

Payette Forest Coalition

Thursday, May 19, 2022 – 10:00 am to 3:00 pm

Hybrid meeting: in-person at Council American Legion Hall (2046 US-95, Council, 83612)

and [Join Zoom Meeting](#): Meeting ID: 875 9270 1174 Passcode: 123456

One tap mobile: +13462487799, 87592701174# US (Houston)

Desired Outcomes

- (1) Agree upon process to analyze and address internal PFC concerns and the PFC/PNF relationship.
- (2) Discuss next steps for Granite Meadows rescoping.
- (3) Review RR Saddle scoping comments; discuss field trip to project area.

Agenda

- 10:00 AM Introductions, review agenda and desired outcomes
- 10:10 AM Draft process for PFC and PFC/PNF discussions
- 11:00 AM Granite Meadows and next steps, Jenni Blake
- 12:00 AM Lunch
- 12:30 PM RR Saddle, Dana Harris; Rick Tholen, Gloria Pippen, Michael Gibson
- Scoping comment review
 - Field trip planning
- 1:00 PM News and Updates
- Regional Wildfire Strategy, Garret Visser, Randy Fox

References for Meeting

[April 2022 meeting notes](#)

Draft process for PFC and PFC/PNF discussions (appended, please review and come prepared to discuss)
Pre-Project Design (NFMA) process (appended)

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Topic Information sheet

Draft process for PFC and PFC/PNF discussions

The PFC and Forest will review and discuss a proposed process to analyze and address concerns vocalized about the PFC's own health and function as well as the working relationship between the Forest and Coalition. Objectives include deciding whether this a workable approach and discussing logistics (where, when, how). Members should review the presentation appended below beforehand (it will not be presented during the meeting) and come prepared to discuss.

Granite Meadows

Granite Meadows will be rescoped and PFC has indicated it wants to collaborate. This will be a high-level review of what has been done thus far in preparation for a more robust conversation in June about boundaries, project scope and timelines. A second objective is to review the PFC/PNF Pre-Project Design (NFMA) process (please review before meeting) and understand where it and the Forest will interact. This will be critical if PFC decides to develop recommendations for the modified landscape before scoping starts this fall.

RR Saddle

This topic includes:

- Field trip planning, confirming topics to be covered, set potential date.
- Review public scoping comments—did the PFC miss anything in its comment letter or recommendations?

Alignment

Alignment is the optimal condition where the key elements of a citizens' collaborative group—Purposes, People, Process, and Products—are in sync and integrated to work in concert with each other.

Participants in aligned groups have a clear line of sight about what needs doing, how to do it, who to do it with, and what the outcomes will likely be.

Aligned groups:

- Deliver consistent measurable progress in the attainment of objectives;
- Involve satisfied and engaged participants; and
- Make a positive difference and meet expectations all at the same time.

Forest Service National Collaboration Cadre, FS-1128, April 2019

The Collaboration Cadre talks about fundamental underpinnings of collaboratives—purpose, people, process, products. These things must be aligned with one another—like wheels on a vehicle—each other in order for the group to thrive.

Something is up...

- Loss of interest
- Unclear purpose
- Lack of progress
- Little sense of accomplishment, increasing dissension
- Not having fun anymore

The Cadre also talks about what happens when these things get out of kilter. Just like a misaligned truck or car, it's hard to run down the road straight.

As some of you have observed, it hasn't been any one thing that caused this, but a series of things and events that have occurred over time.

There has also been quite a bit of conversation about what is happening to the relationship between the Forest and PFC, that it, too, is out of alignment. It seems as if there are expectations—unknown, unspoken, misunderstood, forgotten about, or whatever the case— that are going unmet. That creates a lot of frustration, unease, and tension for everyone.

Given the way many (maybe most?) are feeling, I propose to reframe the idea of unmet expectations in a positive way: hopes and aspirations.

Some definitions

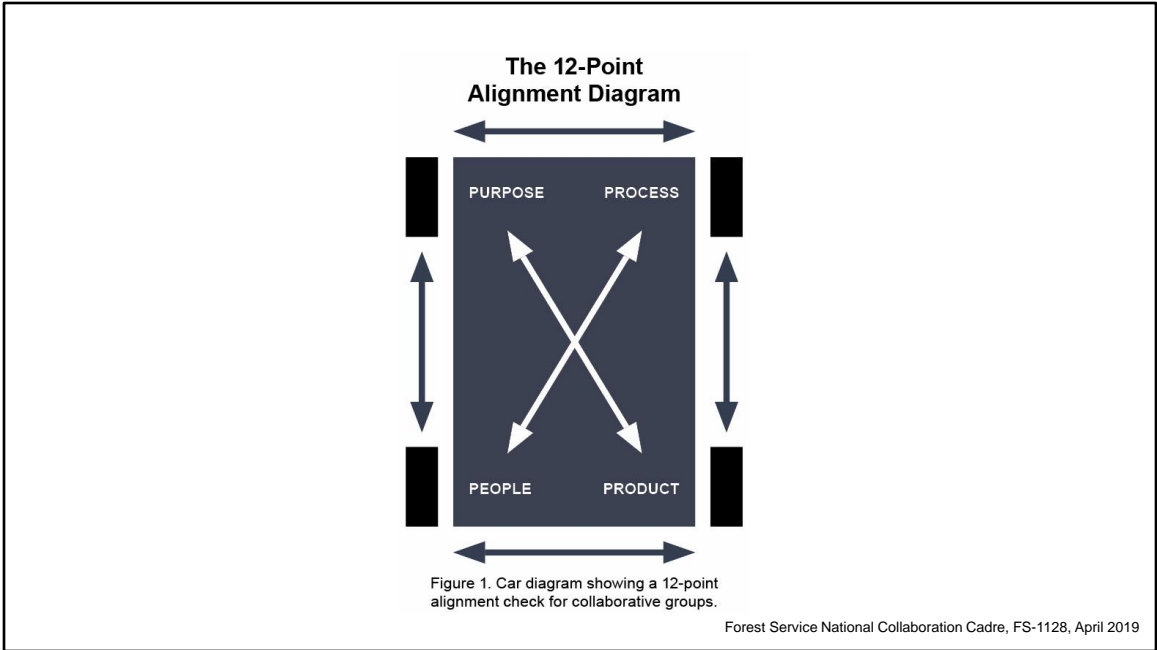
Hope: a desire accompanied by expectation of or belief in fulfillment; someone or something on which hopes are centered.

Aspiration: a strong desire to achieve something high or great; an object of such desire.

Source: Merriam-Webster

Here is why:

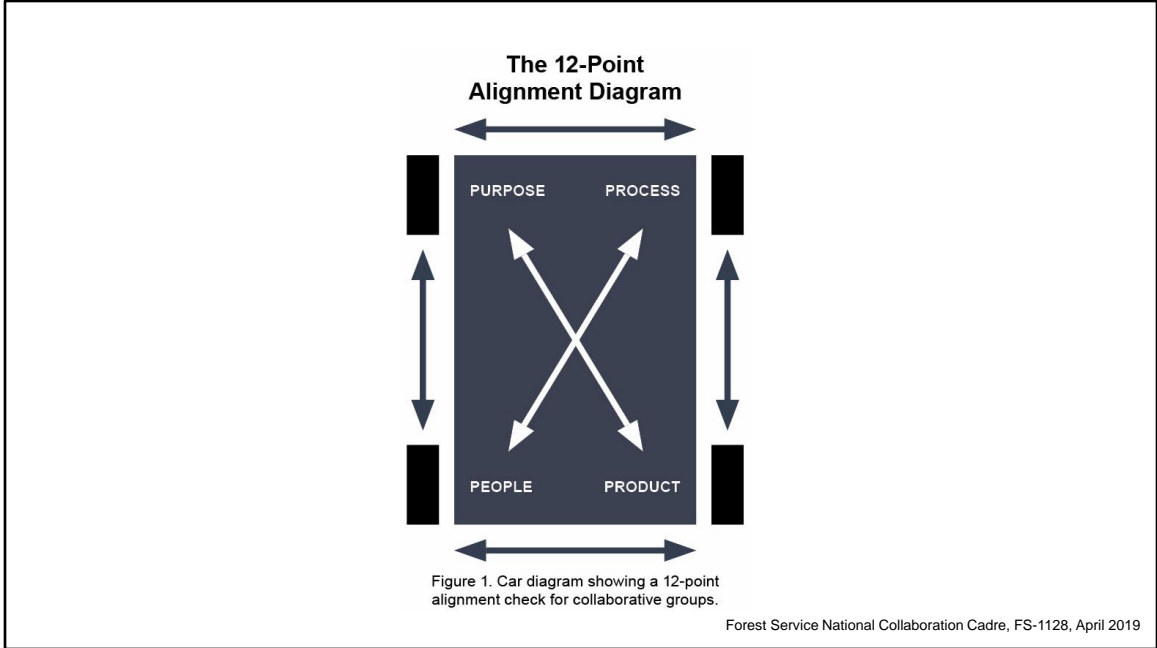
1. It's positive. It seems much about what you are wrestling with (and the world in general) is cloaked in unhappiness. I, for one, don't see anything constructive about rubbing your noses in everything that's wrong and then asking you to fix it.
2. Expectations naturally underlie hopes and aspirations. In order to achieve what you wish and want for, certain things have to happen, certain expectations need to be met.



Our guiding principles, then, are alignment and hopes and aspirations.

I think simultaneously trying to analyze what's going on with the PFC as well as between the PFC and PNF (and figuring out ways to make things better) will be too hard. Think of this like an omelette with lots of ingredients. Trying to figure out which pertain only to the PFC would be like to trying to only pick the onions out of it.

I think we need to do this in two separate steps. The first is looking at what's happening in PFC's own house. The second is the relationship between the Coalition and Forest.



Internal alignment of the PFC: Your objective will be to examine whether the Coalition’s wheels (Purpose, Process, People, Product) are aligned. There will be four rounds of activities involving small and large group work, each one checking the alignment of two wheels in turn: people-purpose; purpose-product; process-product; people-process.

Small groups will answer questions related to the two wheels in question (e.g., “Is the PFC’s purpose (what you want to do) aligned with its desired products (the things you do to achieve your purpose)?” If these wheels are out of alignment, groups will discuss what makes that alignment difficult and identify actions PFC can take to re-align them. We’ll reconvene in a large group, hear what small groups have to say, and—if there is misalignment—agree on the most realistic actions PFC will take to realign the two wheels in question.

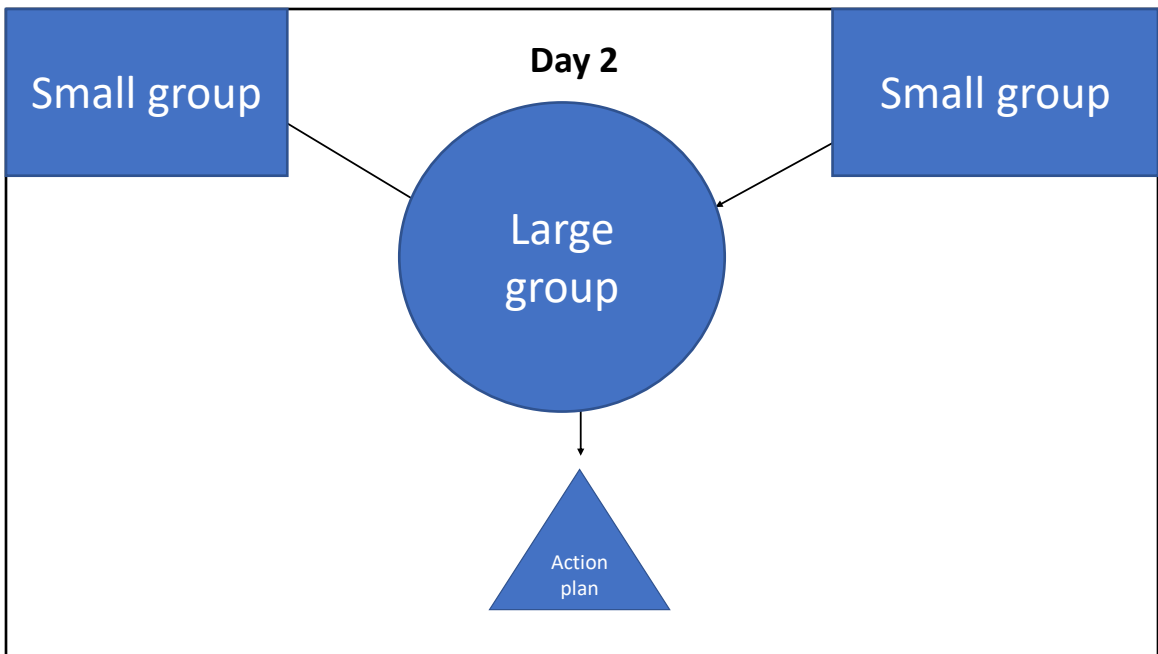
This will be a day-long activity, running from 9 am to 4 pm with a one hour lunchbreak. Question: Although this only involves PFC, do you think it would be beneficial for the Forest to listen in (assuming the Forest would be willing to do so)?

Day 1

- Definitions
- Identify hopes and aspirations
- Analyze the PNF-PFC relationship
- Discuss level of commitment for strengthening that relationship

PNF/PFC relationship: The second step takes 3 days: one day apiece with the Forest Service and PFC (what I call Day 1) and then a day working together (Day 2). Each day will involve small and large group work and run roughly from 9 am-4 pm with a one hour lunchbreak. This needs to be done within a short amount of time, say within 7-10 days, otherwise you'll start to forget what you talked about and lose momentum.

There are several things you'll do on Day 1. Those tasks are designed to set the stage for working together on Day 2. We'll define two terms that you use a lot (pace and scale, collaboration) to see if you both have commonly-held definitions, identify hopes and aspirations (for your organization and each other), and analyze various aspects of the PNF/PFC relationship including what each entity brings to the table, the extent to which you believe the relationship is in trouble and why, and your level of commitment for strengthening it.



PNF/PFC relationship: Day 2 is when you work together, again in small and large groups. We'll start out by:

- Looking at whether your definitions of things like partnership are sufficiently aligned,
- Distilling themes from hopes and aspirations identified on Day 1, and
- Identifying which are mutually-held and can be reasonably addressed (are some more important than others, are some more doable than others?).

The second half of the day will focus on creating action plans. Working alone, each entity (PFC and PNF) will decide what commitments it will make for achieving the most important, mutually-held hopes and aspirations. We'll reconvene as a large group, review each other's plan, record commitments, consider how you'll evaluate whether these plans have the desired impacts, and decide what you want to do if change doesn't happen.

Questions

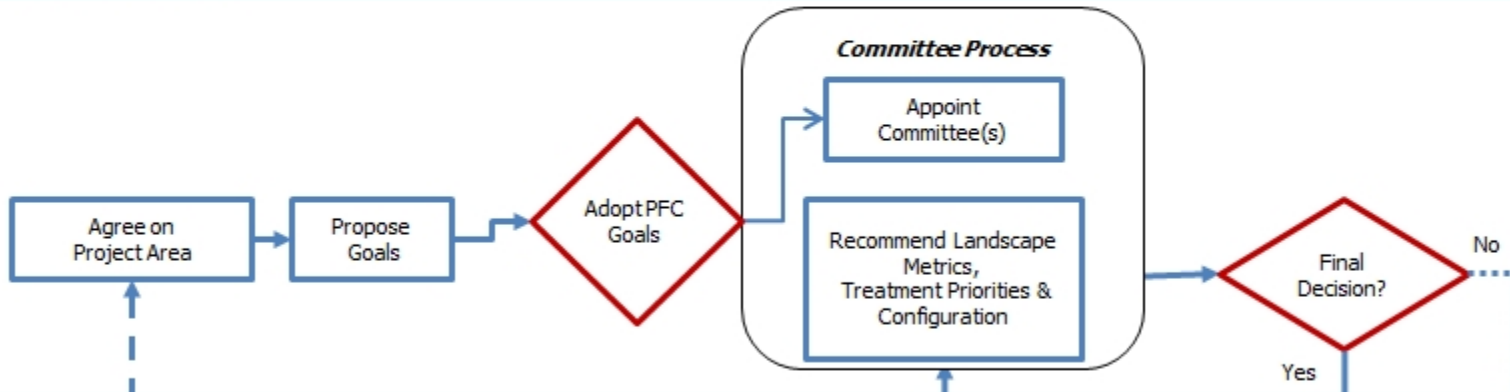
- Who from Forest will participate?
- Is this a doable and reasonable process?
- How effective will it be assuming hybrid (in-person and online) attendance?
- When do you want to start?
- What are your questions?

Some questions...

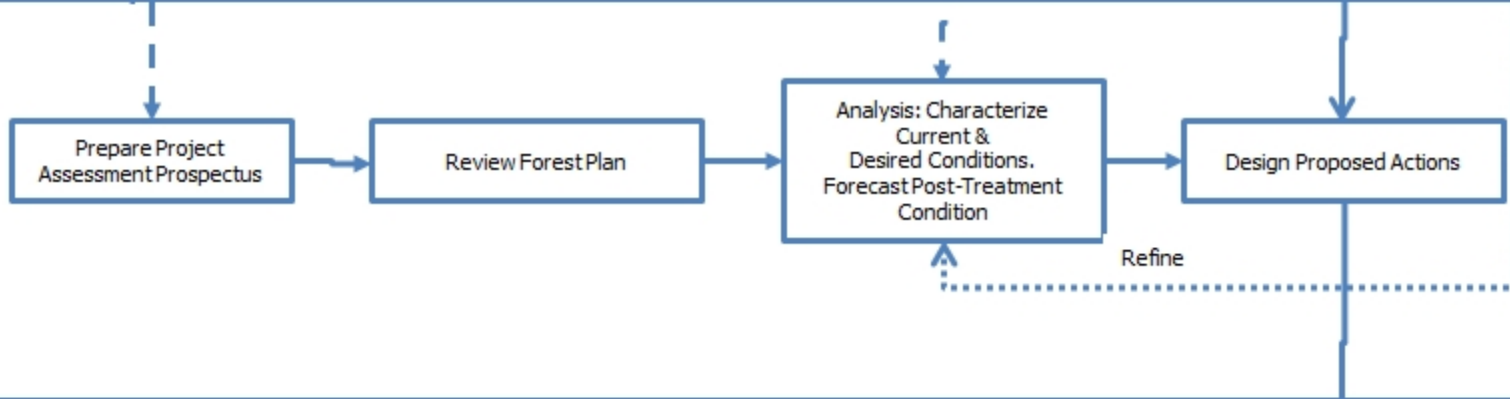
1. Who from the Forest will participate when we discuss the PFC-PNF relationship? Just leadership, or key staff, too? When I think about this two things occur to me:
 - Current leadership does not have a historical perspective on the PFC-PNF relationship while some staff members likely do. Involving them would be very useful in helping leadership understand PFC's perspectives and expectations and offering key viewpoints during action planning.
 - Balance. It would be helpful to have relatively equal numbers of participants from the Forest and PFC, particularly when small groups (which will be a mix of folks from PNF and PFC) do work.
2. Does this process seem doable and reasonable to you? If not, what could we change without weakening its intent?
3. Given the likelihood that some will attend remotely, how effective will this process be?
4. When do you want to start and what questions do you have?

Process: Pre-Project Design

PFC



IDT



Line Officer

