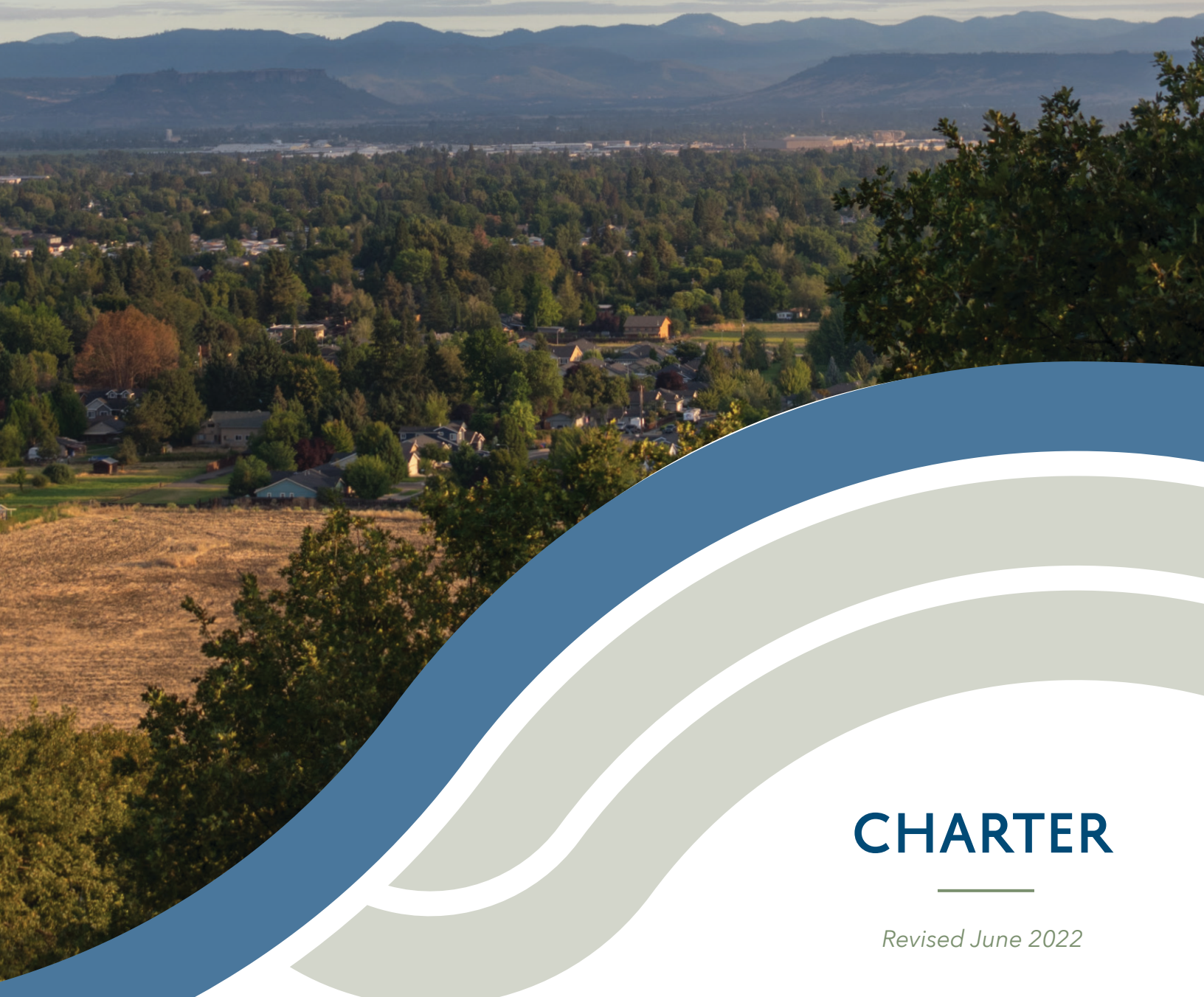




# ROGUE FOREST **PARTNERS**

Working **together** for forests and communities



**CHARTER**

---

*Revised June 2022*

# TABLE OF CONTENTS

---

- Introduction ..... 1**
- Background & Purpose ..... 2**
  - Mission ..... 2
  - Vision ..... 2
- The Partnership and Definition of “Partner” ..... 3**
- Operating Structure ..... 4**
  - Organization ..... 4
  - Partner Roles & Responsibilities ..... 5
  - Specific Partner Roles ..... 6
- Collaborative Processes ..... 7**
  - Decisions ..... 7
  - Meetings ..... 8
  - Communication ..... 8
- Strategic Action Plan ..... 9**
- Implementation Strategy ..... 9**
- Appendices ..... 10**
  - Appendix 1: Collaborative Best Practices ..... 10
  - Appendix 2: Agreements among Rogue Forest Partners ..... 12
  - Appendix 3: Selected References ..... 12
  - Appendix 4: Steering Committee ..... 13



# INTRODUCTION

The Rogue Forest Partners (RFP) productively advance project- and landscape-scale restoration through collaborative relationships among signatory organizations to this Charter, supporters, affiliates, and other cooperating partners. A shared mission, vision, and strategic orientation combined with open and honest dialogue drive the successful development of project/initiative frameworks and processes to meet the collective needs of the RFP.

This Charter describes the commitments among the parties to the RFP, the organizational structure, and the collaborative process used to implement the Rogue Basin Cohesive Forest Restoration Strategy (Rogue Basin Strategy or RBS) ([Metlen et al., 2017](#) and the peer reviewed version with updates [Metlen et al., 2021](#)).

A former version of the Charter, OWEB Partnership Learning Project, various other Oregon collaborative charters, and Lomakatsi's Collaborative Process were [valuable references used](#) to develop this document.



## CHARTER REFERENCES

<https://tnc.box.com/s/br8nwszmzcrfe9i11n65gol8p4xnmobsa>



# BACKGROUND AND PURPOSE

In 2018 the Rogue Forest Restoration Partnership, now Rogue Forest Partners (The Partners or RFP), brought together a network of cooperating organizations and agencies committed to restoring resilience to dry, fire-prone forests in the Rogue Basin, initiated and organized under the Oregon Watershed Enhancement Board (OWEB) and Rogue Forest Restoration Initiative (RFRI).

**Rogue Forest Partners Mission:** RFP is restoring forests in collaboration with diverse communities to reduce wildfire risks, enhance wildlife habitat, and create equitable, sustainable jobs.

**Rogue Forest Partners Vision:** Diverse partners equitably working together in southern Oregon to sustain healthy, adaptive fire-resilient forests and communities with scientifically sound and culturally wise investments in forestry, skilled forest workers, and safe, effective fire management.

The partnership was originally proposed and organized around implementing six collaborative, science-based, and culturally relevant forest restoration projects distributed across key geographies. Each of these are, and future initiatives will be, developed in a manner guided by the Rogue Basin Strategy. The Partners have defined a clarity of purpose, roles, and responsibilities, with a breadth of organizational reach and capacity to take on additional large-scale projects or initiatives within a process described in this Charter.

## Collaborative Approach

Working together through meaningful community engagement and participation has proven essential to building understanding, shared views, increased transparency, trust, buy-in, and reason to hope for a better future. The Ashland Forest All-Lands Restoration Initiative and other Partner projects have successfully demonstrated this collaborative approach locally. Drawing from the Rogue Basin Strategy, the approach will be used to seed additional initiatives across the Rogue Basin.

## Statement on Inclusivity

The mission of the RFP is best accomplished with robust input from the wide range of institutions and individuals working in fire, forestry, conservation, and federal, tribal, state, and local governments, and others representing diverse views and communities from across the Rogue Basin. The RFP are inclusive, and support collaborative efforts involved in forest management by encouraging broad participation and representation of those who cannot always directly participate.

## Existing Collaborative Agreements

The RFP both respects and draws on earlier and related agreements among RFP parties and leadership roles of RFP parties in other organizations. The RFP also acknowledges that the parties may enter into future agreements and perform leadership roles in other organizations. Existing agreements, which include two Memoranda of Understanding and two stewardship agreements, provide additional context for the RFP, its geography and purpose, and additional perspective on roles. See Appendix 2 for the list of MOUs and Agreements.

*This Governance Charter defines the organizational structure, roles, responsibilities, operating rules, administration, and decision-making process of the RFP. The Charter will be reviewed annually and revised as needed.*

# THE PARTNERSHIP AND DEFINITION OF “PARTNER”

---

The RFP is made up of parties (hereafter described as “Partners”) with a demonstrated interest in the long-term health of the forests of southwest Oregon and a shared commitment to the partnership’s purpose, mission, vision, and collaborative approach to implementation of the Rogue Basin Strategy ([Metlen et al., 2017](#) and [Metlen et al., 2021](#)).

Partners may include individuals, private landowners, conservation organizations, nonprofit organizations, Tribes, local state and federal governments, agencies, and other bodies and organizations. Partners contribute time, expertise, funding, and other resources in support of the partnership’s efforts. Partners may be described as supporters, friends, allies, affiliates, or participants, depending on the situation and context.

Partners may lead projects considered and listed as projects of the RFP if the RFP and the partner have signed a Memorandum of Agreement formalizing the relationships, roles, responsibilities, and engagement coordination about the project. Section VII describes the nature of the relationships between the RFP and Partner-led projects. Appendix 1 provides collaborative best practices for project agreements.



# OPERATING STRUCTURE

---

The Rogue Forest Partners organizational structure and formal operating procedures are limited to those necessary for the effective function of the partnership. The structure includes a Steering Committee, other committees, teams, and working groups as established or approved by the Steering Committee to further advance the strategy and actions of the RFP.

## ORGANIZATION

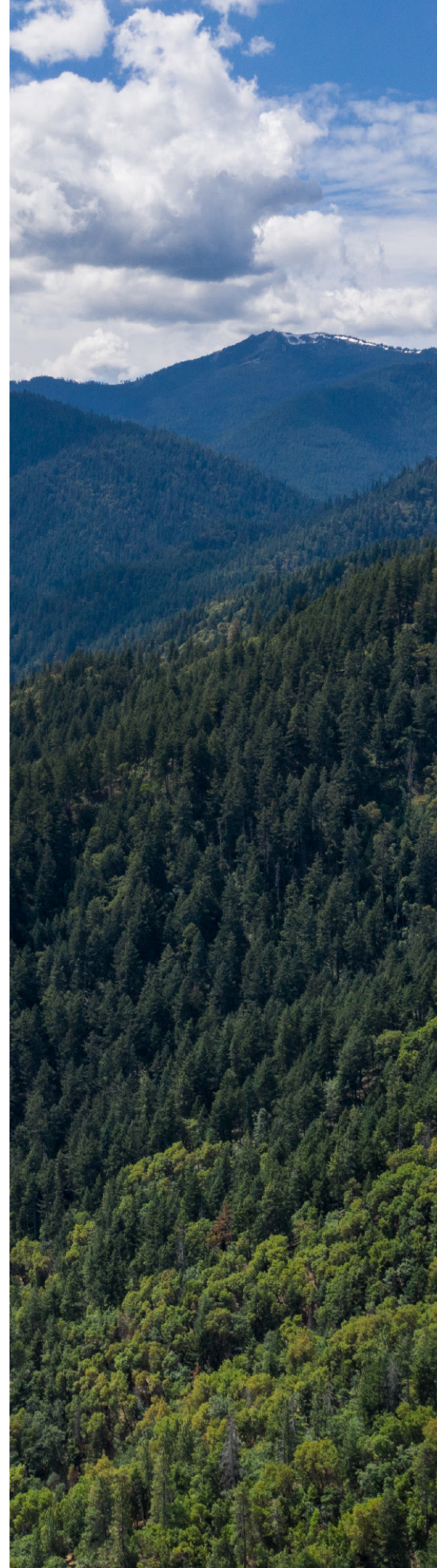
### Steering Committee

The Steering Committee is made up of parties formally committed to supporting the Rogue Forest Partners by signing this Charter. Steering Committee members are particularly adept and multi-dimensional in their history of implementation, planning, coordination, and cooperation on project and landscape initiatives.

The Steering Committee holds the authority to make formal decisions on behalf of the Partners. The Steering Committee members have roles and responsibilities described below. New members of the Steering Committee will be considered on a case-by-case basis upon recommendation by and approval of the current Steering Committee. A Steering Committee member may be removed only by a supermajority (2/3rds) vote of the Steering Committee.

### Roles and Responsibilities of each Steering Committee member

1. Each Steering Committee organization will have one vote.
2. Members will keep the RFP informed about their organization activities and agreements as they relate to restoration implementation that supports the RFP or the RBS.
3. Attend monthly Steering Committee meetings and remain informed of actions taken at meetings they are not able to attend.
4. Welcome and actively reach out to new partners by helping new participants to understand the RFP mission, values, and protocols and encourage active participation.
5. Honor the work completed by committees, teams, and working groups.
6. May participate in any committee, team, or working group.
7. Support the efforts of the RFP among colleagues and the public.
8. Work to ensure that any agreement developed by the RFP is acceptable to their constituents or organization.



## Committees, Teams, and Working Groups

The Steering Committee may establish additional committees, teams, and working groups as needed. Membership and participation in committees, teams, and working groups is open to any Steering Committee member. The Steering Committee may recruit other partners to assist on teams and working groups. Decisions and recommendations made by committees and working groups will be formally presented to the Steering Committee to be reviewed and potentially approved. The Steering Committee may choose a chairperson or delegate the responsibilities of the chair to a convening partner.

### RFP Convening Partner

The RFP has agreed that SOFRC will serve, to the extent of available funding, as convener for the RFP. SOFRC is a community-based nonprofit organization that seeks to increase the restoration of federal and private forests in the Rogue River Basin of southwest Oregon and provides capacity support for its collective work. The Steering Committee may choose another convening partner and/or alternatively other facilitation.

## PARTNER ROLES & RESPONSIBILITIES

Partners, as described above, contribute to the success of the RFP in a variety of ways and play critical roles in RFP activities (Table 1). Each partner is relied on to bring their expertise, authority, and capacity to RFP initiatives and contribute based on their organization’s mission, strengths, ability, and resources. It is also recognized that projects brought to the RFP by partners will vary in commitment for involvement from the RFP.

### All Rogue Forest Partners

- Support the mission, vision, and process of the Rogue Forest Partners.
- Acknowledge and agree to the terms of this Charter.
- Participate in committees, teams, and working groups to provide support to the RFP.
- Recognize the Rogue Basin Strategy as a core guide to planning and implementation.

TABLE 1. COLLABORATIVE ROLES

Administration/ Coordination	Planning	Technical Assistance & Implementation	Outreach, Education & Workforce Development	Monitoring
<ul style="list-style-type: none"> <li>• Partnership facilitation</li> <li>• Record keeping and file management</li> <li>• Metric tracking</li> <li>• Networking</li> <li>• Government relations</li> <li>• Agreements (MOU, MSA, GNA)</li> <li>• Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Collaborative landscape assessment</li> <li>• Project planning</li> <li>• Proposal development</li> <li>• Geospatial coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Technical support and assistance</li> <li>• Prescription development</li> <li>• Layout and design</li> <li>• Project implementation</li> <li>• Landowner technical assistance</li> <li>• Administer timber sale and service contracts</li> <li>• Landowner financial incentive</li> </ul>	<ul style="list-style-type: none"> <li>• Community outreach</li> <li>• Workforce training and development</li> <li>• Science support</li> <li>• Landowner engagement and recruitment</li> <li>• Tribal engagement</li> <li>• Education</li> <li>• Tracking of public opinion and comprehension</li> </ul>	<ul style="list-style-type: none"> <li>• Multiparty monitoring</li> <li>• Landscape assessment and evaluation</li> <li>• Effectiveness monitoring</li> <li>• Research and science delivery</li> </ul>

## Specific Partner Roles

- **Southern Oregon Forest Restoration Collaborative (SOFRC)**
  - Plan, schedule, coordinate, and facilitate RFRI and RFP activities, and assist with engagement activities.
- **Lomakatsi Restoration Project (LRP)**
  - Assist with all aspects of planning, monitoring, prescription development, layout, design, implementation, coordination, community outreach, workforce, and engagement.
- **The Nature Conservancy (TNC)**
  - Collaborate on community outreach and engagement, science delivery, prescription development, and multiparty monitoring.
- **Klamath Bird Observatory**
  - Assist with effectiveness monitoring, engagement, and science delivery, perform review of design and prescriptions.
- **USDA Rogue River – Siskiyou National Forest (RRSNF)**
  - Support NEPA and implementation planning, prescription development, review and approval, and assist with coordination of restoration activities and public participation on RRSNF-managed lands and implementation effectiveness monitoring.
- **USDI Bureau of Land Management Medford District (BLM)**
  - Support NEPA and implementation planning, prescription development, review and approval, and assist with coordination of restoration activities and public participation on BLM-managed lands and implementation effectiveness monitoring.
- **Oregon Department of Forestry (ODF)**
  - Assist with community outreach, coordinate projects on private lands with NRCS and on federal lands with Good Neighbor Authority, help plan and design implementation and effectiveness monitoring, review prescriptions, and share GIS data.
- **Southern Oregon Research and Extension Center (SOREC)**
  - Coordinate on private land engagement, including implementation of the MSOW program, education, and sharing information with rural landowners.
- **USDI Fish and Wildlife Service Partners Program (USFWS)**
  - Provide resources and technical expertise to complete the Section 7 review and compliance for private land projects.
- **USDA Natural Resources Conservation Service (NRCS)**
  - Coordinate private land treatments in project areas by jointly engaging landowners and providing landscape level coordination.





# COLLABORATIVE PROCESSES

---

## DECISIONS

The decision-making process described in this document will be utilized on new RFP projects and project activities. Decisions will be made by consensus when possible. If consensus is not possible a 2/3rds supermajority will suffice.

### Notification and Documentation

A minimum of five days before a Steering Committee meeting, the convening partner will provide written documentation describing any major decision to be made by the RFP. Documentation will include background information and other pertinent facts related to the decision.

Major decisions include but are not limited to project goals, objectives, commitments, selection of new members, the formation of committees, determination of partner roles, funding recommendations, and major grant, subaward, or contract decisions. The governance committee may guide and help the convening partner prepare the preparatory material.

### Decision Process

The Steering Committee members shall diligently and conscientiously attempt to reach consensus and shall employ all standard consensus practices and techniques including the expression and careful consideration of minority views.

Consensus on a decision about a project, recommendation, or significant action is achieved when all Steering Committee organizational representatives can make one of the following statements about a decision:

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

Such statements may be made in meetings or delivered otherwise in agreed upon timeframes.

If consensus is not reached, a supermajority of 2/3rds may be used to make decisions. Such decisions will be documented (for internal use only) with explanation of the disagreement. After the documentation is developed and delivered, further consideration may be requested to the Steering Committee.

A request for further consideration will identify specific points of disagreement and explain the interest or rationale underlying the particular points of disagreement.

- The written report will be for internal use only.
- The report will identify the individuals and organizations supporting specific interests or rationales, and when possible, include constructive alternatives to remove the disagreement.
- A process and timeframe will be established by the Steering Committee for writing the report and addressing the concerns, and for moving to a higher level of agreement.
- Steering Committee members will state their position and it will be recorded in the minutes.

## MEETINGS

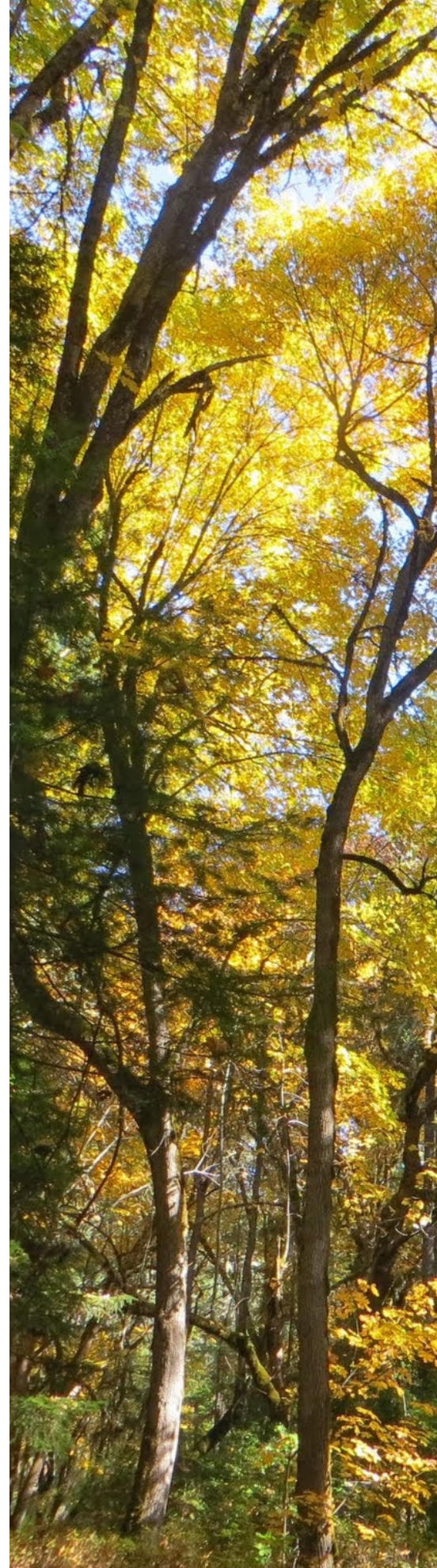
The Rogue Forest Partners will meet quarterly, at a minimum, and currently meets monthly. Meeting protocols and communication guidelines have been developed and are described below.

All participants will:

1. Respect the facilitator, other members, and the meeting agenda.
2. Arrive at the meetings on time and end meetings on time.
3. Come to meetings prepared.
4. Respect the basic rules of collaboration and good communication (see below).
5. Voice their concerns during meetings and take the time to resolve those issues.
6. Refrain from side conversations during the meeting.
7. Participants will make sure only one person speaks at a time—let individuals finish their thoughts and then take a deep breath before responding.
8. Steering Committee members will rotate note-taking responsibilities at monthly and committee meetings or assign the duties to a single individual.
9. Notetaker will provide minutes to the facilitator in a timely fashion who will then distribute them broadly.

## COMMUNICATION

1. The personal integrity and values of participants will be respected.
2. All parties recognize the legitimacy of the interests and concerns of others and expect that their interests will be represented as well.
3. Participants commit to keeping their colleagues informed about the progress of projects and discussions.
4. Commitments will not be made lightly and will be kept; agreements will be honored.
5. Participants commit to stating interests, problems, and opportunities, not positions.
6. Participants will air problems, disagreements, and critical information during meetings to avoid surprises.
7. Participants commit to search for opportunities and alternatives. The creativity of the group can often find the best solution.



# STRATEGIC ACTION PLAN

---

The Rogue Basin Cohesive Forest Restoration Strategy (RBS) guides the planning and implementation of projects by the Rogue Forest Partners. Objectives include reducing wildfire risk to forests and communities, protecting, and restoring forests, adapting to climate change, collaborating with communities, and supporting local economies. A description of the collaborative, structured decision-making process in the development of the RBS and findings were published in 2021 ([Metlen et al., 2021](#)). Staff from six of the RFP Charter signatory organizations were co-authors on the publication.

Additional initiatives or organizational strategic action plans (SAP) may supplement or parallel the Rogue Basin Strategy. Examples include the Klamath Siskiyou Oak Network SAP, the Rogue Forest Restoration Initiative SAP, and the Rogue Basin Partnership SAP.

# IMPLEMENTATION STRATEGY

---

Implementation of the strategic action plan is coordinated through the partnership, committees, and working groups with specific actions undertaken by individual partners or groups of partners.

One or more partners will generally take the lead in securing funding for implementation of RFP projects, including those related to programmatic funding commitments.

For support of collective capacity work, the convening partner will generally take the lead in seeking and administering any funding used to support the partnership, including tasks that may be subcontracted to individual partners.

Each new initiative developed by either the Rogue Forest Partners or one of the partner organizations coordinating with the RFP will

be defined and agreed to through a formal Memorandum of Agreement using the collaborative protocols described in Appendix 1 ([see example of MOA](#)).

While the Rogue Forest Partners strive to operate as a “collaborating partnership” with a long-term shared vision and complementary roles and responsibilities, individual partner-led projects will operate more as a “coordinating partnership” that are more autonomous but align their missions and activities to strategically advance mutual goals (Arnold, J. 2017).

## APPENDIX 1: COLLABORATIVE BEST PRACTICES

Utilize the following Best Practices for Partner Collaboration for both new RFP and partner-led projects. These protocols are adopted from Lomakatsi Collaborative Protocols. They have been modified.

### Organization

- Keep knowledge management and information sharing systems current
- Develop teams and facilitate meetings
- Provide leadership development and training
- Develop and implement communication strategy
- Base activities on the Strategic Action Plan
- Develop a business plan for guiding partnership growth and development

### Partnership Networking and Community Engagement

- Meetings, conferences, workshops, material development, event planning are strategic and include delegated speakers
- Strength-based community building includes focus groups and partnership development that is crafted for the specific audience
- Facilitate and document outreach and community engagement
- Include workers, crews, and technicians in sharing project implementation successes

### Communications and Media

- Develop and implement communications strategies
- Market and brand messages
- Brief speakers with talking points on a project by project or need basis
- Outreach and engage traditional media relations (partner newsletters, local papers, TV, advertisements, etc.)
- Social media engagement will include a collaborative team meeting to create content and edit for final approval with all entities before authorized for release

### Planning, Monitoring, Tracking, and Budgets

- Baseline data will be collected, referenced, captured, processed, and analyzed for future goals and outcomes for programmatic, technical, and labor intense workforce development strategies
- A business plan will include a diversity of options for sustainability
- Budgets will be based on measurable, deliverable outcomes
- Program/Project Reporting and compliance will be based on type of funding mechanics, (Federal, State, Tribal, Local, Foundation, Partnership, Contract, etc.)

### Cultural Agility

- Honor traditional cultural ways, Traditional Ecological Knowledge (TEK), and the spirituality of the people when projects are located on their ancestral lands
- Direction from the appointed delegates for projects will be respected in protecting and reserving the cultural integrity of the people land, water, minerals, air, food, and sacred sites and objects
- Strict confidentiality and signed confidentiality statements will be made available upon request for all workers in a cultural site
- Cultural Monitors will be included and compensated for their time on the ground in each project area
- Work with vulnerable communities when planning projects
- Design education, outreach, and workforce development and outreach to be inclusive

## Funding Opportunities

- Joint strategies will be developed for outreach and engagement with funders that include major donors and foundations
- Co-development of grant and other funding opportunities will be decided upon by project needs in a collaborative planning session
- Funding and grant needs will be developed in a yearly calendar and timeline
- Planning and development of proposals will begin well in advance of the deadlines so proper data collection, research, and designation of staff is identified early, for proposal development
- Close coordination with media outreach and engagement for marketing and branding of any fundraising events or informational material (formal logos, etc.)

## Government Relations

- Consult early and often with governmental partners
- Be clear about and respect decision space
- Make space for and honor government to government and government to tribe relations
- Reinforce agency accountability for collaboration efforts through agency plans and reports

## Workforce Development and Training

- To the extent possible, include workforce development and training opportunities in project agreements
- Emphasize training and support for diverse communities
- Utilize partner training programs and seek opportunities for inclusion in project activities
- Consider interns, volunteers, and job development programs to broaden stakeholder inclusion
- Incubate small businesses

## APPENDIX 2: AGREEMENTS AMONG ROGUE FOREST PARTNERS

Stewardship Agreement: Lomakatsi Restoration Project (LRP) and USDI Medford District Bureau of Land Management (MBLM) (2013-2023)

Master Stewardship Agreement: USDA Rogue River-Siskiyou NF (RRSNF), Lomakatsi Restoration Project, Southern Oregon Forest Restoration Collaborative (SOFRC), The Nature Conservancy (TNC) (2018-2028)

Oregon Watershed Enhancement Board (OWEB) Rogue Forest Restoration Initiative (RFRI) Partnership Agreement: Rogue Forest Partner Steering Committee organizations (2019-2025)

KSON Memorandum of Understanding: Klamath Bird Observatory, RRSNF, TNC, LRP, USDA Natural Resources Conservation Service (NRCS), USDI, Fish & Wildlife Partners Program (expired 12/30/2021: new one in development)

Rogue Basin Strategy Memorandum of Understanding: RRSNF, MBLM, SOFRC, Oregon Department of Forestry (April 2017-April 2022)

## APPENDIX 3: SELECTED REFERENCES

Arnold, Jennifer S. PH.D., Partnership Learning Project—Part 1 and 2, Reciprocity Consulting LLC for OWEB Board 2017

Metlen, K.L., Borgias, D., Kellogg, B., Schindel, M., Jones, A., McKinley, G., D. Olson, C. Zanger, M. Bennett, B. Moody, and E. Reilly. 2017. Rogue basin cohesive forest restoration strategy: a collaborative vision for resilient landscapes and fire adapted communities. The Nature Conservancy, Portland, Ore. Available from <http://bit.ly/rbs-report>

Metlen, Kerry L., Terry Fairbanks, Max Bennett, Jena Volpe, Bill Kuhn, Matthew P. Thompson, Jim Thrailkill, Michael Schindel, Don Helmbrecht, Joe Scott, and Darren Borgias. Integrating forest restoration, adaptation, and proactive fire management: Rogue River Basin case study. *Canadian Journal of Forest Research*. 51(9): 1292-1306. <https://doi.org/10.1139/cjfr-2020-0480> Available from <https://cdnsiencepub.com/doi/10.1139/cjfr-2020-0480>



### CHARTER REFERENCES

<https://tnc.box.com/s/br8nwszmzcrfe9i11n65gol8p4xnmobsa>

# APPENDIX 4: STEERING COMMITTEE

Representatives for Convening Partners have read and agree to the terms set forth in this document.



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



The Nature Conservancy

SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_



SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_

TITLE \_\_\_\_\_