



# OCHOCO FOREST

## RESTORATION COLLABORATIVE

Healthy Forests & Communities for the Future. A Thriving Forest for People, Fish & Wildlife. Key projects that benefit both community & forest.

Ochoco Forest Restoration Collaborative

## **Operations Manual:**

Organizational Structure, Ground Rules,  
Communication and Decision Making Process

*Adopted April 2013*

*Revised February 2021*



## **I. Overview**

This document presents the Ochoco Forest Restoration Collaborative's process for working together. Members of this collaborative group developed this document together, modeling the collaborative and consensus-based approach they have committed to use in advancing their mission and goals. They have agreed to honor and adhere to the principles and guidelines set out in this Manual. This is also a "living document," and as the group evolves, and needs and opportunities change, so too will this document.

## **II. Introduction, Mission & Vision**

### **Introduction**

The Ochoco National Forest has long been the defining natural resource for Crook County and local communities, providing economic and recreational opportunities. However, due to ongoing challenges presented by changing National Forest policies, environmental laws, recreational needs and climate change, the communities of the Ochoco Mountains are in the process of redefining their role in forest management.

Opportunities exist to address ecological restoration and stewardship needs while providing quality jobs for local workers, utilizing forest products such as timber, as well as restoration "byproducts" for local manufacturing and bio-mass. Accomplishing this requires a new approach to natural resource stewardship: one that is locally-supported, incentives-driven and that relies on the power of solutions that integrate the environmental, economic and social needs of communities. Collaboration between diverse stakeholders, and with the land management agencies, is an essential tool in this approach. The trust that is developed through collaboration will also lead to stable, long-term solutions that will hold through the shifting political winds.

Formed in April 2012, the Ochoco Forest Restoration Collaborative is a partnership of diverse local and regional interests who have come together to address and resolve the impassioned social gridlock and controversy surrounding natural resource management in the region. This group welcomes all parties that have had a role in forest management in the area, and is committed to the collaborative process. It is a crucial and exciting time to build positive, forward momentum to address the critical issues of public forest land management. Through regular meetings, field trips, project planning teams and other activities, this group is building trust and relationships, identifying common interests, and advancing an agenda defined by restoration and collaboration.

**Mission:** The Ochoco Forest Restoration Collaborative is a diverse group of stakeholders who work together to create and implement a shared vision to improve the resilience and well-being of forest ecosystems and communities in the Ochoco Mountains. Conversations are informed by a broad spectrum of community perspectives, best available science, local indigenous knowledge, and the law and policy governing these lands. We provide the US Forest Service (USFS) and the public with well-considered suggestions on policies and areas with wide agreement and provide constructive feedback to the Forest Service on areas of disagreements to aid in understanding the nature and extent of differences between stakeholders.

Some of the values that members of the OFRC are concerned about include: the supply of timber, opportunities for recreation, forage for livestock, and a healthy resilient forest that supports native populations of fish & wildlife.

**Vision:** To create a vibrant Ochoco National Forest and surrounding community through a restored and resilient forested landscape which supports strong job and economic opportunities, and social harmony across the region.

## **III. Goals and Guiding Principles**

OFRC engagement with the USFS supports efficient and timely progress of projects through selection, planning, execution and monitoring phases.

At all times the focus of projects is to support steady progress towards the long-term goal of the Forest as a healthy, diverse ecosystem that is resilient to natural and human disturbance, while at the same time ensuring our communities are safe from wildfires. Project selection and scale of execution is such that major restoration at the

overall Forest level will be evident in a 30-year timeframe, with an eye toward appropriate structure for the long-term (150 years).

Activity in the forest and use and enjoyment of forest resources are foundational to the economic vitality and the quality of life of our local communities. We envision fostering a diversity of business and employment opportunities, and supporting the infrastructure to capitalize on the natural resources available from the Forest.

The OFRC engages in advocacy using science and economic education to advance its vision.

### **Group Goals**

- a. Ecologically-sound restoration
- b. Work together on solutions to local socioeconomic and ecological issues
- c. Grassroots community-driven role in public land management
- d. Proactive management for forest health
- e. A safe environment to share needs and ideas, and build solutions
- f. Tangible land management outcomes that address the broadest range of needs
- g. Collaboration early, at the watershed analysis stage
- h. Understand and support viable workforce and forest processing infrastructure that can make restoration possible—and understand what it takes to make management economically viable
- i. Work with the USFS at multiple stages prior to, during, and following the NEPA process. This includes the purpose and need statement, proposed action, alternatives, collection and use of data, impact analysis, development of a preferred alternative and/or recommendations regarding mitigation of environmental impacts, and the development and adoption of monitoring and adaptive management processes.
- j. Work with the USFS prior to, during, and following implementation and monitoring to help ensure that treatments achieve our goals
- k. Increasing forest management and timber production that is ecologically and economically sustainable

### **Guiding Principles**

- a. Every effort should be made to ensure participation of our diverse stakeholders; the process will encourage participation, and be open and inclusive
- b. Decision making processes for the group should focus on producing outcomes that strive to meet the needs of all participants
- c. Project scope, complexity and objectives should be appropriately scaled
- d. Projects will be selected that are of mutual concern and are agreed upon by the group
- e. Projects will include a monitoring component
- f. Projects will honor the complexity of forest ecosystems and enhance those ecosystems
- g. Projects will focus on supporting the current infrastructure and generating economic opportunities.

## **IV. Membership and Organizational Structure**

The Ochoco Forest Collaborative is open to anyone interested, but will actively seek to involve representatives of diverse perspectives, needs, and expertise. This includes (but is not limited to):

- Federal and State Agency representation, in addition to the US Forest Service (e.g. BLM, USFWS, ODFW, OWEB, and ODF)
- Community Support Organizations
- County Commissioners, City Councilors, and Other Elected Officials
- Economic Development Agencies, Organizations and Interests
- Contractors
- Forest Industry Representatives
- Environmental/Conservation Groups and Representatives

- Crooked River Watershed Council
- Concerned Community Members
- Landowners [Woodland, Residential/Homeowner, Industrial]
- Ranching Interests
- Tribes
- Recreation Interests
- University, College, Extension, and other Research Scientists and Representatives

## **A) Full Group**

The full group consists of all the voting members of the collaborative. Their responsibilities include participation in meetings and committees, election of the Executive Committee, overall collaborative decision-making, and defining strategic priorities.

## **B) Voting Members: Formal Membership Requirements**

**While collaborative meetings are open to the public, only persons signing this Operating Manual document and becoming a voting member may participate in group decision-making.**

The following criteria are requirements and expectations of obtaining and maintaining active membership status:

- a. Signing of, and good faith adherence to, the Operating Manual.
- b. New members will be expected to review any existing Zones of Agreement, and sign on if possible. If not possible, the new member should offer to explain their concerns in terms at least as substantive as the original document. New members are not required to agree with us, but they are required to demonstrate that they understand the agreements the group has already reached, and if they don't agree, explain why. This is in keeping with our value of mutual understanding. If an individual would like to apply for voting members status without signing on to the existing Zones of Agreement, they should discuss the matter with the Executive Committee, and ask for an hour on the full group agenda to explain their concerns with the Zones of Agreement to the full group, and to take questions from the collaborative members. After this initial discussion, voting members of the collaborative may either vote the applicant in without their signature on the Zones of Agreement, elect to continue the conversation at another date, or reject the application. Voting members of the collaborative shall deliberate and vote in closed session without the presence of the applicant or other non-voting members (including reporters). If rejected, the applicant may reapply after attending six additional meetings within the next twelve months.
- c. Members are considered "active" if they have participated in two of the past four meetings. (This does not include the current meeting.)
- d. Members that have missed meetings are expected to get themselves back up to date with the issues at hand before returning to voting status.
- e. Participation can be through attendance, sending a proxy, or providing substantial written input to the facilitator
- f. When a proxy is sent, the voting member is responsible for briefing that proxy on prior discussions and preparing the proxy to represent the member's position
- g. Must be in "active" status to vote at current meeting
- h. Provide input from each individual constituency; communicate back to constituents and organization; resolve internal conflict with other members of the representative's organization (to avoid two opposing opinions from one member organization)
- i. Suggest ideas or initiatives
- j. Offer to take leadership on ideas and initiatives and to participate in subcommittees
- k. Provide technical and other resources
- l. Commit to long-term involvement (by partner or their representative)
- m. Voting members are expected to participate in good faith with the principles of this collaborative as presented in this document.

## 1) Special Rules for Organizations:

- a. Organizations are encouraged to send the same individual on a consistent basis in order to assure continuity. Organizations may send a proxy when needed, but proxies are expected to understand their organizations position in relationship to the issues at hand in the collaborative. Potential proxies are expected to sign the Operating Manual early, and are required to sign before participating as a voting member.
- b. Organizations may have more than one representative, however only one individual per organization may vote on any given decision. If organizational members send alternates, alternates should be signatories to the Operating Manual, and have the authority to speak for the organization's interests, and vote on their behalf.
- c. Clarity and transparency on the positions of Organizations and their representatives:
  - Representatives input and votes will be assumed to reflect the official positions of their Organization unless stated otherwise.
  - Representatives are expected to update the group when their organization changes direction or disagrees with decisions or policies being considered, and are expected to be able to explain the reason for the change, either in subcommittee or to the full group.

## 2) Forest Service Employees

Although Forest Service employees cannot be voting members for legal reasons, the Forest Service is an important partner. Forest Service management and employees are invited and encouraged to engage, assist, advise and support activities of the group, providing leadership and staff expertise, working with the OFRC to develop and implement projects consistent with the mission and vision of the OFRC.

Forest Service employees are encouraged to:

- Be committed to collaborative process and maintain active engagement at meetings, project planning, etc.
- Offer resource information
- Share historical data
- Share technical resource and expertise
- Are not bound by what the group decides
- Participate actively in project discussions; clarify scope of recommendations acceptable to the agencies early on and consistently

## C) Executive Committee

The Executive Committee serves the full OFRC by providing oversight on collaborative process elements (i.e. strategic planning, hiring and oversight of a facilitator) and administrative functions (budgeting, agenda setting, interface with subcommittees).

It is recommended that the Executive Committee have a minimum of 5 members (and up to 9 members) representing, at a minimum, the following interest groups:

1. Local government or community elected officials
2. Local community member at-large
3. Conservation or environmental group or individual
4. Forest products industry or operator
5. The fiscal sponsor of the OFRC

Additional members representing local tribes, state and non-USFS federal natural resource agencies, recreation interests, and active OFRC subcommittees are desirable but not mandatory. OFRC voting members may also choose to add mandatory Executive Committee seats as needed through the decision-making process outlined below in order to keep member composition balanced and representative of the diverse perspectives of the full OFRC.

Each fall, potential members to the Executive Committee will either self-nominate or be nominated by another Full Group member with final selection determined by the full group per the decision-making process outlined below. Members are elected to two year terms, with odd/even seats up for “election” in corresponding odd or even years. Additional special elections may be held if the Executive Committee is below the maximum number, and two members nominate a candidate.

In the event that an Executive Committee member vacates a seat representing one of the designated interest groups above (for example due to job transition), the Executive Committee will solicit nominations from the Full Group and hold a “special election” to re-fill the vacancy through to the completion of the term.

Members of the Executive Committee will elect one of their members as Chair, with responsibilities and duties outlined below.

Members of the Executive Committee have duties and responsibilities above and beyond those of the Full Group participants and Voting Members. It is expected that current and potential Executive Committee members be willing to take an active role in OFRC processes, activities, and decision-making that may require additional time commitments beyond Full Group membership. These include a commitment to engage in most monthly meetings and business of both the Executive Committee, Full Group, participation in at least one subcommittee, and assistance to the Facilitator/Coordinator to support productive collaborative process and progress towards OFRC mission, vision, and strategic priorities.

Qualifications for service on the Executive Committee:

- Voting membership status
- Attendance at two of the last four meetings since obtaining voting membership status.
- An ability to separate individual/organizational interests from collaborative interests.
- Evidence of good faith commitment to the mission and vision of the collaborative and these Operating Principles.

Failure to maintain any of the four qualifications on an ongoing basis or excessive absences may result in removal from the Executive Committee.

Other duties and expectations for Executive Committee membership include:

- Active participation in subcommittees as appropriate
- Oversight, solicitation, selection, and coordination with Facilitator/Coordinator for the Collaborative
- Provide direction to the Facilitator/Coordinator, including an annual performance review in the Fall and the development of an annual work plan
- Provide direction to OFRC staff, including an annual performance review in the Fall and the development of an annual work plan
- Determine agenda items for upcoming meetings
- Provide leadership in OFRC strategic planning and setting strategic priorities
- Work together with the Committee to coordinate engagement with the Forest Service
- Keep the full group informed of Executive Committee activities
- Coordinate with subcommittee chairs and request progress reports to the Executive Committee and Full Group
- Maintain a working relationship with the fiscal sponsor of the OFRC.

A quorum of the Executive Committee must be present when making decisions. A quorum is more than 50% of the members of the Committee. The Executive Committee will strive for consensus. If consensus is not possible, the group will follow the majority vote of a quorum of Executive Committee members.

In person attendance is preferred, but attendance by phone or video conference tools is acceptable and counts towards a quorum.

Proxy Voting: Proxy voting shall not be allowed unless there is an explicit agreement to the contrary.

Email voting: Email voting should be the exception, not the rule. We will strive to make all decisions in person, at meetings, after due discussion. However, email voting is allowed when necessary, particularly when time is of the essence on an issue. Every effort will be made to place the issues at hand in front of the full executive committee for consideration. However, email decisions can be made by the agreement of a majority of the Executive Committee.

The OFRC Facilitator/Coordinator will attend and facilitate Executive Committee meetings. OFRC staff is encouraged to attend the Executive Committee meetings, when available, but will not have a formal role in decision-making. Meetings are open to Full Group members and the public, with the option by the committee to close meetings as needed to discuss sensitive subjects such as staffing.

Forest Service employees are encouraged to participate in the discussion, but are not voting members of the executive committee, nor does their presence count towards a quorum.

## **D) Subcommittees**

Subcommittees will be formed and operate as needed to increase collaborative capacity when specific functions, issues, or projects are most effectively and efficiently addressed outside of Full Group meetings. All subcommittees are open to any interested participants of the full OFRC. The purpose of the subcommittee is to develop and implement a plan of work to address topics of interest to the Full Group. This can include shared learning processes, technical assistance and input, development of draft materials and tools. Subcommittees will bring all work deliverables and outcomes back to the Full Group for final decision per the decision-making process outlined below.

Subcommittees should strive to have, at a minimum, a chair who will serve as coordinator and point of contact between the subcommittee, Executive Committee, and Full Group. Subcommittees are responsible for developing their own draft budgets for submission and approval by the Executive Committee, and subsequent inclusion in the larger OFRC budget.

Subcommittee chairs are responsible for keeping the Executive Committee apprised of progress towards deliverables/goals through written and/or verbal progress reports. The Executive Committee is responsible for tracking progress and budget of Subcommittees towards deliverables/goals but does NOT, however, make decisions for Subcommittees on behalf of the full OFRC.

## **E) Chair**

The Chair of the OFRC is elected by the membership of the Executive Committee to serve as the administrative leader for full group and Executive Committee. As such, the Chair will represent the diverse interests of the Full Group at the Executive Committee, serve as spokesperson for the Executive Committee to the Full Group, and serve as the principal spokesperson for the OFRC and collaborative decisions to external audiences as the need arises. Ideally, the Chair will be a local elected or appointed official. If not, the Chair is expected to stay abreast of relevant local issues.

The Chair will also serve as the principal point of contact for the Facilitator/Coordinator, supporting coordination of Executive Committee activities, timely decision-making, and performance feedback from the Full Group and Executive Committee to the Facilitator/Coordinator. The Chair has the discretion to make minor, time-sensitive decisions (e.g., last minute meeting cancelations or agenda changes) in coordination with the Facilitator Coordinator and OFRC staff, but will bring significant issues/topics to the full Executive Committee for final decision.

The Chair will serve a two-year term, with the option to serve one additional term if re-elected by the Executive Committee.

As needed, the Executive Committee may elect a Vice Chair to assist the Chair, and to serve as Chair in the case that the Chair is unable to perform their duties or respond to issues in a timely manner.

## **F) Facilitator/Coordinator**

The Facilitator/Coordinator will work with the Executive Committee and Chair to establish duties, responsibilities, and objectives including (pending sufficient funding) the following tasks:

- Planning and facilitation of efficient and effective Executive Committee and Full Group meetings
- Maintain regular communication and coordination with Executive Committee Chair, Subcommittee chairs, OFRC staff, USFS representatives, and other partners, guests, and presenters as needed to plan and implement meetings
- Managing overall communications for the Collaborative, including meeting announcements, communications with partners, guests, presenters and others
- Take, distribute, and archive Executive Committee and Full Group meeting notes
- Ensure members of the Collaborative comply with the ground rules
- Maintain an accurate list of meeting attendance, including a current list of active voting members
- Maintains accurate contact information for voting members
- Participate in an annual performance review and work plan development with Executive Committee and Chair

## **G) Financial Arrangements**

- OFRC is a self-organized collection of stakeholders that care about the Ochoco National Forest. It is not a formal business entity.
- As of this writing the Central Oregon Forest Stewardship Foundation (COFSF) acts as the fiscal sponsor for OFRC. COFSF raises and administers funds for facilitation/coordination, projects, or other needs.

## **H) Guests/Community**

- Information will be made available to guests on the background of collaborative
- Full disclosure of guests at each meeting
- Abide by ground rules
- Listen
- Share experience and expertise

## **V. Meeting Protocols, Ground Rules, Communications, and Accountability**

### **Focus on learning**

- Come willing to learn
- Come to meetings prepared
- Present interests (e.g., desired conditions) not positions (e.g., management specifications).
- Listen to understand. Be present and aim to fully hear others.
- Critique constructively and ask clarifying questions.
- Be willing to be creative, explore alternatives, and search for opportunities.
- Share all relevant information.
- Share and take into account information from diverse sources.
- Please ask—there are no stupid questions.
- Respect the range of knowledge present in the group.
- Adapt ground rules to reflect group needs and dynamics as they evolve
- Where disputes arise, we agree to seek the best available science and data to help inform our opinions, illustrate our values and work to resolve differences.

### **Listen and speak with respect**

- Only one person speaks at a time. Allow people to finish their thought. No interrupting and no side conversations.
- Speak when you have something to say: bring up concerns and different views
- No personal attacks.
- If something sounds crazy, ask clarifying questions, and seek to understand what might have really been meant.
- Voice your concerns and take the time to address conflicting concerns.
- Do not dominate discussions. Do not use meetings as a forum to “soapbox.”
- Respect each other in and outside of meetings.

### Communication outside of meetings

- Keep your colleagues and constituents informed about the process.
- Bring relevant information back to the group.
- Do not criticize individuals or the group process. Bring your concerns directly to the individual or the group.
- Don’t presume to speak for others who are not there.
- No backroom deals.
- A website will be maintained for storing and sharing all information. Partners are encouraged to help develop content for the website. The address is: <http://ochocoforest.org>
- Individual stakeholders may convey their individual concerns or support for positions for which the Group has no position, so long those comments do not disparage the collaborative process.

### Communications Protocols

- **Internal:** A website will be maintained for storing and sharing all information. Partners are encouraged to help develop content for the website.
- **External: Information about the collaborative will be made available to external stakeholders via the website** and other venues as appropriate. All efforts will be taken to ensure that the group’s work remains transparent to external audiences. Non-members will have access to all finalized information and the ability to share thoughts and comments with the group.
- **No individual member or participant of the OFRC is empowered to speak on behalf of the full group without** first gaining explicit consent of the full group. Zones of Agreement, formal letters voted on by the collaborative membership and other consensus documents are the best representation of OFRC’s collective stance on any given issue.

### Media Interactions

- The best source of information about the positions of the collaborative can be found in the OFRC Zones of Agreement, or in formal letters agreed to by the entire collaborative.
- The Chair (or their designee) will be the primary point of contact and only authorized source for presenting official OFRC policy and statements to the media.
- The Chair may choose to designate other representatives for specific topics or issues.
- This does not preclude members from talking to the media as an individual or private citizen. However, when speaking as an individual or private citizen you should be careful to clarify that you are not speaking on behalf of the collaborative.
- Media are expected to disclose their presence at the beginning of any meeting they attend.

### Record keeping

- Written notes, including attendance, will be taken at each meeting and distributed to attendees as soon as possible after completion.

- Approval of the minutes will be sought at the beginning of the next meeting and any issues (clarifications, other) will be discussed.
- Once approved, final notes will be posted to the website.
- Minutes are intended to reflect each significant topic discussed, the major concerns raised, and the resolutions reached. They are not intended to provide a detailed transcript of the discussion. The purpose of this is to foster free, creative, dialogue, but to ensure that we capture all actual agreements or open questions.
- Agreements documented in minutes shall be considered the agreement only of those present, unless otherwise specified, pursuant to the notice requirements elsewhere in the document.
- The header on the minutes shall contain a list of Key Decisions, Action Items, and Open Questions. The open questions section will help the Executive Committee determine further topics for discussion.

## **Recordings**

- The collaborative may choose to record science and project presentations and the associated question and answer sessions. Links to presentations will be posted on the website.
- In order to encourage the free flow of ideas and thoughts, recordings of deliberations and discussions will only be used to facilitate accurate note-taking, and will then be destroyed.

## **Accountability**

The Ochoco Forest Restoration Collaborative takes its Mission, Vision and Guiding Principles very seriously. Taken together these represent an attempt to build a constructive conversation about historically contentious issues. We expect that at times people will be frustrated at each other, and have a difficult time seeing the best in each other. We also expect that no one will get 100% of the solution they would most like to see implemented, and that this can be not just frustrating, but exasperating. Nonetheless, maintaining status as a voting member requires that people bring their best, good faith adherence to these principles to the table.

If a mistake is made, or trust is breached, an apology is expected. The individuals between whom the breach has occurred are expected to make a good faith attempt to work things out between themselves. Within reason, it is appropriate to ask the collaborative facilitator to help with such meetings. Efforts at reconciliation are expected to be sincere. People are expected to be self-reflective in any situation, and ask themselves whether they might have contributed to any particular difficulty, and if so, to apologize. If efforts at reconciliation are made in good faith, forgiveness is expected.

If the above efforts reach a stalemate, and two or more people believe a voting member is not acting in good faith, they may approach the Executive Committee with their concerns. The Executive Committee will discuss the matter with the other member. If all efforts at reconciliation fail, the Executive Committee has the authority to determine that a voting member is not acting in good faith, and to revoke membership status. If the individual is determined to be disruptive at meetings, the Executive Committee has the authority to deny the person the right to participate in collaborative discussions.

## **VI. Decision-Making Process**

***Goal: to come to a decision that group members can support following a respectful hearing of all concerns and a thorough exploration of both the science and values involved.***

The Ochoco Forest Collaborative will strive to reach **consensus** on decisions. Consensus is defined as decisions that all parties can support, or ***at a minimum, agree to live with.***

While consensus remains an ideal, it can be very difficult to reach. In many cases, our most valuable contribution to Forest management may be simply participating in the conversation, and helping the Forest Service – and our fellow community members – come to a more nuanced understanding of the nature of the divergences of opinion and perspective.

## A) Reaching Consensus

Decisions will be developed first by Collaborative subcommittees. Decisions made during subcommittee meetings will be recorded in the meeting minutes and distributed within a week of the meeting to all subcommittee members, and any other Ochocho Collaborative member that requests them in advance. Each subcommittee or full group meeting will begin with a brief review of the decisions made during the previous meeting.

Subgroup members are encouraged to prioritize attending meetings in person. If this is not possible, members are encouraged to ensure a proxy is in attendance (see Section III.F. for proxy definition), or to submit written input to the subcommittee chair ahead of time. Subgroup and full group agendas should note if the group will be asked to make a decision during that meeting. Materials and information that will help inform subcommittee or full group member decision-making should be distributed at least a week before the group is asked to discuss it.

Decisions made during meetings will not be revisited by the subcommittee unless significant new ecological, economic, or social information that may affect the decision becomes available. The subcommittee will present their recommendations and rationale to the full group for discussion and final ratification.

There will be a minimum of two weeks between the meeting when a subcommittee makes a decision and the meeting where the full group is asked to make a decision. This requirement is to ensure that subcommittee members that were unable to attend the meeting have time to develop and share their viewpoints with the subcommittee or the full group before the full group makes its decision. The two week delay may be waived provided all subcommittee members were in attendance at the final meeting and participated in the decision.

As decisions are being made by either a project subcommittee, or the full group, meeting participants will be asked to indicate their support either by a show of hands or verbal confirmation. Each participant has the ability to disagree with elements of decisions as they're being developed, but is expected to think creatively about opportunities for agreement.

**Consensus** on a decision about a project, recommendation, or action the group plans to take will be reached when all meeting participants can make one of the following statements about a decision:

- I agree with the decision and will publicly support it
- I agree with the decision but will refrain from publicly supporting it
- I can live with the decision (and won't disparage it in public)

Once the full group has ratified a decision, a report will be given to the USFS for their consideration in their role as decision makers for USFS managed lands and waters.

## B) Inability to Reach Consensus

Subgroups and the full group will make every effort to reach consensus within the given timeframe (as laid out in the project timeline developed at the outset of a project) for making decisions. As stated above, there will be a minimum of two weeks between when the subcommittee makes a decision and when the decision is brought to the full group for discussion and ratification (see "Reaching Consensus" for interim steps).

If the subcommittee cannot reach consensus during a subcommittee meeting, members are encouraged to continue the conversation via conference call, email discussions, in-person meetings, or whatever format is most effective, in between meetings in order to function most effectively.

If a time comes when the subcommittee or full group is unable to reach consensus after significant effort, the following actions will be taken:

1. Participants will seek to achieve mutual understanding to the extent possible, recognizing that in some cases, our most valuable contribution to Forest management will be helping the Forest Service – and our fellow community members – come to a deeper understanding of the nature of the differences of opinion and perspective.

2. Participants will seek to determine if the difference is based on differing expectations about outcomes that monitoring, or research might provide answers to.
3. Areas of agreement and disagreement will be clearly recorded in writing
4. Differing position reports or letters (depending on context) will be written to address the areas of disagreement. Each of these documents will include:
  - a. The name of the lead author and names of all who agree with the report
  - b. A description of their proposal and the rationale used to develop it
  - c. What members in the differing position groups anticipate doing if their proposal is chosen by the USFS (i.e. defend it in public), or not chosen (i.e. file an objection, appeal, litigate, etc.).
5. The differing position reports will be given to the USFS for their consideration in their role as decision makers for USFS managed lands and waters.

### **C) Decision-making Participation**

A group member must be an active voting member (see Voting Membership/Active Participation in § IV B to be able to participate in decision-making.

(Per §IV B, f)Participating group members can send proxies to participate in subcommittee and full group meetings. Proxies must be an informed affiliate or member of the organization, business, or entity being represented, and be able to represent the active member in decision making.

### **D) Zones of Agreement (ZOAs)**

Zones of Agreement represent the overlap of agreements common to all signatories. Rarely do they represent the full breadth of what any particular party would do if they had full control. Rather, they represent only the overlap of agreement common to all signatories.

Zones of Agreement will only be amended when significant new ecological, economic, or social information relevant to the issue becomes available. If there is interest in amending the ZOAs, a subcommittee will be formed to inquire more deeply into the issues involved, and return to the full group with recommendations. Any amendments require a full group decision in accord with the process set out above.

As of this writing in winter 2021, the OFRC has two sets of Zones of Agreement:

- Dry Forest Management Recommendations
- Aspen Treatment Recommendations

### **E) Objections**

The OFRC recognizes that individuals or Organizations both within the Collaborative and outside of the Collaborative may choose to object to a project that the Collaborative has had extensive discussions about. Collaborative participation does not necessarily indicate support for the final action. The Collaborative also recognizes that the USFS is the ultimate decision maker with regards to all projects. The Collaborative expects that members who object will not object to anything within zones of agreement that they have previously signed on to.

Should a member of the Collaborative object to a collaborative project, the Collaborative requests that the member who is objecting inform the Collaborative of the nature and extent of the objection and outline the reasons why the objector feels an objection is necessary. Members who plan to object shall be provided an opportunity to explain the reason for their objection, and all members agree to demonstrate maturity and respect for other participants in the course of listening.

The OFRC requests that the USFS invite all OFRC members to objection resolution meetings of projects for which the collaborative has provided substantive input either orally or in writing.

## VII. Signature Page

By signing this document, I agree to abide by the values, policies, and procedures agreed to by the Ochoco Forest Restoration Collaborative as set forth in the Operating Manual adopted *February 16, 2021* to the best of my ability.

X _____ <i>Signature</i>	_____ <i>Date</i>
_____ <i>Printed Name</i>	_____ <i>Organization</i>

Signing Statement/Comments:  
(*optional*)

*NOTE: Because this document was adopted during the Covid pandemic, it was not realistic to have everyone physically sign the same piece of paper. Instead, everyone has been encouraged to print & sign this last page. Completed signature pages will be added to the original document as they come in.*