

# Operating Protocols: North Central Washington Forest Health Collaborative, Version 3.3

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Approved February 2019

North Central Washington Forest Health Collaborative (NCWFHC) participants agree to use the following framework as a basis for a productive, innovative and genuine collaboration.

## I. Vision

The NCWFHC strives to advance forest health through transparent and inclusive actions which improve forest resiliency, provide healthy habitat for both terrestrial and aquatic wildlife, protect natural resources, provide for recreational opportunities and utilization of natural resources, and support our local economy on forested land in Chelan and Okanogan Counties.

## II. Purpose

The purpose of the NCWFHC is to work together to obtain the resources and community support to increase implementation of landscape-scale forest restoration. All proposed actions will be scientifically and ecologically sound, as well as socio-culturally responsible. The economics of forest restoration are a critical consideration as we make recommendations, and some actions will be investments that are not necessarily immediately profitable. Members of this collaborative effort are committed to sustaining candid dialogue about how to sustain forests in the region and the varied activities and interests that we commonly share and deeply value.

## III. Functions

These are the primary functions that the Collaborative could play in the process of developing and implementing forest restoration projects. These roles could change over time.

### A. Planning Support

*Examples:* Help with forming focus and planning areas, purpose and need, prescriptions, alternatives, implementation strategies, monitoring plans, etc.

### B. Leveraging Resources

*Examples:* Securing financial resources for the Collaborative and/or for planning and implementation, advocating for increased support for restoration, finding resources for monitoring and analysis, etc.

### C. Communications and Building Support

*Examples:* Local, regional, and national outreach and advocacy, partnership and network development, building local support for projects, etc.

### D. Policy, Legislation and Regulations

*Examples:* Identifying and breaking down barriers to effective policy and legislation with a strong relevance to NCW forest restoration, such as the Collaborative Forest Landscape Restoration Program.

### E. Tracking Progress and Monitoring

*Examples:* Keeping track of progress and identifying and communicating issues that are raised during planning and implementation, monitoring outcomes, etc.

## IV. Geographic Scale

The NCWFHC's substantive focus will be on landscape-level restoration on the Okanogan-Wenatchee National Forest (OWNF) lands in Chelan and Okanogan counties, but will use an all-lands approach on a smaller, project-level scale. The Collaborative will coordinate and work with key private and state landowners and related agencies when appropriate to achieve effective implementation and economies of scale.

## V. Structure and Roles

The NCWFHC structure is illustrated in Figure 1 and will be maintained as an inclusive and transparent process with a primary focus on forest restoration, i.e., issues of wilderness, motorized access, etc. will generally not be addressed. Balanced representation of all forest restoration interests will also be maintained, including but not limited to: ecological (terrestrial and aquatic), economical and socio-cultural.

### A. Collaborative Group

The decision-making body of the NCWFHC will be referred to as the "Collaborative Group" and will be open and inclusive, maintaining representation of all forest restoration interests. This group will meet at least quarterly. Their role is to:

- Discuss and seek solutions on forest restoration issues that address all stakeholder interests (including but not limited to economic, socio-cultural and ecological);
- Develop consensus on any proposed restoration actions or activities;
- Revise and approve Collaborative Group draft meeting summaries; and
- Approve Workgroup charters and workplans and provide direction to Workgroups and staff.

#### 1. Leadership

- The Collaborative Group will select Co-Chairs by asking for volunteers to serve two-year terms beginning in September 2013, with one of the initial Co-Chairs serving a one-year term in order to stagger terms. Co-Chairs will guide the Workgroups and staff, set agendas and run Collaborative Group meetings with assistance from the facilitation team.
- The Collaborative Group will elect a representational Steering Committee to serve two-year terms, beginning in September 2013, with five of the initial Steering Committee members serving one-year terms in order to stagger terms (including the one-year term initial Co-Chair). Collaborative Group Co-Chairs will serve on the Steering Committee.

### B. Steering Committee

A Steering Committee will serve to direct staff and make day-to-day decisions as necessary to keep the NCWFHC moving forward consistent with direction provided by the Collaborative Group. The Steering Committee will select a Chair by asking for a volunteer to serve a two-year term within one month of its first meeting. It will meet approximately monthly, as needed, to fulfill its responsibilities. The Steering Committee will maintain representation of all forest restoration interests and will include the Co-Chairs of the Collaborative Group. The role of the Steering Committee is to:

- Provide day-to-day decision-making consistent with the intent and direction of the Collaborative Group (e.g., funding, Workgroup tasks);

- Provide direction to staff and Workgroups between Collaborative Group meetings; and
- Review and revise documents before distribution to the Collaborative Group.

### C. Workgroups

Workgroups will be formed to distribute the workload of the NCWFHC and avoid burn-out of members. Each Workgroup will select a Chair by asking for a volunteer to serve a two-year term, and draft a charter and workplan, within two months of the Workgroup's first meeting. Each workgroup will maintain a representative on the Education and Outreach Workgroup. Workgroups will meet approximately monthly, as needed, to complete tasks and develop work products as requested by the Collaborative Group. The roles of the NCWFHC Workgroups are to:

- Fulfill tasks/develop work products needed by the Collaborative Group for decision-making;
- Conduct joint fact-finding as needed to address areas of uncertainty; and
- Conduct outreach and education to stakeholders, the public, policy-makers, etc.

Some of the Workgroups that may be formed are:

- Projects
- Technical
- Education and Outreach
- Private and State Lands
- Policy and Legislation
- Economics

### D. Facilitation Team

The role of the facilitation team is to:

- Work with Co-Chairs in setting agendas and running meetings;
- Neutrally facilitate meetings (they will not advocate for outcomes);
- Keep meetings productive and focused;
- Track discussions during meetings, including consensus decisions, next steps and timelines;
- Draft meeting summaries and tasking memos for Collaborative Group approval;
- Communicate capacity building needs to the Steering Committee;
- Obtain funds necessary to maintain facilitation and coordination role;
- Maintain communications, as needed, with the Collaborative Group, Steering Committee and Workgroups; and
- Gather information needed by the Collaborative Group, Steering Committee and Workgroups and produce draft products for discussion.

### E. Relationship with US Forest Service

The relationship between the NCWFHC and the US Forest Service (USFS) will be formalized in a Memorandum of Understanding (MOU). The MOU will describe the roles of the NCWFHC and the OWNF, as well as the goals and objectives for the collaborative effort. Lastly, mutual understandings between the NCWFHC and OWNF will be defined in this MOU.

## VI. Membership

Invitations to Collaborative Group meetings will be extended initially to at least the 60+ interest groups listed in Table I and all organization/agency representatives who attend throughout 2013 will be considered members of this decision-making body. Beginning in 2014, member organizations/agencies (Members) will be asked to confirm with the Collaborative Group, in writing, their organization's/agency's commitment to maintain consistent representation on this decision-making group (or its Workgroups). After initial membership is established in early 2014, all other interest groups will be notified of NCWFHC meetings, receive approved meeting summaries, etc. via a separate "interested parties" distribution list. All Collaborative Group, Steering Committee and Workgroup meetings will be open to the public, observers and legislative liaisons at all times.

Members (Table II) of the Collaborative Group will commit to attending meetings on a regular basis. If absence is unavoidable, the representative may send an alternate in his/her place and should notify the Co-Chairs beforehand. Co-Chairs may recommend removal of members from the Collaborative Group if an individual representative misses three consecutive meetings without alternate representation.

The Collaborative Group will consider membership requests from new interest groups that are received at least two months prior to a meeting. This will allow time for the Collaborative Group Co-Chairs and facilitators to inform potential new members of the background, groundrules, and operating protocols, and to obtain agreement of potential new members to abide by these, before the Collaborative Group decides on the new member request at a meeting. Once new members are approved, they may participate in decision-making as described below.

## VII. Decision-Making

The goal of the NCWFHC is to make decisions by consensus. Interest-based problem-solving will be used to achieve consensus with the help of neutral facilitation. Consensus for this process means that each member believes that: (a) others understand their interests; (b) they understand others' interests; and (c) the decision represents the best path forward to address members' interests. Consensus is further defined as: all members agree that their organization/agency will support a recommendation or decision and endorse its implementation.

In order to facilitate such consensus-building, it is necessary that members of the Collaborative Group be present for two consecutive meetings leading up to a meeting at which a decision is being made. Absence of a member, or an alternate representative, at a meeting where a decision is made cannot be used to block consensus.

If consensus cannot be reached, members who are not able to support a proposal or recommendation will offer alternative ideas for the group to consider. If, after consideration of alternative proposals, consensus still cannot be achieved, the attempted consensus decision and any divergent opinion will be recorded. All consensus agreements, as well as any differing opinions, will be captured in meeting summaries and relevant documents or reports, along with a list of the interest groups participating in the decision-making. Documentation will not include attribution of opinions to specific members unless specifically requested.

## VIII. Conduct of All Participants

- Representatives participating in the Collaborative Group, Steering Committee and Workgroups will maintain regular and thorough communication with their organization/ agency to ensure broad support of agreements being reached, including by those not actively participating as members.
- Participants will negotiate in good-faith with an honest intent to build consensus without taking advantage of others or the process for personal gain.
- In addressing conflicts, participants will *focus on issues*, not on individuals or personalities.
- All relevant information that may affect Collaborative deliberations will be shared by participants, including issues or actions taken outside of the Collaborative process.

## IX. Amendments

Any member of the NCWFHC may, during any regularly scheduled Collaborative Group meeting, suggest an amendment to these ground rules. The suggested change will take effect upon consensus of the group, as defined above.

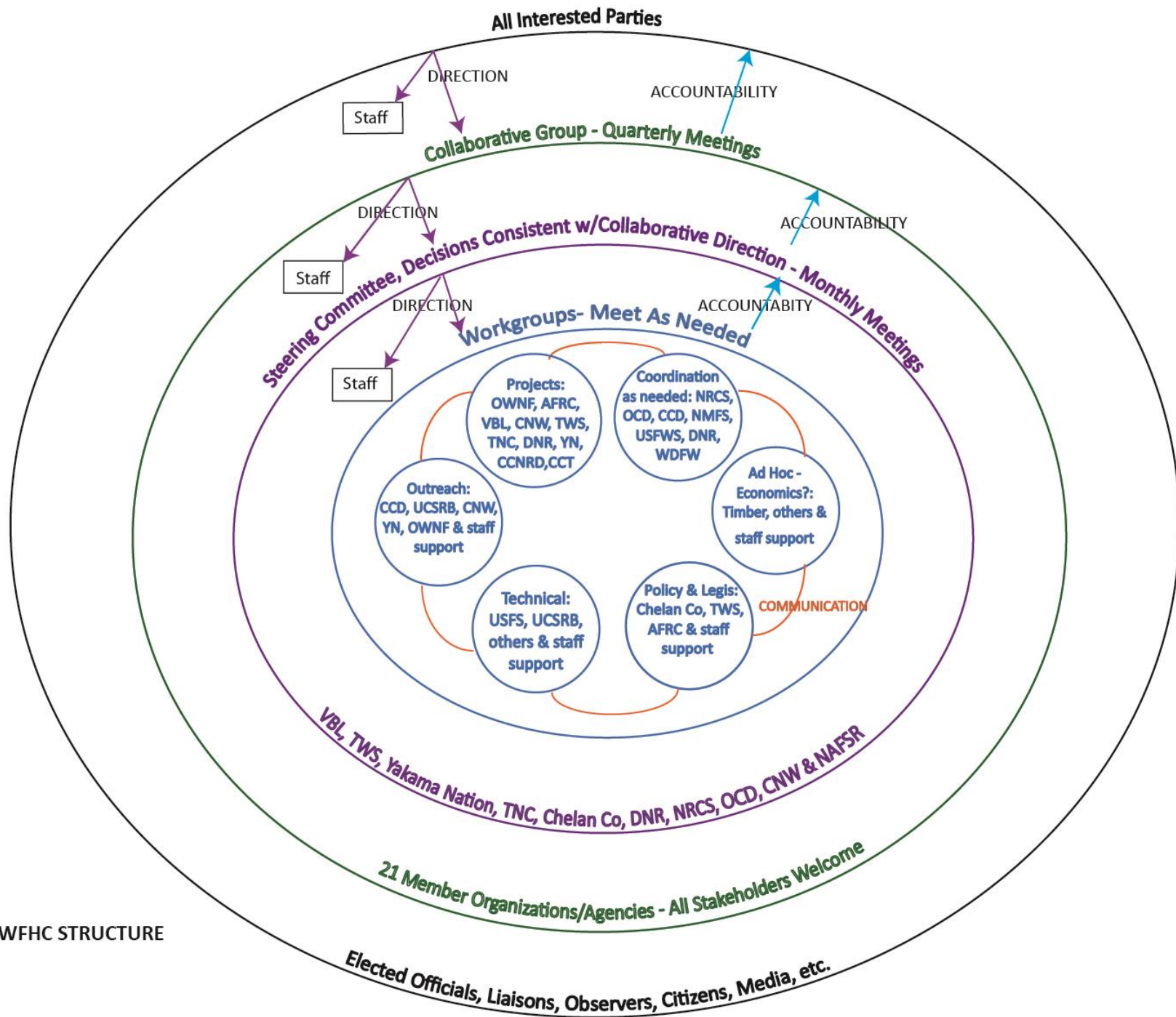


FIGURE 1: NCWFHC STRUCTURE

**Table I: NCW Forest Health Collaborative Stakeholders**

1	American Forest Resource Council
2	Alpine Lakes Protection
3	Apple Country Snowmobile Club
4	Audubon Society
5	Avista Utilities
6	Backcountry Horsemen
7	Boise-Cascade
8	Cascadia Conservation District
9	Chelan County Commission
10	Chelan-Douglas Land Trust
11	Chumstick Wildfire Coalition
12	City of Rock Island
13	Colville Confederated Tribes Fish & Wildlife Dept.
14	Colville Indian Precision Pine
15	Conservation Northwest
16	Douglas County Commission
17	Evergreen Mountain Bike Alliance
18	Fritch Forest Products
19	Hampton Affiliates
20	Methow Conservancy
21	Methow Forest Resources Group
22	Methow Valley Sport Trails Association
23	Mission Ridge Ski & Board Resort
24	Mountaineers
25	Natural Resources Conservation Service
26	Nature Conservancy, The
27	NCW Prescribed Fire Council
28	North Cascades Conservation Council
29	Okanogan Conservation District
30	Okanogan County Commission
31	Provincial Advisory Council
32	Repres. Kretz' Office
33	Repres. Reichert's Office
34	Rocky Mountain Elk Foundation
35	Sea-Sno Mill/Riverside Lumber
36	Sierra Club
37	Sierra Pacific Industries
38	State Forester, WA Dept. of Natural Resources
39	Trout Unlimited
40	Trust for Public Lands
41	US Fish & Wildlife Service
42	US Forest Service – Okanogan Wenatchee National Forest



**Table I: NCW Forest Health Collaborative Stakeholders**

43	Vaagen Brothers Lumber
44	Washington Cattlemen's Association
45	Washington Dept. of Natural Resources
46	Washington Environmental Council
47	WA Dept. of Fish and Wildlife, Chelan Wildlife Area
48	WA Dept. of Fish and Wildlife, Methow Wildlife Area
49	Washington Dept. of Fish and Wildlife, Reg. 2
50	Washington Environmental Council
51	Washington and US Senators/Representatives (currently Senators Cantwell, Murray & Parlette; Representatives Reichert, Hastings, Hawkins, Condotta, Kretz)
52	Washington Wild
53	Washington Wildlife and Recreation Coalition
54	Wenatchee City Council
55	Wenatchee Outdoors
56	Wenatchee Sportsmen Association
57	Western Rivers Conservancy
58	Weyerhaeuser
59	Wilderness Society
60	Willis Enterprises
61	WSU Extension
62	Yakama Forest Products
63	Yakama Nation
64	Zosel Lumber



The following agencies & organizations agree to maintain consistent representation as members of the North Central Washington Forest Health Collaborative and/or its Workgroups, to engage collaboratively according to its *Operating Protocols* & to support the NCWFHC in achieving its goals:

ORGANIZATION/AGENCY	REPRESENTATIVE
American Forest Resource Council	Tom Partin
Boise Cascade	Kevin Arneson
Cascade Columbia Fisheries Enhancement Group	Jason Lundgren
Cascadia Conservation District	Amanda Levesque-Newell/Patrick Haggerty
Chelan County	Bob Bugert
Chelan-Douglas Land Trust	Mickey Flemming
Chumstick Wildfire Stewardship Coalition	Corrine Hoffman
Colville Tribal Sort Yard	Bob Anderson
Conservation Northwest	Jen Watkins/Dave Werntz
Lake Wenatchee Fire Adapted Communities	Jim Passage/Mick Lamar
National Assoc. of Forest Service Retirees	Jim Bartelme
Natural Resources Conservation Service	Stan Janowicz
Nature Conservancy	Lloyd McGee
Okanogan Conservation District	Lorah Super
Okanogan County	Chris Branch
Trout Unlimited	Crystal Elliot-Perez
US Forest Service – OWNF	Erick Walker
Vaagen Bros. Lumber Co	Matt Scott
WA Department of Fish & Wildlife	Dale Swedberg
WA Department of Natural Resources	Chuck Hersey

Washington Prescribed Fire Council	Dale Swedberg/Kara Karboski
Wilderness Society	Mike Anderson
Yakama Nation	Brandon Rogers