Harney County Restoration Collaborative
WORKING DRAFT CONSENSUS DOCUMENT - DRAFT 6

March 5, 2009

Note: Items in red font are new additions since the fourth draft of this document.

I. PROBLEM STATEMENT

Harney County is facing an ecological, economic and social health crisis[1] in its forests and woodlands. This crisis[1] threatens forest health, wildlife habitat, and human communities. At the onset of this project, there was no consensus, or "shared plan," on the means to address these issues.

II. PURPOSE

THE PURPOSE OF the Harney County Restoration Collaborative is to achieve an integrated 'three-legs-of-the-stool'[2] solution to the multi-faceted forest and community health problem facing Harney County.

III. GOALS

Project objectives are oriented toward the realization of the following goals[3]:

- Restoration of forest health and return of natural ecosystem processes, thereby:
  - Reducing threats to forests from high stand densities and uncharacteristically severe fire;
  - Recovering watershed health;
  - Restoring native plant, wildlife, and aquatic species biodiversity
  - Restoring and protecting ecological integrity including hydrologic function and soil fertility and stability
  - Reducing future costs of fire suppression;
- Enhanced and improved community economic resiliency, including

[1] The use of the term 'crisis' is consensus minus 2. See Note 6 in Section IX.
[2] The use of the term 'three-legs-of-the-stool' is consensus minus 2. See Note 7 in Section IX.
[3] "Goals" are defined as desired future states of being.

  - Long-term viability of regional forest products businesses – in balance with ecological carrying capacity (i.e. using the "interest" on natural capital, not the "principal");
  - Viability of restoration-based businesses of all types as appropriate to the land;
- Improved efficiency and efficacy of federal, state and local agencies to carry out their missions (e.g. ecosystem restoration, community economic development, etc.);
- Enhanced social capacity to solve problems in ways that build and sustain desired environmental, economic and community conditions.
- Development of a first draft of desired future conditions and agreement on practices to get there.

IV. GEOGRAPHIC SCOPE

The initial geographic scope of this project is the forested portion of northern Harney County within the Malheur National Forest. Due to the short timeframe for the project and the need to ground the discussion in a specific area, the Core Team will focus the process on the proposed Emigrant East NEPA area, which lies in the eastern portion of the Emigrant Creek Ranger District.

Some project outcomes are expected to be relevant to the entire southern Blue Mountains, and other areas in Eastern Oregon.

V. OREGON SOLUTIONS PROCESS AND PARTICIPANTS

Governor Theodore Kulongoski designated the Harney County Restoration Collaborative an Oregon Solutions project on March 7, 2008 and appointed Harney County Judge Steve Grasty, The Nature Conservancy Oregon Director Russ Hoeflich, and the High Desert Partnership as project co-conveners. The mission of Oregon Solutions is to develop sustainable solutions to community-based problems that support economic, environmental, and community objectives and that are built through the collaborative efforts of businesses, governments, and non-profit organizations.

The Oregon Solutions designation will help ensure successful implementation of the Harney County Restoration Collaborative Project. The Governor has assured participation of his staff and appropriate state agencies with other partners through the designation of this effort as an Oregon Solutions project. It is expected that the creation of an Oregon Solutions Team for this initiative will help make efficient use of available resources, accelerate the pace of the project, overcome potential impediments early on, raise awareness of the initiative on a statewide level and bring effective partners to the table. In this fashion, the Team will commit resources and time to develop and implement an integrated action plan focused on achieving Core Team objectives.

To this end, a Harney County Restoration Collaborative Core Team was created, composed of individuals, agencies and organizations with a "stake" in ecosystem restoration, restoration by-product utilization, and community economics in Harney County. Team members and organizations are presented in Appendix B. During the course of 8 meetings and field tours, from May 2008 through January 2009, the CROP Team agreed on a series of Project Purpose and Goal Statements, a set of "Common Ground Principles" for forest restoration, and Implementation Plans for each project objective. These outcomes are presented in sections I-IV, and VI-VIII of this Working Draft. Section X outlines the commitments and contributions to project success of project participants.

VI. PROJECT OBJECTIVES

The Core Team selected the following Project Objectives for the Oregon Solutions phase of this Project:

1. **Jane Watershed Project.**
   A Proposed Action for the Jane Watershed Project(s). This will include a brief overview of the area, the "problems" to be addressed, priority units for treatment, and some "guiding principles" to be applied when developing prescriptions.

2. **Roadmap for Completing Landscape Watershed Assessment.**
   A broad roadmap/implementation plan for using the types of data utilized in the Jane Watershed project to complete a landscape-scale watershed assessment for the Emigrant Creek Ranger District. This assessment will provide a context for future watershed-scale projects, and will allow better understanding of cumulative impacts and landscape-level trends and issues.

3. **Roadmap for Sustainable, "Levelized" Supply.**
   An outline of a broad process to be followed in developing a sustainable supply across the entire Emigrant Creek Ranger District in order to generate private sector partnerships and business investment. The roadmap will include roles, responsibilities, and required ongoing project development (e.g. a monitoring program, the use of landscape assessment data to forecast sustainable supply, stewardship contracting, etc.).

4. **Partners' Collaboration Agreement.**
   An overview of the types of roles that will be played by all key stakeholders regarding ongoing collaboration around forest restoration issues in northern Harney County (and beyond?). Ideally, this will identify required staff/organizational capacities, and the means to achieving them (e.g. funding commitments, partnerships).

VII. COMMON GROUND PRINCIPLES

The Core Team has delivered the following Guiding Principles to the Forest Service to guide the development of a Purpose and Need and Proposed Action for the Jane Subwatershed in the Emigrant Creek Ranger District.

General Principles

The members of the Harney County Restoration Collaborative agree that Harney County is facing an ecological, economic and social health crisis[4] in its forests and woodlands. This crisis[4] threatens forest health, wildlife habitat, and human communities. Furthermore, we agree that:

- Healthy, functioning ecosystems provide the best opportunity for a resilient forest
- Healthy, functioning ecosystems provide the best opportunity for healthy local economies
- Healthy, functioning economies provide the best opportunity for healthy local ecosystems
- Ecosystem management and local collaboration requires adaptive management grounded in
  - ecosystem science,
  - diverse local, regional, and national values, practice,
  - political and economic realities, and
  - local ground-truthing of local, site-specific ecological conditions
- Industry should be scaled appropriately to match sustainable supply over a 20-year period.

Through our meetings, the Harney County Restoration Collaborative began to build a table outlining consensus agreements on "Observed Conditions, "Desired Future Conditions", and "Tools and Strategies to Achieve the Desired Conditions." This table is still in draft format, and is included in Appendix B for reference.

The Harney County Restoration Collaborative has achieved complete consensus on the following Desired Future Conditions for the northern Harney County forested landscape:

Regarding Fire, Insects/Disease, and Forest Health

Our goal is:

- a resilient forest that is diverse in age, species, and density; that exhibits appropriate species composition and structure for the ecosystem; and that enables:
  - normal or acceptable levels of fire, insect, and disease outbreaks
  - resumption of natural fire and disturbance cycles
- good air quality
- good water quality
- where historically present, stands that have a patchy, mosaic, clumpy appearance.

[4] The use of the term "crisis" is Consensus minus 1. See Note 6, this page.

Regarding Riparian Areas and Aspen
Our goal is:

- riparian areas that
  - have appropriate vegetation and wildlife for the site
  - produce high water quality that meets or exceeds standards
  - achieve full biological potential
  - meet optimal "properly functioning conditions"
- aspen stands that are:
  - healthy,
  - reproducing, and
  - have trees of multiple ages
- an extent of aspen stands that achieves historic distribution over time.

Regarding Old-Growth
Our goal is:

- resilient old-growth stands
- an extent of old-growth stands that achieves historic distribution over time
- an extent of replacement old-growth stands that achieves historic distribution over time.

Regarding Wildlife Habitat
Our goal is:

- vegetative species consistent with target wildlife species habitat
- habitat conditions that support viability and biodiversity of native wildlife species
- appropriate physical aquatic habitat and native aquatic and riparian-associated species' access to that habitat.

Regarding Vegetative Invasive Species
Our goal is:

- containment and eradication of non-native invasive species.

Regarding Grazing
Our goal is:

- grazing does not threaten other social, ecological and economic values

Regarding Roads and Access
Our goal is:

- decreased road densities and improved road locations that will result in improvement to aquatic habitat and species, soil and habitat that are within management capabilities
- no net increases in system roads - any new system road would be a substitute for existing roads with the purpose of restoring ecological values
- minimized temporary roads
- a road system that minimizes adverse effects on wildlife
- a designated ATV/snowmobile system that takes the pressure off of other areas

Regarding Community Health
Our goal is:

- healthy forests that provide the opportunity for healthy local communities, and healthy communities that provide opportunities to maintain healthy forests.
- the presence of infrastructure capable of utilizing wood products from restoration activities, increase contractor capacity and restore local communities and social health.
- local economies benefit from a diversity of year-round jobs related to restoration, forest management generally, and other ecosystem goods and services
- industries that are appropriately scaled to local, sustainable supply, as determined through collaborative efforts
- sustainable fiber supply is:
  - recognized as an important community value associated with forest management
  - "levelized" (steady from year to year) and meeting the minimum needs of sustainable community infrastructure.
- citizens with pride in the forest they are stewarding; citizens recognized by those outside the area as good stewards of public lands

Regarding Forest Restoration Economics
Our goal is:

- restoration projects include sufficient marketable material to help offset costs, when possible, compatible with ecological values.
- restoration projects are funded by a wide diversity of revenue sources –such as fiber revenues, ecosystem service payments, and service contract appropriations
- forest sector infrastructure is in place to create a value for restoration by-products on a sustainable basis.

Regarding Collaboration
Our goal is:

- a collaborative group that is broadly representative and inclusive
  - and that better involves youth
- a collaborative group that has the data needed to make decisions
- a collaborative group that benefits from constant, iterative information exchange
- multiple scales of analysis, management and collaboration linking stands, watersheds, and broader landscapes
- the High Desert Partnership has the funding, capacity and political backing to continue this collaborative process
- the Forest Service looks to the collaborative as a first step in developing plans and priorities for public land

Regarding Monitoring and Adaptive Management
Our goal is:

- monitoring is an integral, fully-funded component of projects
- social, ecological, and economic monitoring are performed
- monitoring begins before treatments
- third party and collaborative-directed monitoring
- monitoring results are communicated and incorporated into practice.

VIII. IMPLEMENTATION PLANS

The following implementation plans will be realized through the commitments made in the Support Statement section of this document.

A. Partners' Collaboration Agreement

Neutral Convening and Logistical/Administrative Support
The Core Team agrees that the High Desert Partnership (HDP) is the appropriate organization to provide the neutral convening, facilitation, and overall "shepherding" role for the duration of this project, ***provided that the HDP is able to secure sufficient funding and other supporting resources***, as stated in their support statement. The HDP will:

- convene meetings and provide meeting logistics and facilitation
- gather information as requested by the Core Team
- host and organize a Science Forum – wherein key researchers from a variety of disciplines discuss the restoration needs in northern Harney County.
- write grants to support project activities
- maintain a project website
- staff any subcommittees or ad-hoc groups developed by the Core Team
- help the Core Team develop measurable goals and report on progress toward those goals.
- serve as the primary point of contact for internal and external communication on all project business

Funding for Collaboration
The HDP will require $26,313 in 2009 in sustained baseline funding to perform the above tasks, and will be supported through a combination of:

- $XXX from the High Desert Partnership (National Forest Foundation Grant) for January through December 2009, as committed in their Statement of Support.

The HDP and other partners will pursue grants and other revenue sources to support the balance of this required baseline funding as well as any additional project activities.

USFS Commitment to Collaboration
The Malheur National Forest commits to working with the Harney County Restoration Collaborative Core Team at the pre-planning stages for future restoration projects, in a

similar fashion to the Jane sub-watershed project, as outlined in the organizational support statement.

Partners' Commitment to Collaboration
The following member organizations of the Core Team commit to serving at the Harney County Restoration Collaborative table given adequate funding and staff, and to productively participate in good faith, as outlined in their organizational support statements:

The High Desert Partnership
Malheur National Forest
Oregon Wild
Blue Mountains Biodiversity Project
The Sierra Club
Harney County
Malheur Lumber
The Nature Conservancy
Prairie Wood Products
XX

B. The Jane Project

The Jane Watershed Draft Purpose and Needs document and map are included as Attachment B to this document. The Harney County Core Team will work with the Malheur National Forest to ensure that the Jane Project is designed and implemented in accord with the Harney County Restoration Collaborative Common Ground Principles described in section VII of this document. The Core Team will delegate sub-committees to perform specific activities as necessary.

The summary implementation schedule is as follows:

February 2009: The USFS will revise the Draft Purpose and Needs document based on feedback at the January 30 Core Team meeting.
February-March: Develop overlays for the initial proposed vegetation treatment map. The overlays will include ecological and economic considerations, such as riparian areas, old growth, slope, and presence of target species habitat.
Mid-March: Development of an updated vegetation treatment map with key target active management areas.
April: Site visits to proposed treatment areas.
May: Map and narrative revisions.
June: Final Project document is released; scoping begins.
June/July: Design monitoring standards.
September/October: Contracts go out to bid.

C. Roadmap for Sustainable, "Levelized" Supply.

The Levelized Supply Initiative is aimed at forecasting and delivering sustainable supply sustainable supply volumes across the entire Emigrant Creek Ranger District in order to generate private sector partnerships and business investment.

A Core Team Subcommittee met on November 17, 2008 to discuss the elements of the Levelized Supply Initiative. The Subcommittee included the following representatives:

Mike Billman, Malheur Lumber
Jim Walls, Lake County Resources Initiative
Jack Southworth, High Desert Partnership
Doug Gochnour and Teresa Raaf, Malheur National Forest
Diane Vosick and Chris Zanger, The Nature Conservancy
Tim Lillebo, Oregon Wild
Steve Grasty, Harney County
Dan Bishop, Prairie Wood Products
Karen Coulter, Blue Mountains Biodiversity Project

Scott Aycock, COIC and Debra Flynt-Garrett, HDP, staffed the meeting.

The Subcommittee's discussion was shared with the Core Team at its January 29, 2009 meeting, and the group refined the initiative into the following implementation plan. The implementation plan has a short-term (to respond to immediate business investment opportunities) and a long-term component:

I. Short-Term Plan:
The short-term plan will be conducted to enable a quicker response to current business investment proposals. However, being short-term, it will necessarily need to err on the conservative side in terms of projected supply volumes/weights.

Task	Primary Responsibility	Timeline
Develop a Subcommittee	High Desert Partnership	
Gather and Integrate Existing Information • Malheur National Forest Biomass Supply Assessment • yield from projects based on Blue Mountain Forest Partners common ground (e.g. Dad's project) • Forest Plan Revision process data • Lakeview Biomass Case Studies • Assessment of Timber Availability From Forest Restoration Within the Blue Mountains of Oregon - GTR752 • Lomakatsi Restoration Project Ecological Principles • Recent historical sales volumes – Malheur National Forest • Rick Brown paper on ecological restoration	Subcommittee, HDP	

Task	Primary Responsibility	Timeline
guidelines • Forest Inventory Analysis info developed for the Governor's Federal Forestland Advisory Committee process		

Integrate Supply "Sideboards" (note: sideboards might have "fuzzy edges"):
• Common Ground Stand Types
  o lower-elevation, dry, ponderosa pine-dominated
  o threatened old growth?
• Distance to Burns-Hines
• Prescription = priority on restoration
• Economic factors (e.g. cost to harvest, process, transport)
• Agency capacity to treat acres/year
• Ecological considerations and area net-downs
	Subcommittee, Core Team	

Develop Sustainable Supply Projection **-Rolling, Regular Projection (5-10 years)** **-Incorporating:** • current market conditions • ecological sideboards • FS capacity to develop and implement projects (budget, staff, etc.) • distance to markets	Subcommittee, Core Team	
Develop Sustainable Supply Delivery System: **-Stewardship Contracting** **-CROP?**	USFS, Core Team	

II. Long-Term Plan:

The long-term plan hinges on the development of the Landscape Assessment tool and the long-term monitoring program. These components enable the development of data and processes that produce supply projections with greater certainty.

Develop Landscape Assessment
Verifies/Refines Supply Sideboards
Identifies Large-Scale Project Areas
Produces More-Certain Supply Projection
Implement Monitoring Program (RAC funded?**)**
Ongoing Monitoring and Verification

D. Roadmap for Completing Landscape Watershed Assessment.
Broad public support is necessary in order to move forward with restoration and management of public land forests at a scale that matches the current forest health need. A landscape-scale, collaborative forest assessment process by a diverse group of stakeholders is needed to develop broad public support for ecologically and economically viable forest vegetation management projects at a meaningfully large scale.

A landscape-scale collaborative assessment project will engage Malheur National Forest staff, local citizens and their government, and representatives of forest industry and local and regional conservation organizations in a mid-scale assessment (i.e., between Forest Plan and site-specific project level) for areas of interest on the Malheur National Forest. The intent of the assessment is to inform project boundaries, and ultimately lead to ecological conservation and restoration of Malheur NF lands while supporting local industries and communities with longer term supply agreements.

The landscape analysis will engage stakeholders in a collaborative, transparent, and technically sound project to develop desired conditions, balance and weight values (sometimes competing) and identify priority subwatersheds and likely project areas and broad project purposes within the landscape context. The landscape assessment is done before the site-specific NEPA analysis that the USFS will do for each project and thus will not address design criteria or details of individual projects, but it will provide important context for design criteria.

The project process will use technical tools (GIS mapping and analysis) and social processes (effective facilitation) to enable a diverse stakeholder group to understand complex landscape scale natural resource data, and integrate that understanding with high priority stakeholder values to understand the broad landscape impacts of vegetation management projects (and the no-action alternative) on things people care about.

Specific areas of interest previously identified by collaborative groups include:

1. placing projects to increase ***effectiveness of wildfire suppression and management***,
2. identifying high priority areas of ***biomass availability,*** for use by local forest industries,
3. landscape assessment of vegetation management ***impacts to local and regional sensitive species***, and
4. andscape assessment of cumulative ***impacts to forest plant community diversity and landscape structure***.

The collaborative stakeholder group may identify other key topics of interest.

The project will articulate landscape level desired conditions and priority subwatersheds and places to act on the landscape that most effectively meet diverse interests. The project will develop durable agreements among stakeholders regarding where to invest scarce forest restoration dollars on the landscape, and will improve agreement in project designs by placing project areas in their larger context. We expect that this work will

accelerate design and implementation of forest management projects in the Malheur National Forest.

Task *(all tasks require more detail)*	**Primary Responsibility**	**Timeline**
Convening and Facilitating Stakeholder Meetings. Includes meeting logistics, neutral facilitation, and overall project management.	High Desert Partnership	
Baseline Data collection. Includes collection of data on vegetative cover, stand inventory, geology, climate, wildlife habitat, disturbance regime/condition class, and any other features considered high priority by the stakeholder group.	USFS, BLM, ODF, TNC, USF&WS, ODF&W, others?	
Iterative Scenario-Building. Includes running stakeholder values-driven management scenarios via GIS and other landscape modeling programs, assessment of impacts, and using feedback to identify further management scenarios of interest.	TNC?	
Development of Final Landscape Assessment. Involves creation of overarching landscape assessment tool for the southern Blue Mountains, and identification of priority subwatersheds and likely project areas and broad project purposes within the landscape context.	TNC, USFS, Group?	

IX. OTHER ISSUES

The following are issues or ideas upon which the Harney County Restoration Collaborative does NOT have full consensus:

1) The 21-inch DBH limit

The group DID agree on the following six points regarding this rule:

- Most, but not all, within the group recognize that there can be individual circumstances where there is an ecological benefit of cutting trees greater than 21" diameter in order to maintain old growth pine forest ecosystems or aspen ecosystems. The group recognizes that the total number of greater than 21" trees in this situation that would be beneficial to cut are limited, and not likely to be economically significant.
- All members of the HCRC desire to keep the collaboration working, and focused on bigger picture issues, and recognize that cutting trees greater than 21" is not acceptable common ground to some members of the group.
- The group recognizes that the legal issues around when the FS is allowed to cut trees greater than 21" is not something that this group can address within this collaborative.
- The group recognizes that the FS does have existing authority to waive the prohibition on cutting trees greater than 21" under existing screens and regulations.
- The group recognizes that cutting trees over 21" diameter will remain an issue for many members of the collaborative over time.
- For the purposes of our common ground document, we agree to delete the phrase "unless trees have encroached due to fire suppression" from the 4th. bullet in Old Growth Tools and Strategies on page 3.

2) Healthy, functioning ecosystems provide the best opportunity for carbon sequestration
3) Use of cattle as a tool for reducing wildfire risk
4) Use of timber sales and/or sawlog component of stewardship contracts to generate revenues for restoration work
5) Past causes of present problems
6) The use of the term "crisis" in the project Problem Statement, section I (and as restated in the General Principles portion of Section VIII). Some would prefer to frame current conditions as a "juncture" requiring new approaches (Karen Coulter).
7) The "three-legged stool analogy" in the project Purpose Statement: "social and economic categories both relate to humans and thus underplay the primacy of the ecological in sustaining all else" (Karen Coulter).

Appendix A. Glossary

Last updated October 23, 2008

Community
A social group of any size whose members reside in a specific locality, share government, and have a common cultural and historical heritage.
(Source: The Random House College Dictionary. 1973. New York, New York)

Desired Future Condition
A description of land and resource conditions expected to result if management goals and objectives are achieved.
(Source: http://www.umpqua-watersheds.org/glossary/gloss_a.html/The Umpqua Watershed Inc.)

Ecosystem, Forest, or Range Health
A condition where the parts and functions of an ecosystem are sustained over time and where the system's capacity for self-repair is maintained, such that ecological integrity, biodiversity, and beneficial human uses are maintained.

One of the signs of a healthy ecosystem in good working order is its ability to respond to disturbances such as fires, insects, or floods in a dynamic way. The system absorbs and recovers from disturbances without losing its processes or functions, although recovery may take varying amounts of time, or specific conditions may look different afterward. If the ecosystem is healthy, it will continue to produce populations of plants and animals that are diverse and viable, waters that are clear, air that is clean, and soils that remain productive.
(Source: Adapted from ICBEMP Draft EIS)

Economic Resiliency
Economic resilience is the ability of a local economy to retain function, employment and prosperity in the face of the perturbation caused by the shock of the loss of a particular type of local industry or employer. For the current project, “local” is defined as Harney County. Communities with resilient economies find that the loss of an employer results in rapid re-absorption of workers made redundant by the closure of an enterprise or industry into new, and frequently more satisfying and stable employment than before.

In business terms, resilience is the ability of an organization, resource, or structure to sustain the impact of a business interruption and recover and resume its operations to continue to provide minimum services.

Economic and business resilience, according to the Resilience Alliance, is enhanced "when the management of a resource is shared by a diverse group of stakeholders (e.g., local resource users, research scientists, community members with traditional knowledge, government representatives, etc.), decision-making is better informed and more options

exist for testing policies. Active adaptive management whereby management actions are designed as experiments encourages learning and novelty, thus increasing resilience in social-ecological systems."

(Source: http://www.answers.com/topic/resilience)

Fire Intensity

The rate of heat release per unit time and per unit of fire travel distance at the fire front. Numerically, it is the product of the quantity of fuel consumed at the fire front, the heat yield per unit of fuel consumed, and the rate of fire spread.

(Source: University of Utah Department of Meteorology)

Fire Severity

The degree to which a site has been altered or disrupted by fire. Severity is dependent primarily on the product of fire intensity and duration.

(Source: University of Utah Department of Meteorology)

Forest Health Problem

Many of the forests in the intermountain West – from the Black Hills of South Dakota to the Cascades and the Sierra Nevadas, and from the Canadian border to Arizona and New Mexico -- are dominated by pines, especially Ponderosa, Western white, and lodgepole pines. The pine ecosystems of the West are considered by many to be in unnatural and unhealthy conditions, with excessive numbers of trees and excessive tree mortality, leading to insect and disease epidemics and to increased risk of catastrophic fire.

(Source: Gorte, Ross W. 1998. Forest Health Overview. Congressional Research Service Report to Congress. 95-548 ENR. Washington, D.C.)

Harvest thinning

Thinning techniques which allow for utilization of material removed, in comparison with other systems, like mastication, which generally leave material on the forest floor.

(Source: Scott Aycock, COIC Program Administrator)

Landscape Assessment

The purpose of a landscape assessment is to quantify existing ecological complexity, understand socioeconomic conditions and trends, and to identify historical conditions across entire landscapes in order to provide a scientifically-based decision making process that can be used in a multi-landowner, collaborative planning environment.

(Source: http://www.frc.state.mn.us/Landscp/info_packet/Process.pdf Minnesota Resource Council Fact Sheet)

Natural Ecosystem Process

Important ecological processes in the Interior West include competition (for nutrients, water, and light), allelopathy (chemical process used by plants to prevent other plants from growing close to it), soil genesis, fire, animal damage, nutrient cycling, carbon accumulation and release, and ecological genetics.

(Source: http://forest.moscowfsl.wsu.edu/gems/genetics.html
Mountain Research Station-Forestry Sciences Laboratory - Moscow, Idaho)

Old Growth
The definition of old growth trees and old-growth forests are specific to tree species and forest types.

Although there are many definitions for old-growth and none are exact, the Oregon Society of American Foresters describe old-growth as forests having: large snags and downed logs; some patchiness (openings, sometimes brushy and caused partly by loss of large, dead and dying trees); one or more canopy layers; and trees of various size and ages, with some relatively large, old trees. Not all forestlands had or will ever achieve this kind of condition. Exact amounts, tree sizes, and ages for development of each of these forest attributes vary depending on forest type, and some are naturally more uniform or younger (e.g., lodgepole pine and aspen forests) due to frequent natural disturbances such as fire and wind. Mature forests, the stage of stand development preceding old-growth forests, contain some attributes of old-growth forests (e.g., some large diameter trees) but lack other key old-growth characteristics. However, not all mature forests will become old-growth because of natural disturbance (e.g., fire).
(Source: http://www.forestry.org/or/position/oldgrowth.php)

Restoration
Holistic, system-wide actions to modify a forest ecosystem to achieve a desired, healthy, and functioning condition. Applied to areas in need of interventions due to undesirable fuel loads, undesirable shifts in structure or species composition, invasion of exotic species, soil productivity loss, riparian degradation, and/or native species loss.
(Source: ICBEMP Draft EIS and COPWRR Steering Committee)

Restoration Thinning
A forest stand thinning activity that is aimed at achieving restoration objectives, as defined above.
(Source: Scott Aycock, OS Staff)

Thinning
The silvicultural practice of removing some of the trees in a stand to improve stand health. Thinning can also achieve other objectives, including hazardous fuel reduction, removal of disease trees, or improving wildlife habitat.
(Source: COPWRR Steering Committee)

Uncharacteristically-Severe Fire
Wildfire where the fire is outside the historic range of variability for a particular forest type.
(Source: Diane Vosick, TNC)

Wildlife

The Harney County Restoration Collaborative considers this term to include all native species of flora and fauna.

Appendix B. Core Team Members

Name	Position	Organization
	CONVENERS	
Jack Southworth	HDP Facilitator	High Desert Partnership
Russel Hoeflich	Oregon Director	The Nature Conservancy
Steve Grasty	Harney County Judge	Harney County Court
	CORE TEAM MEMBERS	
Alden Boetsch	Program Policy Associate	Sustainable Northwest
Asante Riverwind	Regional Representative	The Sierra Club
Bill Renwick	Resident	
Bob Otley	President	Otley Logging and Construction
Chris Zanger	Fire Research Analyst	The Nature Conservancy
Curt Qual	Partnership, Stewardship and Collaboration Coordinator	USFS – Malheur National Forest
Dan Bishop	Timber Manager	Prairie Wood Products
Dan Nichols	Commissioner	Harney County Court
Daniel Gonzalez	District Wildlife Habitat Biologist	Oregon Department of Fish and Wildlife
Dave Hill	Fuels Specialist	USFS – Emigrant Creek Ranger District
Diane Vosick	Forest Restoration Program Coordinator	The Nature Conservancy
Doug Gochnour	Forest Supervisor	USFS - Malheur National Forest
Gary Miller	Field Supervisor	US Fish and Wildlife Service
Jeff Fields		The Nature Conservancy
Jerome Hensley	Emigrant Creek District Ranger	USFS – Emigrant Creek Ranger District
Jessica Hamilton	Natural Resource Policy Advisor	Governor Kulongoski
Jim Bishop	CEO	Harney County District Hospital
Jon Reponen	Biomass Coordinator	Burns BLM
Julie Weikel	Board Member	Oregon Natural Desert Association
Karen Coulter	Director	Blue Mountain Biodiversity Project
Len Vohs	Mayor	City of Burns
Lori Bailey	NEPA Coordinator	USFS – Emigrant Creek Ranger District
Mike Billman	Forester	Malheur Lumber
Rick Brown	Senior Resource Specialist	Defenders of Wildlife
Roy Schwenke	Forest Service Silviculturist	USFS – Emigrant Creek Ranger District
Roy Sutcliff	Wildlife Biologist	USFS – Emigrant Creek Ranger District
Russ Lane	Unit Forester	ODF
Ruth Schultz	Mayor	City of Hines
Scott Fairley	Eastern Region Coordinator	Governor's Economic Revitalization Team
Teresa Raaf	Deputy Forest Supervisor	USFS – Malheur National Forest
Tim Lillebo	Advocacy Director	OR Wild
	PROJECT STAFF	
Bryce Mertz	GIS Technician	Harney County
Debra Flynt-Garrett	Coordinator	High Desert Partnership
Jim Walls	Executive Director	Lake County Resource Initiative
Pete Dalke	Progam Coordinator	Oregon Solutions
Scott Aycock	Project Manager/Facilitator	Oregon Solutions (COIC)

Appendix C: Jane Project DRAFT Purpose and Need

PURPOSE OF AND NEED FOR ACTION

The Emigrant Creek Ranger District, Malheur National Forest, has developed proposals for the Jane project, to support the purposes of this project and meet Forest Plan goals and objectives. The project proposal incorporates by reference the Lower Malheur Watershed Assessment, dated December 1996, and the Jane Roads Analysis (DATE 2009), incorporating many of the recommendations made in these documents. The project proposal also incorporates by reference the Harney County Restoration Collaborative, Working Draft (March 5, 2009). The Common Ground Principles (PAGE) were incorporated in the development of the Purpose and Need, Proposed Action and Desired Future Conditions for the Jane project. The purposes of this project are to:

- Reduce the fire hazard (including surface fuels, ladder fuels, and crown fuels) within the Calamity subwatershed and create fuel breaks utilizing existing roads, natural topography and vegetative treatments. Forest Plan pg. x, Lower Malheur WA, Step X, pg. X, Harney County Restoration Collaborative, Working Draft pg. X.

- Improve or maintain watershed conditions by reducing road related-impacts to soil, water quality, fish, wildlife, and their associated habitats. Forest Plan pg. x, Lower Malheur WA, Step 6, pg. 74, Harney County Restoration Collaborative, Working Draft pg. X.

- Move riparian vegetation towards historic composition and structure by treatments that provide for riparian vegetation that is diverse in age, species, and density; that exhibits appropriate species composition and structure for the ecosystem. Forest Plan pg. x, Lower Malheur WA, Step X, pg. X, Harney County Restoration Collaborative, Working Draft pg. X.

- Move forested vegetation towards historic composition and structure by treatments that improve the health, vigor, and resiliency of vegetation to insects, disease, wildfire, other disturbances, to promote long-term forest sustainability and wildlife species diversity. Forest Plan pg. x, Lower Malheur WA, Step X, pg. X, Harney County Restoration Collaborative, Working Draft pg. X.

- Adjust dedicated old growth (DOG) areas and identify replacement old growth as appropriate to meet habitat needs for old-growth dependent species. Improve or maintain the health, vigor, and resiliency of vegetation in old growth stands and move old growth stands towards the historic range of variability (HRV). Forest Plan pg. x, Lower Malheur WA, Step X, pg. X, Harney County Restoration Collaborative, Working Draft pg. X.

- Capture the economic value of those trees that are surplus to other resource needs on lands identified in the Forest Plan as suitable for timber harvest. Forest Plan III-1, IV-2, Lower Malheur WA, Step X, pg. X, Harney County Restoration Collaborative, Working Draft pg. X.

The need for action is based on the current conditions of resources within the project area. A summary of the need for action is provided here. Chapter 3 presents the baseline environment and a more detailed description of relevant resource components of the existing environment.

Fire Hazard Reduction Need

Brief discussion on existing Fire Regime and Condition Classes and the need to move towards condition class 1. Condition class is, by definition, a determination of the amount of departure from natural conditions based on "comparison of a composite measure of fire regime attributes (vegetation characteristics; fuel composition; fire frequency, severity and pattern) to the central tendency of the natural historical fire regime" (Hann, et al. 2003). Condition class is quantified by the actual amount of departure from the natural historical fire regime.

Fuel Break Need

Brief discussion on the need for a fuel break.

Access and Travel Management Need

There are stream systems that have been negatively impacted by road location, construction, and maintenance. Many native surface roads are less than 300 feet from tributaries and springs. Some of these roads directly influence channel morphology, reduce sinuosity, limit woody debris recruitment, reducing pool frequency, increase width/depth ratios, and contribute sediment to the stream channel. There are approximately xxx total miles of existing open roads and xx miles of closed road within Calamity Creek subwatershed. Calamity Creek does not meet the Forest Plan road density standards in summer range. Forest Plan road density standard in summer range is 3.20 miles per square mile by 1999, with an objective to strive for 1.5 miles per square mile.

Approximately XX percent of all open roads are located within riparian habitat conservation areas. Closing or decommissioning roads within RHCAs would reduce road related impacts, specifically negative impacts to water quality, fish habitat, and wildlife habitat. There is a need meet Forest Plan standards to minimize road-related sediment delivery to water sources by storm-proofing (closing, decommissioning or improving) specified segments identified in the road condition inventory as having improperly functioning drainage features.

The Forest Plan states there is a need to minimize the density of open roads in RHCAs by decommissioning, revegetating, or closing unnecessary roads or any roads causing significant resource damage (Standard #40). INFISH standards further emphasize this need saying that roads not needed for future management activities should be closed or decommissioned (INFISH Standard RF-3c).

Riparian and Upland Vegetation Restoration Need

Brief discussion on riparian and upland vegetation conditions and the need to restore to historic conditions.

Old Growth Vegetation Need

The old growth network on the Malheur National Forest was first established in the early 1980's. Since then, various levels of field validation and modification of those DOG areas has occurred because associated activities and new studies have made better information about pileated woodpecker habitat available. There are xx DOG areas within the subwatershed. In order to meet Forest Plan requirements, there is a need to adjust.

Economic Value Need

Timber harvesting plays an important role in the economic stability of the local area. There is a need to make wood products available for local, regional, and national needs to provide jobs in the most cost-effective manner, while being sensitive to resource conditions. The Malheur Forest Plan directs us to provide public economic return and maximize outputs (Forest Plan goal 25 and 26, IV-2). Harney County Restoration Collaborative, Working Draft pg. X.

Proposed Action

The Proposed Action was developed to meet the purpose and need for the project and responds to ecosystem health, watershed improvement, economic objectives and the collaborative process. This section provides a summary of activities proposed under this alternative. A detailed description of the Proposed Action is presented in Chapter 2. Activities already under permit or contract, or authorized under other NEPA based decisions, would continue.

To accomplish the purpose and need for management activity the USDA Forest Service is proposing to move approximately xx,xxx acres of forested stands in the project area toward historic ecosystem conditions with the use of commercial, non-commercial and precommercial activities. Moving stand compositions and densities toward more resilient, historic levels would improve tree vigor and reduce the risk of insect and disease. Miles of open road in the subwatershed would be reduced to xx% of current levels in order to reduce sediment in the area streams, reduce harassment of wildlife species, reduce maintenance costs, and meet Forest Plan road density standards while meeting other management objectives. Closing and decommissioning roads would reduce the current level of motorized access but not eliminate it. Proposed access changes would allow for resource management, fire suppression, recreation and other uses.

- Thin forested vegetation with product removal (both small and/or U21 biomass reduction) while meeting Forest Plan standards for cover
- Reintroduce fire on a landscape scale
- Reduce road densities towards Forest Plan standards

- Restore riparian hardwoods with product removal (both small and/or U21 biomass reduction)
- Add large woody debris to selected streams
- Thin old growth replacement stands with product removal (both small and/or U21 biomass reduction)

DESIRED FUTURE CONDITIONS

The desired conditions for the Jane Project area are described in the Forest Plan (USDA Forest Service 1990), as amended, and the Harney County Restoration Collaborative, Working Draft pg. X.. The Forest Plan provides the parameters for identifying and defining project-specific desired conditions. The purpose and need for an action is driven by the difference between the existing and desired condition. The proposed action was developed with the purpose of beginning movement or to continue moving resources towards desired conditions.

Using the Forest Plan, as amended, and the Harney County Restoration Collaborative, Working Draft, the following site specific desired conditions were developed to address the areas of concern where vegetation and other resource conditions are not always consistent with the Malheur Forest Plan as amended. General desired conditions described in the Forest Plan as amended still apply but are not listed below.

Forested Vegetation

- A resilient forest that is diverse in age, species, and density; that exhibits appropriate species composition and structure for the ecosystem; and that enables:
  - normal or acceptable levels of fire, insect, and disease outbreaks
  - resumption of natural fire and disturbance cycles
  - good air quality
  - good water quality
- Where historically present, stands that have a patchy, mosaic, clumpy appearance

Riparian Vegetation

- Aspen stands in X creek, X creek and X creek drainages will be more abundant, diverse, naturally regenerating, and in uninterrupted or released architecture.
- Diverse age structure for woody species is present where such species are a part of the natural system.
- Plants exhibit high vigor.

Old Growth

- Resilient old-growth stands
- An extent of old-growth stands that achieves historic distribution over time
- An extent of replacement old-growth stands that achieves historic distribution over time.

Access and Travel Management

- Decreased road densities and improved road locations that will result in improvement to aquatic habitat and species, soil and habitat that are within management capabilities

- No net increases in system roads - any new system road would be a substitute for existing roads with the purpose of restoring ecological values
- Minimized temporary roads
- A road system that minimizes adverse effects on wildlife

Watershed and Fisheries

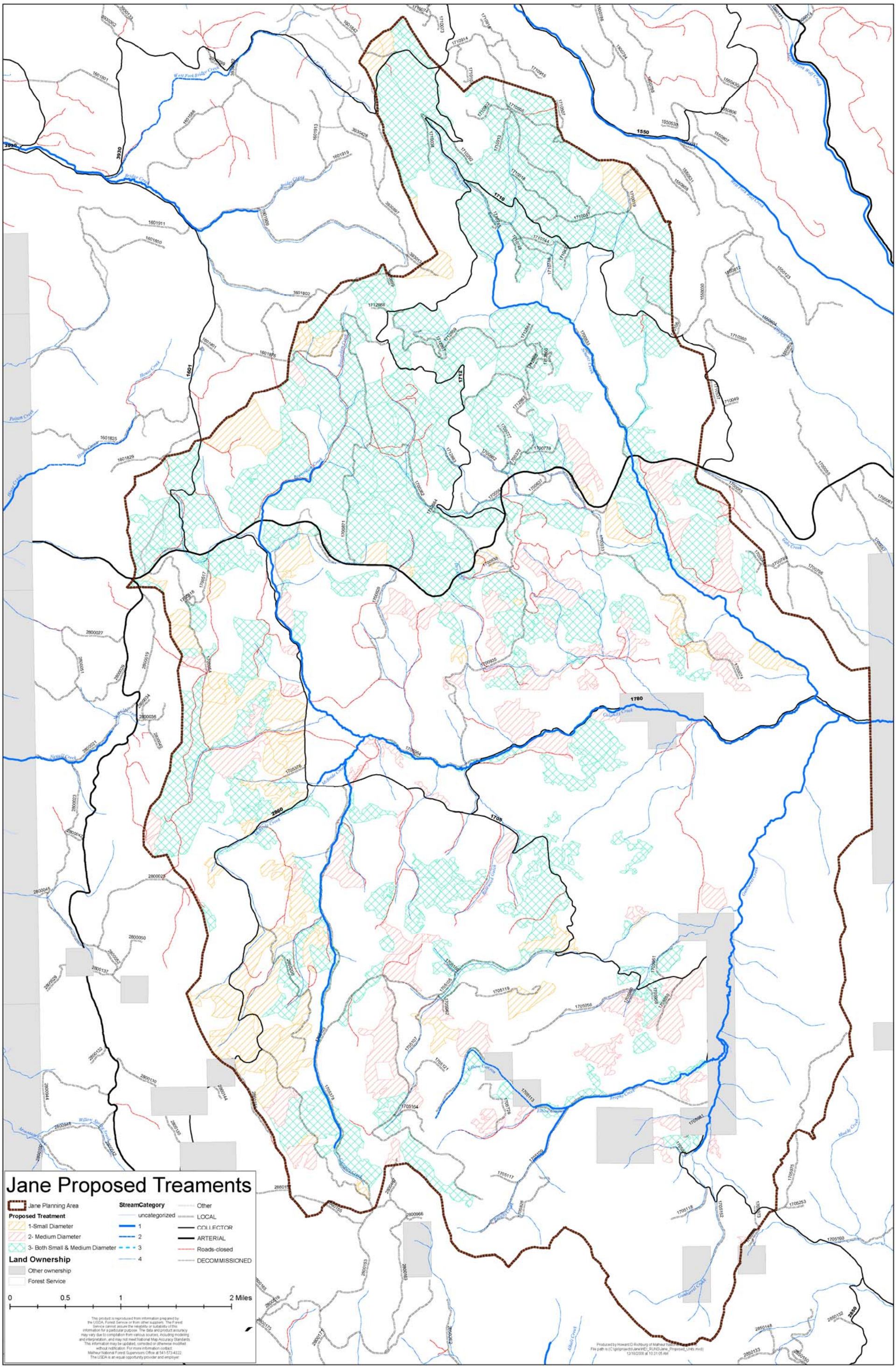
Fire Hazard

Fuel Breaks

DEFINITIONS

Small Biomass Reduction: 90% of the trees that would be cut would be less than 10" DBH. Up to 10% of the trees that would be cut could be between the diameter of 10" and 21". The cut trees may either be burnt on site or removed.

U21 Biomass Reduction: 90% of the trees that would be cut would be greater than 10" DBH but less than 21" DBH. Up to 10% of the trees that could be cut might be less than 10" DBH. Most of the biomass would be removed from the site.


Jane Proposed Treaments
Jane Planning Area
Proposed Treatment
1-Small Diameter
2- Medium Diameter
3- Both Small & Medium Diameter
Land Ownership
Other ownership
Forest Service
StreamCategory
uncategorized
1
2
3
4
Other
LOCAL
COLLECTOR
ARTERIAL
Roads-closed
DECOMMISSIONED
0
0.5
1
2 Miles
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Appendix D. Complete Common Ground Table - DRAFT

At the conclusion of the Oregon Solutions Phase of this project (January, 2009), the group had not achieved full consensus on the following common ground table, particularly the Observed Conditions column. The full table is included here as a starting point for further discussions, and provides notation regarding wording that has not achieved full consensus.

Topic	Observed Conditions *We agree that:*	Desired Conditions *Our goal is:*	Tools and Strategies To Achieve Desired Conditions *We agree that the following tools and strategies can be appropriate to use, given site-specific conditions and goals*

Fire, Insects/Disease, Forest Health	• many Harney County forested areas are vulnerable to *uncharacteristically-severe* wildfire, insect, and disease outbreaks (of an extent and severity that do not fall within historic conditions for the underlying forest type) due to an unnatural density of woody material, including trees and other vegetation. Impacts from past logging practices, fire suppression, and impacts of livestock grazing are recognized by forest science as causes of these conditions.
	• **this threat is severe and the situation is urgent.**
	• many forest stands have unnatural densities of trees and other vegetative material
	• the impacts of ***climate change*** are difficult to predict, requiring the ****development of**** a range of strategies to develop resilient forest ecosystems.
	
	Comments:
	
	*"It's not clear to me that insect and disease outbreaks are more severe or extensive than under historic conditions. Wildfire and deviance from historic conditions depends on forest type, PAGS, elevation, slope aspect, etc. (Karen Coulter)
	
	**This statement can be taken to imply the necessity of logging the backwoods (which will not always be a point of agreement) and must be further elaborated. Wildfire risk adjacent to local communities, and job loss maybe urgent concerns, but forest processes operate on larger time scales and we should not deal with them in an emergency crisis mode. (Karen Coulter).
	
	*** Climate change also suggests the need for more mature forest protection and retention, not just manipulation (Karen Coulter).
	**** or "allowance for natural development of" (Karen Coulter)
		• a resilient forest that is diverse in age, species, and density; that exhibits appropriate species composition and structure for the ecosystem; and that enables:
		  o normal or acceptable levels of fire, insect, and disease outbreaks
		  o resumption of natural fire and disturbance cycles
		• good air quality
		• good water quality
		• where historically present, stands that have a patchy, mosaic, clumpy appearance
			• reduce un-natural densities and restore natural stand composition and structure
			  o this will generally be accomplished by thinning from below,
			  o where historically present, thinning should maintain or enhance a patchy, mosaic, clumpy appearance.
			• using thinning with naturally-occurring non-forested areas to create strategic fuel breaks
			• (related to the above) use Strategic Placement of Treatments (SPOTS) at the watershed scale
			• use of a variety of tools based on site conditions, including:
			  o prescribed fire
			  o thinning and other mechanical treatments (either as a precursor to or instead of prescribed fire)
			  o natural fire
			• targeting management towards condition class 3 and 2 sites as priorities over condition class 1 sites (though prescribed burning to maintain condition class 1 sites may be important).
			  o establish common agreement on condition class mapping
			• increase treatment acreages gradually, based on common ground and adaptive management outcomes.

Topic	Observed Conditions *We agree that:*	Desired Conditions *Our goal is:*	Tools and Strategies To Achieve Desired Conditions *We agree that the following tools and strategies can be appropriate to use, given site-specific conditions and goals*
Riparian Areas and Aspen	• some riparian areas and aspen are *threatened by uncharacteristically-severe disturbances* and unnatural stand densities and composition • some stands of *Populus* (aspen, cottonwood, and related species) are unhealthy, fragmented, and lack age-class diversity. • *Populus* is under-represented on the landscape • many riparian areas exhibit poor or very marginal functionality and a lack of hardwood component. Comment: * This is not really true of aspen – rather, they are lacking natural disturbance such as fire and beaver. (Karen Coulter)	• riparian areas that o have appropriate vegetation and wildlife for the site o produce high water quality that meets or exceeds standards o achieve full biological potential o meet optimal "properly functioning conditions" • aspen stands that are: o healthy, o reproducing, and o have trees of multiple ages • an extent of aspen stands that achieves historic distribution over time.	• thin out competing conifers • ungulate management/fencing practices • road management practices • enhance beaver habitat and reintroduce beaver • prescribed fires
Old-growth	• old-growth is under-represented on the landscape, compared to historical conditions • old-growth stands are threatened by uncharacteristically-severe disturbances and unnatural stand densities and composition • old-growth stands are a priority for protection. • Old growth stands are threatened by over-extraction of mature, next generation old-growth trees, and by removal of larger snags, large downwood, and adequate canopy closure of live trees 21" dbh and over. "This bullet is needed to accurately represent the old growth situation and balance over-emphasis on manipulation. (Karen Coulter)."	• resilient old-growth stands • an extent of old-growth stands that achieves historic distribution over time • an extent of replacement old-growth stands that achieves historic distribution over time.	• landscape-scale treatments (e.g. SPOTs) that reduce risks to old-growth from uncharacteristically-severe disturbances • thin/remove ladder fuels from below to protect old-growth within stands, leaving replacement old-growth • thin/remove encroaching species to reduce competition in old-growth • retain all old growth trees, regardless of size and species • use prescribed fire alone where feasible to treat old growth stands as a first option before thinning.
WildLife Habitat (inclusive of all life forms)	• certain species are under stress or threatened, due to habitat degradation and loss, • certain species' habitat is under-represented on the landscape compared to historical conditions • some habitat areas are threatened by uncharacteristically-severe disturbances and unnatural stand densities and composition, and by unsustainable logging, livestock grazing, development, and road-building.	• vegetative species consistent with target wildlife species habitat • habitat conditions that support viability and biodiversity of native wildlife species • appropriate physical aquatic habitat and native aquatic and riparian-associated species' access to that habitat.	• thin to optimize habitat-specific native vegetation • maintain habitat vegetation and conditions for target species • set aside some areas from active management.

Topic	Observed Conditions *We agree that:*	Desired Conditions *Our goal is:*	Tools and Strategies To Achieve Desired Conditions *We agree that the following tools and strategies can be appropriate to use, given site-specific conditions and goals*
Vegetative Invasive Species	• forests are threatened by encroachment of some native species and invasion of non-native species	• containment and eradication of non-native invasive species.	• grubbing, digging up roots, mowing, grazing, safe biocontrols.
Grazing	• there is a history of over-grazing on some of the landscape • *current grazing practices have a role on the landscape* Comment: "for social and economic values (not ecological) (Karen Coulter)"	• grazing does not threaten other social, ecological and economic values	• pasture rotation, cancellation of unused, degraded allotments; • For the time being, use recently-approved EAs to amend operating instructions.
Roads and Access	• High road densities in many areas make it difficult to manage and maintain roads with current funding levels sometimes resulting in ecological degradation of aquatic systems, soils and habitat. • illegal off-road access can result in environmental degradation • roads provide important access for firefighting, recreation, and economic purposes, and they can be used as strategic fuel breaks	• decreased road densities and improved road locations that will result in improvement to aquatic habitat and species, soil and habitat that are within management capabilities • no net increases in system roads - any new system road would be a substitute for existing roads with the purpose of restoring ecological values • minimized temporary roads • a road system that minimizes adverse effects on wildlife • a designated ATV/snowmobile system that takes the pressure off of other areas	• Travel and Access Management Plans o strategic identification of roads to be temporarily closed, decommissioned, maintained o balancing wildlife, economic, fire-fighting, recreation/access values • Project-specific road closures and decommissioning are not static conditions – may change – adaptation needed. • More enforcement • Public education
Community Health *continued on next page*	• local communities are threatened by ecological health conditions defined above • local communities depend on local natural resources, and that community health and ecosystem health are interdependent • Local communities have experienced a loss of historical wood products infrastructure and contractor capacity resulting in a ripple effect to their economies, schools and social health; • local communities are stressed, economically and socially, by a lack of family-wage jobs	• healthy forests that provide the opportunity for healthy local communities, and healthy communities that provide opportunities to maintain healthy forests. • the presence of infrastructure capable of utilizing wood products from restoration activities, increasing contractor capacity and restoring local communities and social health.	• Identify predictable sustainable fiber supply volumes and create plans and commitments to produce such • Require a 10-year minimum time horizon for supply predictability • Quantify employment impact of other forest goods and services (e.g. recreation/tourism, service contracts, open space, grazing, etc.) and create plans and commitments to take advantage of such. • business investment

Topic	Observed Conditions *We agree that:*	Desired Conditions *Our goal is:*	Tools and Strategies To Achieve Desired Conditions *We agree that the following tools and strategies can be appropriate to use, given site-specific conditions and goals*
Community Health *(cont.)*	• existing treatment acreages and long-term supply forecasts are insufficient to: o stimulate private investment in infrastructure and technology, o retain contract logging operations • There is not full accounting of or advantage taken of non-timber economic benefits of public lands and open space.	• local economies benefit from a diversity of year-round jobs related to restoration, forest management generally, and other ecosystem goods and services • industries that are appropriately scaled to local, sustainable supply, as determined through collaborative efforts • sustainable fiber supply is: o recognized as an important community value associated with forest management o "levelized" (steady from year to year) and meeting the minimum needs of sustainable community infrastructure. • citizens with pride in the forest they are stewarding; citizens recognized by those outside the area as good stewards of public lands	
Economics of Forest Restoration	• given market conditions in 2008, there is very little commercial viability in thinning from below in many forested areas • given current levels of appropriation, public land managers have insufficient funds to pay for all desired restoration activities • current local infrastructure and investment is insufficient for processing forest restoration by-products, or providing a market value to such	• restoration projects include sufficient marketable material to help offset costs, when possible, compatible with ecological values. • restoration projects are funded by a wide diversity of revenue sources –such as fiber revenues, ecosystem service payments, and service contract appropriations • forest sector infrastructure is in place to create a value for restoration by-products on a sustainable basis.	• stewardship contracting • use of marketable material to help pay for the cost of restoration • take advantages of economies of scale by doing larger restoration projects • Use TSI (timber stand improvement) and other appropriated dollars to help pay for restoration activities and make investments in future forest health. • Use the Landscape Assessment tool to determine the appropriate scale of industry given forest restoration needs and ecological capacity. Put another way, use the Landscape Assessment tool to determine the "interest" on the "natural capital."

Topic	Observed Conditions *We agree that:*	Desired Conditions *Our goal is:*	Tools and Strategies To Achieve Desired Conditions *We agree that the following tools and strategies can be appropriate to use, given site-specific conditions and goals*
Collaboration	• local collaborative groups require good information to make consensus decisions • local collaborative efforts need to be broadly representative and inclusive • multi-stakeholder groups are often able to agree in the field, but may have a harder time agreeing on written prescriptions • different problems and issues exist at different scales in time and space. Therefore, analysis, planning, management, and collaborative efforts should be designed to dovetail at each scale, from small areas such as stands and individual riparian areas, to sub-watersheds, to watersheds, to collections of watersheds (i.e. "landscapes").	• a collaborative group that is broadly representative and inclusive o and that better involves youth • a collaborative group that has the data needed to make decisions • a collaborative group that benefits from constant, iterative information exchange • multiple scales of analysis, management and collaboration linking stands, watersheds, and broader landscapes • HPD has the funding, capacity and political backing to continue this collaborative process • the Forest Service looks to the collaborative as a first step in developing plans and priorities for public land	• the Harney County Restoration Collaborative remains open/inclusive, evolves to incorporate new voices. • establishment of a Technical Committee • the collaborative and technical committee operate at multiple scales • written prescriptions are developed collaboratively
Monitoring and Adaptive Management	• environmental monitoring programs are currently inadequate to engage in adaptive management.	• monitoring is an integral, fully-funded component of projects • social, ecological, and economic monitoring are performed • monitoring begins before treatments • third party and collaborative-directed monitoring • monitoring results are communicated and incorporated into practice	• Harney County Restoration Collaborative Monitoring Plan, including o inventory of existing monitoring, o clear identification of monitoring goals and standards o action plan to create program • Commitment to Monitoring and Adaptive Management on the part of all partners • Fundraising for monitoring efforts