the pace, scale, and efficacy of meadow restoration and protection in the greater Sierra Nevada region for the benefit of people and ecosystems.

MEMBERS

American Rivers, California Department of Fish and Wildlife, California Trout, California Tahoe Conservancy, California Department of Water Resources, Feather River Land Trust, Truckee River Watershed Council, Forest Creek Restoration, The Institute for Bird Populations, National Forest Foundation, The Nature Conservancy, National Fish and Wildlife Foundation, Plumas Corporation, Point Blue, Sierra Foothill Conservancy, Symbiotic Restoration, The Sierra Fund, Stillwater Sciences, SYRCL, The Trust for Public Land, Trout Unlimited, UC Davis Center for Watershed Sciences, UC Merced, US Fish and Wildlife Service, Occidental Arts & Ecology Center Water Institute, University of Nevada, Reno, USGS

FACTS

Established in 2015
30,000 acres project area

ACHEIVEMENTS

Organized Tahoe 2018 Sierra Meadow Workshop
Completed Sierra Meadow Strategy focused on restoring 30,000 acres of meadows by 2030

AREA OF EXPERTISE

Meadow restoration, habitat protection

Smith River National Recreation Area Collaborative (SRC)

Six Rivers National Forest

MISSION

The SRCs objective is to work together in cooperation with the Forest Service to develop projects that address critical threats and work towards meeting the SRCs Conservation Targets and Values, including a healthy Smith River watershed and resilient bio-diverse Forest ecosystem.

WORK WITH FOREST SERVICE

The Collaborative has endorsed projects that include critically important fuels reduction projects to protect the Gasquet and Hiouchi communities, a “pilot” project of approximately 1,000 acres of fuel breaks and forest restoration in the Little Jones Creek watershed, and a riparian habitat restoration project. With funding from the Smith River Alliance, the Smith River National Recreation Area, the SRC, and the Pacific Southwest Research Station, Arcata, has designed a research project to assess the efficacy of small-patch silvicultural treatments to accelerate the re-establishment of large conifers, including Port-Orford Cedar. The Little Jones Pilot Project, which had a decision in 2018, is a project through which the collaborative is engaged in integrated vegetation management and enhancement of cultural resources.

MEMBERS

American Forest Resource Council, County of Del Norte, Del Norte FSC, Elk Valley Rancheria, Friends of Del Norte, Klamath Forest Alliance/EPIC, Klamath Siskiyou Wildland Center, Smith River Alliance, and the Tolowa Dee-ni’ Nation



FACTS

Established in 2016
Public land
Landscape scale level

ACHEIVEMENTS

Awarded 2 NFWF grants worth over \$600k to reduce HF
Awarded \$330k to implement travel management
Developed a 5-year ecological restoration plan across 5 watersheds

AREA OF EXPERTISE

Fundraising, consensus-building

Forest Service contact: Jeff Marszal, jeff.marszal@usda.gov, 707-457-3860

Collaborative contact: Grant Werschskull, grant@smithriveralliance.org

Website: <http://smithriveralliance.org/smith-river-collaborative/>

South Fork American River Cohesive Strategy (SOFAR) Eldorado National Forest

MISSION

The South Fork American River Cohesive Strategy is an all lands wildland fire management strategy with three goals: resilient landscapes, fire adapted communities, and safe and effective wildfire response.

WORK WITH FOREST SERVICE

The SOFAR Cohesive Strategy project area is approximately 410,000 acres, including approximately 250,000 acres of the Eldorado National Forest. On a watershed scale, the collaborative seeks to work to create a fire-resilient ecosystem that supports viable populations of all native species, sustainable fisheries, functioning and restored watersheds and water quality, protected cultural resources, and diverse recreational opportunities. As part of the collaborative, projects accomplished on the Eldorado NF include vegetation and fuels projects such as: prescribed fire, forest health projects, salvage logging, hazardous tree removal, thinning and mastication. Additional projects include noxious weed treatment and road resurfacing.

MEMBERS

Charter Signing Members: California Forestry Association, Catalytic Connections, El Dorado Cal Native Plant Society, El Dorado County RCD, Eldorado Fire Chiefs' Association, Eldorado NF, Fire Restoration Group, Pollock Pines Camino Fire Safe Council, K&S Oak, Georgetown Divide RCD, Georgetown Fire Safe Council, National Wild Turkey Federation, Northern Sierra Summer Home Owner Associations, (continued next page)



FACTS

Established in 2017 (2014 concept)

All lands

~410,000 acres project area

ACHEIVEMENTS

General Sherman Project NEPA Decision

Grants: CAL FIRE CCI and Sierra Nevada Conservancy

Partnerships: CAL FIRE GNA, Cooperative Agreements with Mule Deer Foundation & National Wild Turkey Federation

Forest Service contact: Jason Sieg, jason.sieg@usda.gov, 530-333-5501

Collaborative contact: Gina Bartlett, gina@cbi.org, 415-271-0049

Website: <http://sofarcohesivestrategy.org/>

South Fork American River Cohesive Strategy (SOFAR) Eldorado National Forest

MEMBERS

Charter Signing Members continued: Sierra Club, Sierra Forest Legacy, Sierra Pacific Industries, Amy Granat, Sue Talyor

Other Participants: NRCS, El Dorado Fire Safe Council, American River Conservancy, Center for Sierra Nevada Conserv., Sierra-At-Tahoe, The Nature Conservancy, California Off-Road Vehicle Assn., Associated California Loggers, Integrated Natural Resource Mgt, Landmark Environmental, Inc, Pacific Biocontrol Corporation, Sierra Business Council, El Dorado Northern Lumber Co, Spatial and Thematic Group, Tenso Barterre Group, Placer County Water Agency, El Dorado Irrigation District, Pacific Gas and Electric, Sacramento Municipal Utility Dist., El Dorado County Sheriff, El Dorado County Board of Supervisors, Placer County Supervisor, California State Assembly, Georgetown Fire Dept., CAL FIRE, California State Parks, Sierra Nevada Conservancy, UC Davis, US Forest Service, Region 5, Pacific Southwest Research Station



AREA OF EXPERTISE

NEPA process, streamlining, joint NEPA/CEQA planning, capacity building, hazardous fuels reduction



Forest Service contact: Jason Sieg, jason.sieg@usda.gov, 530-333-5501
Collaborative contact: Gina Bartlett, gina@cbi.org, 415-271-0049
Website: <http://sofarcohesivestrategy.org/>

South Lassen Watersheds Group (SLWG) Lassen National Forest

MISSION

SLWG aims to bring together diverse stakeholders to holistically and cooperatively manage public and private lands to promote healthy, fire-safe forests in these economically and ecologically critical watersheds.

WORK WITH FOREST SERVICE

The 600,000-acre area of the Upper Feather River, Upper Mill and Upper Deer Creek Watersheds where the group is focusing their efforts is home to a number of impoverished communities and critical fire-shed and watersheds in the Lassen National Forest. The area encompasses headwaters of the State Water Project, and supports free-running salmonid populations in Deer and Mill Creeks. This landscape also hosts dense forests that stand as salient wildfire threats to local communities. The collaborative will work with the Lassen National Forest in their first effort to cooperatively complete NEPA planning for fuels reduction, meadow restoration, and prescribed fire activities for more than 7,000 acres.

MEMBERS

Private landowners, environmental interest groups, local land trusts

FACTS

Established in 2017

All lands

600,000 acre area of focus

ACHEIVEMENTS

Awarded \$3 million in CCI funds to support important forest and watershed restoration work in the North Fork Feather River and Deer Creek watersheds

2017: awarded \$100,000 from PG&E

Tahoe Central Sierra Initiative (TCSI)

LTBMU, Plumas, Tahoe, Eldorado, & Humboldt-Toiyabe (R4) National Forests

MISSION

To accelerate regional scale forest and watershed restoration through ecologically based management actions while creating the opportunities to support a forest restoration economy and explore innovative process, investment, and governance tools.

WORK WITH FOREST SERVICE

TCSI collaborates with the National Forests through a variety of projects. For example, the Caples Creek Watershed Ecological Restoration Project will complete forest restoration work on 6,800 acres of the Eldorado National Forest, and 4,400 acres of the project area will be treated using prescribed fire. Additionally, TCSI and the Forest Service have been working in close partnership with Blue Forest Conservation to site California's first Forest Resilience Bond pilot project in the North Yuba River watershed. This novel funding strategy will invest private capital in restoration projects that protect forest health and mitigate the risk for damage from wildfires and drought.

MEMBERS

Sierra Nevada Conservancy, The Nature Conservancy, California Tahoe Conservancy, University of California Natural Reserve System – Sagehen Creek Field Station, National Forest Foundation, California Forestry Association



FACTS

Established in 2016, All lands
2017: MOU signed
2.4 million project area

ACHEIVEMENTS

32.5 mil in GGRF & CCI funds
Drafted Framework for Resilience
and Economic Wood Supply
Assessment for project area
Lessons Learned white paper on
interagency NEPA planning

AREA OF EXPERTISE

Landscape assessments, capacity
building, HF reduction, contractor
engagement, land manager
decision tool-development

Forest Service contact: Victor Lyon, victor.lyon@usda.gov, (530) 543-2625

Collaborative contact: Alex Vance, alex.vance@sierranevada.ca.gov, (209)742-0482

Website: <https://spark.adobe.com/page/lKuFG3mA6O2OM/>

Trinity County Collaborative Group (TCCG) Shasta-Trinity & Six Rivers National Forests

MISSION

To create and recommend for implementation natural resources, land management and economic development strategies driven by local values and goals.

WORK WITH FOREST SERVICE

TCCG's first project addressed wildfire risk and the local economy. TCCG participated in the USFS Stafford Fire determination of emergency status for a restoration and salvage project. With consensus endorsement and no litigation, the local mill bought the fire-killed timber, and local workers continue to implement risk reduction and restoration projects to this day. From there, the TCCG helped complete a National Forest Foundation (funded by the FS), Community Capacity and Land Stewardship grant-funded project to develop a set of assessments of current county landscape, recreation, and workforce conditions. With that data, frameworks and analysis tools were developed to support planning, prioritization, and capacity development.

MEMBERS

Trinity County RCD, Hayfork Watershed Research & Training Center, Shasta-Trinity National Recreation Area, BLM, County of Trinity, NRCS, Northwest California RC&D Council, Safe Alternatives for Our Forest Environment, Sierra Pacific Industries, Trinity County FSC, Trinity Public Utilities District, Trinity River Lumber Mill, community members

FACTS

Established in 2013

All lands

2,053,120 acre project area

72% USFS land

Awarded Joint Chief's funding

Yuba Watershed Forest Collaborative Tahoe National Forest

MEMBERS

South Yuba River Citizens League, USFS TNF, Camptonville Community Partnership, Yuba Water Agency, and Sierra Nevada Conservancy.

FACTS

TNF owns ~50% of land in the Yuba River watershed
100,000 people live in the watershed

The watershed is 90% forested
>30% of the watershed has burned in the last 100 years

AREA OF EXPERTISE

Hazardous fuels reduction,
utilization of excess forest biomass

Western Klamath Restoration Partnership (WKRP)

Klamath & Six Rivers National Forests

MISSION

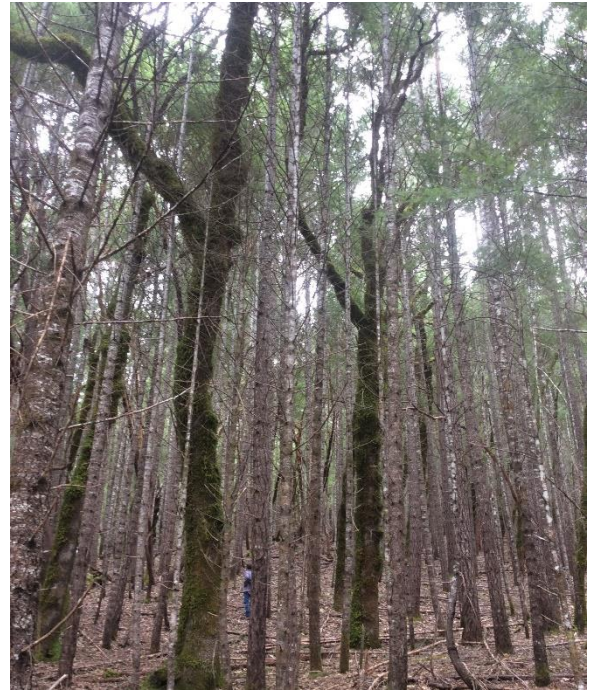
Establish and maintain resilient ecosystems, communities, and economies guided by cultural and contemporary knowledge through a truly collaborative process that effectuates the revitalization of continual human relationships with our dynamic landscape.

WORK WITH FOREST SERVICE

The Partnership created a plan for restoring fire resilience at the landscape scale, founded upon Traditional Ecological Knowledge and concepts outlined in the National Cohesive Wildland Fire Management Strategy. The collaborative seeks to develop community based Incident Management Teams to implement prescribed fire/cultural fire training exchange programs and for wildfire response. The Somes Bar Integrated Fire Management Project, with the Six Rivers NF, aims to integrate anthropogenic tribal fire use practices with emergent fire management analysis applications to foster greater collaboration and expand our understanding of how human fire adaptive strategies affect fire-prone environments.

MEMBERS

The Karuk Tribe, USFS PSW Research Station, The Nature Conservancy, NFF Orleans/Somes Bar FSC, Mid Klamath Watershed Council, Salmon River FSC, Salmon River Restoration Council, Klamath Forest Alliance, UC Berkeley/Karuk Tribe Collaborative, EPA, Happy Camp FSC, CALFIRE, Environmental Protection Information Center, USFWS, Happy Camp Coordinating Committee, the Kaavichvaans Project, Happy Camp HS students, US Fire Learning Network



FACTS

Established in 2013
All lands
1.2 million acre planning area,
>90% of project area in NF
>200 people trained

AREA OF EXPERTISE

Hazardous fuels reduction,
prescribed in wildland urban
interface and surrounding areas

Forest Service contact: Nolan Colegrove, nolan.colegrove@usda.gov, 530-627-3207

Collaborative contact: Bill Tripp, btripp@karuk.us, 530-627-3446 ext 3023

Website: <https://www.wkrp.network/>

Yosemite Stanislaus Solutions (YSS)

Stanislaus National Forest

MISSION

The YSS collaborative was formed to restore and maintain healthy forests and watersheds, firesafe communities, and sustainable local economies using a science based approach.

WORK WITH FOREST SERVICE

Over the past three years YSS has attracted nearly 2,000 individuals who have volunteered ~30,000 hours towards planting 114,000 trees, restored meadows, removed noxious weeds, and improved trails in burned areas. In the future, the Forest Resiliency Pilot Project the YSS is starting with the Stanislaus NF is a plan intended to reduce forest fuels and restore resilient, self-sustaining forest conditions. The YSS aims to complete project plans, designs, and layout, and implement mechanical thinning and prescribed burning.

MEMBERS

American Forest Resource Council, American Motorcyclist Association, District 36, Blue Mountain Minerals, California Forestry Association, Central Sierra Audubon Society, Central Sierra Environmental Resource Center, CT Bioenergy Consulting, Dambacher Construction, Friends of Berkeley Tuolumne Camp, Groveland Trail Heads, Merced Dirt Riders, 4x4 in Motion, Mule Deer Foundation, Pacific Ultrapower Chinese Station, Pine Mountain Lake Homeowners Association, Sierra Pacific Industries, Stanislaus Trail Bike, Tuolumne County, Tuolumne County Alliance for Resources and the Environment, Tuolumne County Farm Bureau, Tuolumne County RCD, Tuolumne County Sportsman, Inc., Tuolumne Group of the Sierra Club, Tuolumne Me-Wuk Tribal Council, Tuolumne River Trust, Yosemite Deer Herd Advisory Council



FACTS

Established in 2010
All lands (focus on public)
~1 million acre project area
Focused on the Rim Fire area

ACHEIVEMENTS

Grants: ~\$4.5 mil from CAL FIRE, Sierra Nevada Conservancy, etc.
Implementation through an MSA with Tuolumne County

AREA OF EXPERTISE

MSA, prescribed fires, hazardous fuels reduction, wildlife habitat improvement, timber sales, and tree planting

Forest Service contact: Jason Kuiken, Forest Supervisor, jason.kuiken@usda.gov, 209-288-6265

Collaborative contact: Patrick Koepele, Chair of YSS, patrick@tuolumne.org, 209-588-8636

Website: <https://yosemitestanislaussolutions.com/>

Additional Resources



California Outdoor Engagement Coalition

10 Principles of Collaboration

1 - Work together to achieve more effective and implementable results. Collaborative processes are inherently about sharing vision, credit, and accountability for the success and challenges of the effort. Agree on what's important to make the work meaningful to everyone. Leverage the assets of all the participants to maximize the group's ability to accomplish shared goals. Share ownership in group decisions to ensure all participants feel invested in the process and its outcomes.

2 - Embrace diversity to achieve more innovative and widely supported decisions. Work to understand different mandates, philosophies, expertise, areas of experience, and areas of influence. That diversity helps the group look at problems from fresh perspectives and develop different approaches to solving them.

3 - Be inclusive to maintain the integrity and accountability of the collaborative process. Collaboration must be open to anyone who wishes to participate. Work to have all stakeholder interests represented in the collaborative effort. Make clear and identifiable efforts to maintain communication with those who may be affected by or interested in the process but are unable or choose not to engage directly.

4 - Take risks to learn and improve. Collaboration is an opportunity for creativity. Be willing to consider different approaches, even when they run counter to established best practices or past experience. Experiment with new ideas and recognize small mistakes and setbacks as learning opportunities that can inform future work.

5 - Build relationships to create capacity for collaborative planning and action. Use the collaborative process to develop a network of people who share information and resources and work together to solve projects. Building relationships takes time: it is necessary to work through contentious issues and come to agreement on actions. It is equally important to follow through on agreed-upon actions. Relationships are built through regular, informal communication: maintain communication outside of meetings, even during low-activity periods.

6 - Practice transparency to build trust. This includes sharing information about agency protocols, budgets, and constraints as well as opportunities for collaborative group involvement in agency work. Keep the group abreast of upcoming planning, decisions, and actions. Explain how and why decisions were made or specific actions were taken, and how collaborative group input informs decisions and actions. Do not take unilateral action that may affect other participants without informing the group. The collaborative group's structure and decision-making process should be equally transparent.

7 - Be accountable to maintain trust and avoid unnecessary conflict. Keep agreements and respond to questions and requests for information. Check in with chain of command to ensure line officers understand and will support collaborative group decisions. If decisions are not supported, quickly commit to re-engage the collaborative group around the issue.

8 - Use clear rules of engagement to operate effectively and efficiently. Clear protocols about how decisions will be made, participants' roles and responsibilities, how the group will make recommendations to the agency, and how information will be communicated to the media and others outside of the group are essential to protecting the integrity of the collaborative process. Decision-making rules should address when to use consensus as opposed to voting and what to do in the event agreement cannot be reached. Forest Service employees should not participate in the group's formal decision-making process, but should support the group in their development and implementation of the governing process, including clarifying the scope and authority of the group.

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

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

Forest Service Roles

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

1 - Participant: Regular participation in meetings, discussions, field tours, and other activities of the collaborative group is important to the success of a collaborative effort. Participation includes careful listening, sharing information, and generally contributing to the group's effort to meet its goals. Ensuring the agency is a consistent, informed participant is important to building trusting relationships. However, Forest Service employees should not participate in the formal decision-making process.

2 - Subject matter expert (SME): Contributing technical and subject matter expertise is invaluable to the collaborative process and most groups rely heavily on the Forest Service for this input. Some tips for the SME include:

- Provide maps and current National Forest data and information to help focus discussions and build understanding of conditions, but avoid overly long and detailed presentations. Only present information that is relevant to the ecological, social, and/or economic context.
- Avoid absolutes and value judgments when sharing knowledge: share information in a manner that will help the group to broaden, deepen, and enrich their discussion.
- Acknowledge that no one has all the answers. Be willing to say, "I don't know" and "Let's find out."
- Keep abreast of developments in your field and bring new science, new technology, and lessons learned elsewhere into the discussion.
- Assist the group with project design and analyzing ecological and economic consequences of various management options.
- Recognize and listen to the knowledge of others in the group. Many collaborative group participants have ecological, social, or economic knowledge and expertise; view these individuals as colleagues and people you can learn from (as well as them from you).

3 - Forest Service process interpreter: Ensure the collaborative group knows about and understands agency policies, procedures, deadlines, expectations, and constraints as well as areas of flexibility. Provide information that will help the group understand planning, budgeting, and other processes. Keep the group informed of progress – and any bottlenecks encountered – throughout the NEPA process, contract award process, and project implementation.

4 - Internal communicator and recruiter: Find the appropriate channels to ensure all relevant people from the Forest Service (District, Supervisor’s Office, Regional Office, and/or Washington Office) are informed about the work of the collaborative process and are encouraged to participate when appropriate. Bring any suggestions and concerns raised back to the collaborative group for discussion.

5 - Outreach and relationship leader: Ensure the collaborative group has a plan to maximize involvement of relevant officials and representatives from local government, tribal government, community organizations, stakeholder groups (e.g., environmental, forest industry, recreation, etc.), and other relevant interests. Encourage diverse participation in the collaborative process and find ways to keep non-participating stakeholders, local communities, and the general public informed about the collaborative group’s work.

6 - Project proposer: Often the Forest Service brings projects to a collaborative group for discussion and consideration, whether these are shelf-stock that they are interested in reviving or new projects. However, do not assume the group will want to take on every proposed project or that the project will remain the same after it goes through the collaborative process. It is equally important for agency participants to remain open to collaborative project ideas proposed by the group.

7 - Facilitator: While for some it may seem unusual for a Forest Service employee to facilitate a collaborative group, with the right skills, approach, attitude, and – most importantly – the support of the group, it is an acceptable role. Some tips for facilitators:

- Express your commitment to uphold the integrity of the process and being held accountable for doing so.
- Be diligent in maintaining clean, legal boundaries of the process, particularly around decision making, to ensure no violation of FACA occurs. Be the gentle FACA custodian.
- Check in with the group frequently to make sure the process is working for everyone.

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

- Reflect back what you've heard and ask if it's what the speaker meant.
- Test group agreements by asking, "Is this what we agreed to?"
- Periodically revisit working agreements and use them to avoid rehashing things that have already been discussed and decided.

8 - Collaboration leader: While the Forest Service is never the official convener or leader of a collaborative group, Forest Service staff often play a leadership role by encouraging others to explore new ideas and seek creative, mutually acceptable solutions. You can encourage collaboration by demonstrating a willingness to experiment with new approaches, and demonstrate commitment to the process by dedicating time and resources to the collaborative effort.

Collaborative Related Authorities

2012 National Forest Planning Rule

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

2009 Collaborative Forest Landscape Restoration Program (CFLRP)

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

2009 National Cohesive Wildland Fire Management Strategy

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

2009 Presidential Memorandum on Transparency and Open Government

Establishes that “three principles of transparency, participation, and collaboration form the cornerstone of an open government.”

Subsequent OMB guidance directs agencies to “explain in detail how your agency will improve collaboration... [including] proposed changes to internal management and administrative policies to improve collaboration” (OMB M10-06, Dec. 8, 2009).

2004 Executive Order 13352 - Facilitation of Cooperative Conservation

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

2003 Healthy Forests Restoration Act (HFRA)

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

2003 Stewardship (End Result) Contracting Projects

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

2000 Secure Rural Schools and Community Self-Determination Act

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

2000 Community Forest Restoration Act (CFRA)

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