

Recommendations for Increased Communication and Collaboration between Community-Based Organizations

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ABSTRACT

As our population grows and climates change, our natural resources require a holistic and comprehensive strategy to manage and sustain their values and the lives they support. Community-Based Natural Resource Organizations (CBOs) have become integral to sustainable natural resource management (SNRM) by seeking environmental and community wellbeing through increasing diversity, equity, inclusion, and collaboration in the planning and management of our natural resources. While CBOs often work to provide resources and tools to foster community capacity and empowerment, those organizations often lack the resources to meet this need (State of Oregon Environmental Task Force 2016). Through researching CBOs across Washington, Oregon, Northern California, and British Columbia, it is evident that there are need gaps in the organizational capacity in CBOs and other environmental groups for outreach and communication support to collaborate. A dedicated online space where environmental organizations and other conservation-focused groups can share their current projects and identify opportunities for collaboration and capacity building would be beneficial to the community and create a more cohesive resource management strategy.

For this capstone project, information was collected from natural resource focused community-based organizations regarding barriers and challenges to collaborating with other organizations, and how might a website most benefit them in their efforts in outreach to other organizations and the public. While the goal of this project is not the completed website, it is the start of a comprehensive collection of data to design a

holistic and efficient website that organizations and community members can use to connect and collaborate.

TABLE OF CONTENTS

LITERATURE REVIEW	4
Community-Based Organizations.....	4
Collaboration	6
Capacity	7
Challenges to Capacity & Collaboration	8
PROJECT	11
METHODS	13
RESULTS	14
DISCUSSION	18
RECCOMENDATIONS	20
REFERENCES	23
APPENDIX	25

LITERATURE REVIEW

Community-Based Organizations

Community-based organizations (CBOs) have become essential to sustainable natural resource management (SNRM) over the last 30 years. Throughout the 20th century, rural communities in the Pacific Northwest depended on resource extraction activities such as logging, milling, mining, and ranching on public (largely federally owned) or private lands (Abrams et al. 2015). As the U.S. shifted from the traditional resource extraction methods and replaced them with more sustainable ecosystem management strategies in the 1990s, organizations emerged to help transition, particularly rural, communities (Abrams et al. 2015). Without the traditional sources of economic income, these resource-dependent rural areas have seen drastic declines in social and economic conditions. Fostering opportunities for economic growth through sustainable natural resource management approaches developed into community-based natural resource management (CBNRM). CBNRM has numerous definitions, at the core of these definitions lay the fundamental support for long term sustainability of natural resource use through the inclusive participation of community members and resource users in decision making (Gruber 2008).

While some CBOs have a primary demographic which focuses on rural communities, other CBOs focus on metropolitan communities and environmental justice (EJ).

“Environmental inequity refers to a geographic reality, a pattern in which hazardous waste sites, polluting industries, nuclear waste dumps, and other environmental threats

are more likely to be located within or adjacent to communities of color or poor communities” (Newton 2009, 3). The Environmental Protection Agency (EPA) of the United States defines environmental justice (EJ) as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with respect to development, implementation, and enforcement of environmental laws, regulations, and policies” (EPA 2019). EJ builds upon traditional civil rights laws by including low-income communities along with communities of color as populations needing additional consideration due to disparate impacts.

In response to mounting evidence and awareness of racial environmental health disparities, EJ grew out of community action nearly three decades ago as a continuation of the Civil Rights Movement (State of Oregon Environmental Task Force 2016). Communities of color and low-income communities, nonprofit organizations, academic institutions, and government municipalities have struggled to achieve EJ by ensuring fair treatment and opportunities for meaningful involvement for all people and all communities. Among the reasons are policies and practices that fail to achieve equitable outcomes and do not follow best practices in outreach and engagement to overcome barriers to participation for marginalized communities (State of Oregon Environmental Task Force 2016). Ensuring all stakeholders, especially those from communities who are most potentially impacted by a decision, are at the table with the capacity to meaningfully participate is a fundamental part of collaborative governance. Focusing on trust-building, recognizing, and addressing shared problems, flexibility, and

working toward consensus can profoundly transform traditional community roles and partnerships.

CBOs include non-governmental organizations and informal collaborative groups which have comprehensive goals focused on local needs and integrate a variety of projects. Most commonly, CBOs work toward implementing natural resource management projects, facilitating collaboration among stakeholders, and educational activities (Davis et al. 2012). Research has started to emerge regarding the organizational capacity of Oregon's CBOs to build a better understanding of their financial resources and their external relationships. Non-governmental CBOs and collaborative groups foster SNRM and rural economic development by connecting diverse stakeholders and increasing a community's ecological and socioeconomic strength (Davis et al. 2012).

Collaboration

CBOs have become integral to SNRM by seeking community wellbeing through collaboration and reducing social conflict. CBOs and other collaborative groups are commonly understood to work through promoting a diverse set of stakeholders to participate in relationship building activities that enhance trust and encourages them to reframe their respective values and interests into a unified agreement (Davis et al. 2018). Not all collaboration attempts are effective, and they are inherently difficult. However, most examples of effective conservation or resource stewardship include significant elements of collaborative practice (Curtin 2014). Although "no single blueprint exists to achieve cooperation and trust as social context differs between projects,

national forests, and stakeholders involved, some evidence links trust to specific qualities of a collaborative process” (Bartlett 2012, 81). Characteristics of successful collaboration practice include, but are not limited to, the use of ground rules for respectful communications, collective monitoring of resources, field trips and informal interactions, and impartial mediation or facilitation (Davis et al. 2018). When discussing collaboration between stakeholders in SNRM, the topic of diversity, equity, and inclusion are fundamental. It can be argued that resource management decision quality increases when stakeholder diversity is increased, and that decision quality is compromised if diversity is suppressed. This creates a false consensus among the group and ultimately results in environmental injustice (Curşeu et al. 2017). Comprehensive SNRM decisions will ultimately lead to stronger ecosystems, economic prosperity, and healthier citizens.

Capacity

CBOs develop and rely on diverse and collaborative partnerships to increase ecological and socioeconomic resilience (Davis et al. 2012). Government agencies increasingly rely on collaboration to foster SNRM, but there are limited resources to support collaborative capacity (Davis et al. 2012). Community capacity can be defined as “the collective ability of a group to combine various forms of capital within institutional and relational contexts to produce desired results or outcomes” (Beckley et al. 2008, 60). The various forms of capital can be organized into four categories, including human, economic, natural, and social assets available to the community. Human capital describes the education, specialized skills, income and poverty rates, health, and residential stability of individuals within and accessible by a community. Demographic

conditions and trends (e.g., age, gender, race) are additional human capital elements (Cheng et al. 2011). Economic capital encompasses all the individual and household savings, non-profit and for-profit cash flow and operating funds, and public organizational budgets. The availability and diversity of employment opportunities, technologies, equipment, and physical infrastructure possessed or accessible by the community are all aspects of economic capital (Cheng et al. 2011). Natural capital includes the condition and productivity of land, air, water, biological resources (i.e., forests, fisheries, agricultural plants and animals, wildlife, grasslands), and raw mineral resources. Natural capital also entails scenic beauty and recreation opportunities from which amenity values can be drawn (Cheng et al. 2011). Social capital is referred to as the “norms and networks that facilitate collective action” (Beckley et al. 2008, 63). Social capital incorporates the history of conflict or cooperation, trust and relationships, patterns of social exchanges between community members, private and public establishments, and cultural systems that enable and govern behavior (Cheng et al. 2011). Communities vary in the strengths and weaknesses in forms of capital, and collaborating is one way to fill the need gaps to support SNRM successfully.

Challenges to Capacity and Collaboration

Place-based, context-specific analyses are required to build a better understanding of the socio-institutional circumstances, risks, and interdependencies that shape prospects for adaptation and SNRM. The adaptive capacity in a CBNRM setting depends on the ability to act collectively in the face of various internal and external threats to the use and protection of shared resources (Armitage 2005). While CBOs often work to provide

resources and tools to foster community capacity and empowerment, those organizations often lack the resources to meet this need (State of Oregon Environmental Task Force 2016). CBOs tend to have smaller staff and budgets than other groups like that of environmental advocacy organizations (Davis et al. 2012). Davis et al. found in their study, *Community-based Natural Resource Management in Oregon: A Profile of Organizational Capacity* (2012), that more than two-thirds of the CBOs in their study had a budget of \$250,000 or less. Of those, eighty percent reported themselves as informal groups. The authors found that both nonprofit and informal CBOs derive about half of their budgets from federal grants and foundations and that about three-quarters of these CBOs also partnered extensively with other CBOs. The authors suggest that CBO leaders may be learning and benefiting from their relationships with others who have similar roles and capacities but operate in different landscapes (Davis et al. 2012). Sixty-eight percent of the CBOs in their survey reported that they partner a great deal with county agencies. Additionally, Davis et al. (2012) found that more than half of the surveyed CBOs identified collaborative groups, conservation or environmental organizations, universities or research entities, state agencies, or private landowners as important partners. Davis et al. (2012) further suggest that these findings show that a variety of partnerships are significant to CBOs' missions and that they work with diverse interests. An interesting finding in their study was that the least common of partnerships for Oregon CBOs were economic development organizations and tribal agencies. The authors suggest that this might mean that CBOs conceive of economic development differently than these entities, or

that these entities do not have many resources for conservation-based economic development (Davis et al. 2012).

In a survey by the University of Oregon's Institute for a Sustainable Environment, Ecosystem Workforce Program (2010), it was reported that eighty-five percent of the nonprofit organizations in Oregon indicated that they participate in a collaborative group, and sixty-two percent reported that they either coordinate or provide services to a collaborative group. The authors suggest that informal groups may have formed primarily to facilitate collaboration, and nonprofits play stronger supporting roles in coordinating and providing technical assistance to collaborative processes (University of Oregon Institute for a Sustainable Environment 2010). In the study *Successes, Challenges, and Opportunities for Collaborative Accelerated Restoration in Oregon's Blue Mountains*, Santo et al. (2018) found that improving communication and outreach with the general public could help collaboratives involve new communities, generate broader support, and shift public perceptions about some issues. They also found that collaboratives may not have the knowledge, skills, or experience to develop effective outreach strategies.

To enable the public, municipal agencies, and nonprofits to collaborate within a city or region, the U.S. Forest Service created The Stewardship Mapping and Assessment Project (STEW-MAP). STEW-MAP, as described by Svendsen et al. (2016), is a national research program designed to answer the questions: "Who are the active environmental stewardship groups in my area and where, why, and how are they caring

for the land?” (Svendsen et al. 2016, 1). A STEW-MAP outlines environmental stewardship through a combination of methods that include identifying organizational characteristics, mapping the geographic area of influence, and depicting the social networks with other community, private, and governmental organizations (Svendsen et al. 2016). STEW-MAP databases and interactive maps enable diverse stakeholders to visualize where and how hundreds of civic environmental stewardship groups are working throughout a region. Analysis of where stewardship is or is not taking place highlights opportunities or issues to address in meeting local conservation goals (Svendsen et al. 2016). STEW-MAP has been applied in a variety of settings, from rural to urban landscapes and from small to large communities. However, there are currently only ten listed to exist on the U.S Forest service website, and initiation and development rely heavily on the collective support to initiate a STEW-MAP of the city or region (USFS 2019).

PROJECT

As a student looking to become more involved in local environmental issues, it was initially challenging to find information. There is a wealth of organizations and opportunities in Portland, Oregon; however, an examination of local organizations through online searches, suggested that many organization websites did not have up to date information about current events or projects. To learn more about local issues and develop a mission for this capstone project, I contacted local organizations and set up informational meetings. The conversations with professionals revealed that a common

difficulty reported amongst the groups indicated the need for more communication and collaborations between the organizations. Also, they reported that the only opportunities they have to connect or network with other professionals or organizations are at local events. This leaves little opportunity to have meaningful discussions about possible collaboration for future projects. It became evident that a dedicated online space where environmental organizations and other conservation-focused groups could share their current projects and identify opportunities for collaboration and capacity building would be beneficial.

The State of Oregon Environmental Task Force has encouraged all city and state natural resource agencies to develop a shared database to collectively manage relevant information about environmental justice issues in order to more effectively engage communities and make more equitable decisions (State of Oregon Environmental Task Force 2016). They suggest this database should consist of contact information for agency citizen advocates, neighborhood associations, public interest groups, community centers and assets information, and research (State of Oregon Environmental Task Force 2016). Such an online space dedicated to our local natural resources where events, meetings, and other learning opportunities are listed could be beneficial and increase connection and collaboration (Figure 1). Initially, it can be challenging to participate in the environmental community because information about local environmental activities is divided amongst individual organization websites. The comprehensive website could be an online space to display a variety of options on how to get involved in caring for our natural resources. For this capstone project, information

was collected from natural resource focused community-based organizations regarding barriers and challenges to collaborating with other organizations, and how a website might be beneficial for outreach efforts to other organizations and the public. The goal of this capstone project is not the completed website; it is the start of a comprehensive collection of data that will be used to design an efficient and holistic website that organizations and community members can use to connect and collaborate.

Organizations Contacted		Table 1
- Conservation Northwest	- Portland Audubon	
- Cascade Forest Conservancy	- Rural Voices for Conservation Coalition	
- Mt. Adams Resource Stewards	- Sustainable Northwest	
- North Central Washington Forest Health Collaborative	- Sierra Institute for Community and Environment	
- Northwest Washington Forestry Coalition	- Sierra Club - Oregon Chapter	
- Oregon Environmental Council	- Washington Trails Association	
- Oregon Wild	- Wild Salmon Center	

METHODS

A questionnaire was sent via email to fourteen environmental CBOs in Washington, Oregon, Northern California, and British Columbia to collect standard information regarding their organization as well as feedback on the benefits of the proposed website to their organization. Organizations were identified in pamphlets and articles distributed at natural resource events such as the forest collaborative workshop conference hosted by Sustainable Northwest (table 1).

In addition, Google searches were conducted using the following terms: sustainability, community-based, collaboratives, environmental, and natural resource organizations to identify additional groups. As there are estimated to be twenty-two thousand non-profit organizations in Oregon (Schröer et al. 2012), collecting this information will be an ongoing process. The questionnaire was designed to be completed within 20 minutes.

Questions came in a variety of formats, including multiple-choice and open-ended questions. Participants were first asked a series of organizational questions to provide perspective on the region and scope of work. They were then asked a series of questions regarding potential interest in a website to increase communications and collaboration between organizations. Finally, participants were asked to describe the challenges or barriers, if any, regarding organizational capacity, communications, and collaboration.

RESULTS

A total of six out of 14 organizations responded to the questionnaire (table 2).

Respondents showed a wide variety of service areas from British Columbia,

Canada, through the United States into New Mexico. All participants reported “land use” to be a primary issue that they work to manage (figure 1). When asked if they would find a website helpful for increasing communications, collaboration, and capacity for their

Table 2

Organizations Responded

- Rural Voices for Conservation
- Sustainable Northwest
- Cascade Forest Conservancy
- Upper Columbia Salmon Recovery Board
- Conservation Northwest
- Northeast Washington Forest Coalition

Organizational Questions

Figure 1

Question	Options	Response
Where is your organization located?	NE/NW/SE/SW Washington NE/NW/SE/SW Oregon N California	<ul style="list-style-type: none"> - All Washington (1) - NE Washington (1) - SW Washington (1) - North Central Washington (1) - British Columbia, Canada (1) - NW Oregon (2)
What physical areas/ boundaries does your organization serve?	Please list the names of the State, City, County, watersheds, or any other specific type of physical boundaries you use.	<ul style="list-style-type: none"> - British Columbia, Canada (1) - California (2) - Colorado (1) - Idaho (2) - Montana (1) - Nevada (2) - New Mexico (1) - Oregon (2) - Washington (6) - Gifford Pinchot National Forest & surrounding forests of SW Washington (1) - Chelan, Douglas and Okanogan Counties (1) - Colville National Forest and surrounding area (1)
What are the natural resource issues your organization focuses on?	<ul style="list-style-type: none"> - Air Quality - Land Use - Water Conservation - Rural Economic Development - Access to Green Space - Environmental Justice - Other 	<ul style="list-style-type: none"> - Land Use (6) - Water Conservation (3) - Rural Economic Development (3) - Restoration (2) - Wildlife protection (1) - Land Allocation on USFS lands (1)

Responses are from six total participants.

The number () next to each response is the number of participants that mentioned the subject in their answer.

organization majority of participants reported “yes,” and two out of six reported “not sure” (figure 2). Participants listed information like “current projects, expertise, program focus, and type of organization (nonprofit or not)” as helpful if they were included in the website database. One participant noted that including “issues” would be helpful as well. When asked if a website or online database would be helpful for anything other than communications or collaborations, one participant reported it would be helpful in “defining their work as unique from other organizations.” Another participant reported

Website Questions

Figure 2

Question	Options	Response
If you were using an online database to find other natural resource organizations in your region, what information or filters other than location and mission would be helpful in your search?	No options provided, write in.	<ul style="list-style-type: none"> - Current projects (2) - Program areas (2) - Expertise (3) - Type of organization (nonprofit or other) (2) - Issues (1)
Would you find this type of online resource to be helpful for increasing communications, collaboration, and capacity for your organization?	<ul style="list-style-type: none"> - Yes - No - Not sure - Other 	<ul style="list-style-type: none"> - Yes (4) - Not sure (2)
Would it be helpful for anything else	No options provided, write in.	<ul style="list-style-type: none"> - Defining work as unique from other organizations (1) - If looking for wider support for policy changes (1) - Coalition building (1)

Responses are from six total participants.

The number () next to each response is the number of participants that mentioned the subject in their answer.

“looking for wider support for policy changes” would be helpful, and “coalition building” was also reported from one participant.

When asked to describe their challenges or barriers, if any, regarding capacity, communications, and collaboration, participants reported that “funding and staffing” were the biggest challenges for their organizational capacity (figure 3). When asked if there are any barriers to their organization’s ability to communicate and collaborate with other organizations, a majority reported “time, funding, and capacity” as barriers. One participant reported there are no barriers, and another participant reported their group does not require communication or collaboration to achieve success; however, all participants reported a need for more support in their capacity for communication, development, and events. When asked if NR-CBOs have any overlap in the services

Capacity & Collaboration Questions

Figure 3

Question	Options	Response
What are the current challenges, if any, regarding the operational capacity of your organization?	<ul style="list-style-type: none"> - Funding - Staffing - Other 	<ul style="list-style-type: none"> - Funding (5) - Staffing (4) - Could accomplish more with more resources (1) - Work load (1)
What, if any, are barriers to your organization's ability to increase communication and collaboration with other community-based organizations?	<ul style="list-style-type: none"> - Time - Funding - Capacity - Unaware of others doing similar work - Not interested - Other 	<ul style="list-style-type: none"> - Time (3) - Funding (3) - Capacity (4) - Unaware of other organizations doing similar work (1) - No barriers (1) - Our group doesn't require communication or collaboration (1)
In your opinion, how do PNW community-based nature resource-focused organizations overlap with the services they provide?	No options provided, write in.	<ul style="list-style-type: none"> - Competition for funding (2) - The physical areas covered (2) - Many services overlap (3) - Complementary to each other (1) - When done effectively there is no overlap (1) - Somewhat (1)
Do you see any need gaps?	No options provided, write in.	<ul style="list-style-type: none"> - Communication staff (2) - Development staff (2) - Social impact staff (1) - Event support (2) - General program funding (1) - An informational website (1) - Education based groups (1) - No (1)
Does this overlap help or hurt the bigger picture/issue of your shared interests?	No options provided, write in.	<ul style="list-style-type: none"> - Hurt funding opportunities (2) - Help resources available (2) - Help attention to wide variety of issues (1) - Not sure (2)

Responses are from six total participants.

The number () next to each response is the number of participants that mentioned the subject in their answer.

they provide, the majority of respondents reported “many services” or “physical areas” overlapped. When asked if there were any need gaps between the organizations, the majority of participants reported “communication, development, and event staff or support” as important. One reported, “funding” and “education-based groups” as needs. One participant reported an “informational website” as a need, and only one reported

there are no need gaps. In conclusion of the questionnaire, the participants were asked if the overlap helped or hurt the bigger picture of shared interests. The majority of respondents reported that the overlap “helped with resources available and or attention to issues.” Two participants said overlap “hurt funding opportunities,” and two said “not sure” if the overlap of services hurt or helped to accomplish their shared interests.

DISCUSSION

At the heart of SNRM are characteristics such as diversity, inclusion, communication, and collaboration. While collaboratives and other environmental organizations prioritize their outreach and collaborative initiatives to the public and the specific stakeholders within their community, there are need gaps to support them in collaborating with each other and ultimately creating a more cohesive resource management strategy.

Participants in the survey reported a need for more support in their capacity for communication, development, and events. These responses correspond to the research reviewed in *Successes, Challenges, and Opportunities for Collaborative Accelerated Restoration in Oregon’s Blue Mountains*, Santo et al. (2018), suggesting that CBOs most likely do not have staff dedicated to those roles and need more efficient means to communicate regarding collaboration efforts. Not surprising, most participants reported that “funding and staffing” were the biggest challenges for their organizational capacity, suggesting that more collaboration between organizations would be beneficial for leveraging resources. While creating the survey, there was an assumption that all CBOs

require some sort of communication and collaboration to fulfill their mission, and surprisingly one participant reported that their group does not require communication or collaboration to achieve success. As different organizations may interpret these terms differently, defining terms such as collaboration and communication and providing and or asking for examples in the survey may be beneficial to encourage more accurate and detailed responses.

Davis et al. (2012) suggested that CBO leaders may be learning and benefiting from their relationships with others who have similar roles and capacities but operate in different landscapes. Focusing on existing relationships between CBO's is beyond the scope of this project. However, adding a question such as "what kind of collaboration does your organization currently participate in?" in future inquiries might provide better insight into whom they work with and why. It would also be important to ask about the potential for collaboration between organizations, or what are the current strategies used to initiate communications or collaboration? Gaining insight into their current modes of communication can assist in creating a tool that will increase connection and collaboration opportunities. In addition, it would help recognize what kind of projects may or may not be useful to post on the proposed website.

When asked if they would find a website helpful for increasing communications, collaboration, and capacity for their organization majority of participants, four out of six, reported "yes." Information like "current projects, expertise, program focus, and type of organization (nonprofit or not)" were also listed as helpful if included on the website.

Interestingly, when asked if a website or online database would be helpful for anything other than communications or collaborations, one participant reported it would be helpful in “defining their work as unique from other organizations.” Since overlap in funding needs, services areas, and other services were reported, this indicates that organizations may be recognizing overlap and increased competition to resources, then adjusting themselves to fulfill the need gaps in their community. Another reason organizations may want to define their work as unique from other organizations is to increase their prospects of funding. An organization that supports the community in ways that other organizations do not can increase funding opportunities. There will always be competition for funding amongst nonprofit organizations. However, the proposed website could enhance opportunities for organizations to partner in their shared efforts and apply for funding jointly.

In this study, the initial contact was made via email. In the future, it may be beneficial to contact the organization first by phone to personalize the effort and possibly increase the response rate. CBO staff typically wear various organizational hats, and determining the best personnel for contact can be difficult; therefore, an initial phone call may assist in direction for personnel regarding communications and collaboration participation.

RECOMMENDATIONS

As our communities grow and climates change, our natural resources will require a holistic and comprehensive strategy to manage and sustain their values and the lives

they support. Organizations dedicated to collaboration and inclusion in the management of natural resources, through the execution of effective communication and collaboration are most likely to be successful when organizational capacity is supported.

To increase organizational capacity of CBO's and identify opportunities for collaboration with similar organizations, then a collective online space that organizes these opportunities may be valuable. Such a website could facilitate collaboratives and CBOs with the guidelines that Cheng et al. (2011) suggests to increase collaborative capacity (figure 4). In addition to helping CBOs and collaboratives, a collective website could help funders and other partners in their research and communication efforts to find organizations to associate with.

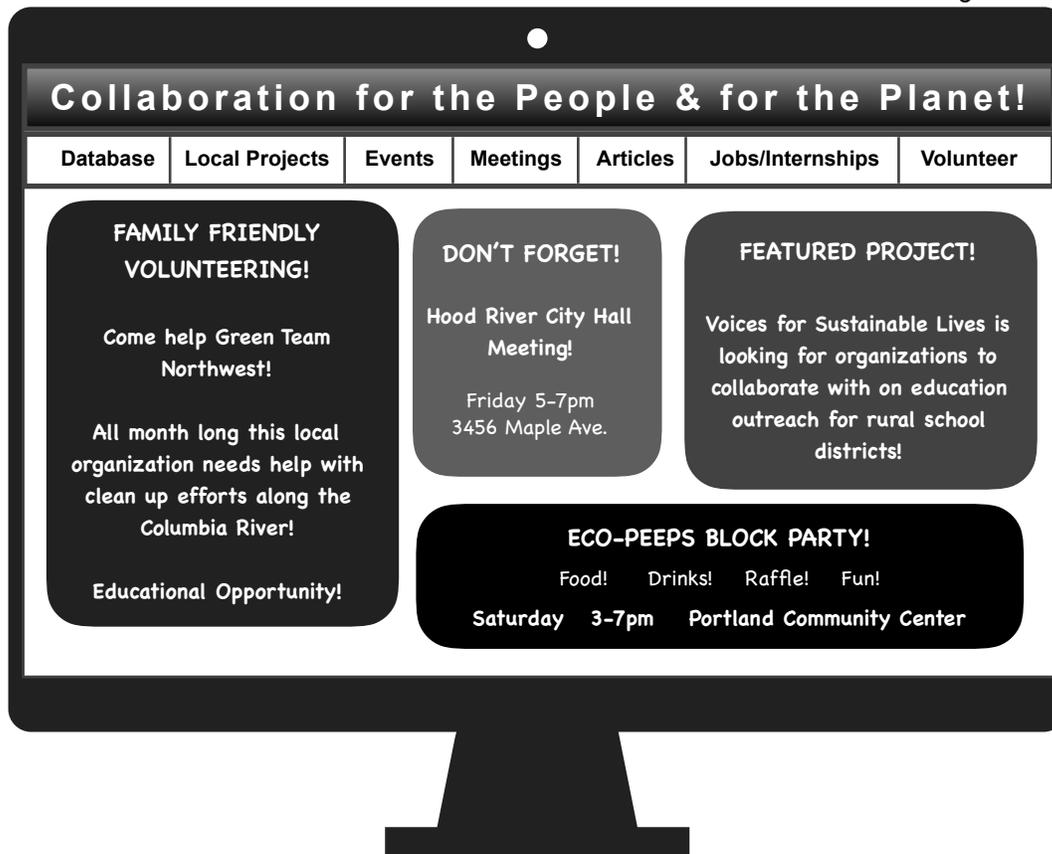
Figure 4

Cheng et al. (2011), provide some possible directions for collaborative leaders, partners, and funders to increase collaborative capacity in CBOs:

- Developing or expanding funding opportunities that are flexible or tailored to different collaborative characteristics.
- Providing meaningful and well-structured training, peer learning, and funder networking opportunities for collaboratives to diversify their fundraising sources.
- Identifying strategic, coordinated approaches to grant offerings between major sources in order to allow groups to use multiple funding sources more effectively and efficiently.
- Creating opportunities for multiple collaboratives to jointly seek funding or support that encourage their cooperation, not competition.

The proposed website (figure 5), outlines a space to collectively display information such as a database of CBOs and other organizations, the projects they are currently working on, future collaboration opportunities, and available jobs and or internships. Additionally, a website with a variety of volunteer and event options, news and educational opportunities, and information about meetings regarding local policy organized and offered in one online space would make it easier for general community members to become more involved with the local environmental issues and take action.

Figure 5



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APPENDIX

Organization	Cascade Forest Conservancy	Conservation Northwest	Northeast Washington Forest Coalition	Rural Voices for Conservation	Sustainable Northwest	Upper Columbia Salmon Recovery Board
Location of organization	SW Washington	Washington and British Columbia	NE Washington	NW Oregon	NW Oregon	North Central Washington
Physical Boundaries Served	Gifford Pinchot National Forest and surrounding forests of SW Washington	Washington, USA; British Columbia, Canada	Colville National Forest and surrounding area	Western States: Washington, Oregon, California, Idaho, Montana, Nevada, Colorado, New Mexico	Washington, Oregon, Idaho, California, Nevada	Land Use, Rural Economic Development, Forest Restoration and Land Allocation on USFS lands
Natural Resource Issues your organization focuses on?	Land Use, Water Conservation	Land Use, Wildlife habitat protection, restoration, and connectivity	Land Use, Water Conservation	Land Use, Rural Economic Development	Land Use, Water Conservation, Rural Economic Development	Land Use, Rural Economic Development, Forest Restoration and Land Allocation on USFS lands
Would your organization like to participate in the online database?	Yes	Yes	Yes	Yes	Yes	I'd like to better understand and see the site prior to committing
If you were using an online database to find other natural resource organizations in your region, what information or filters other than location and mission would be helpful in your search?	keywords that relate to scope of work, type of organization (non-profit, foundation, federal, state, etc.)	Issues; Core competence;	Location and scope of work	Current projects maybe?	Program areas, expertise, type of org (non-profit vs something else),	Public agencies versus nonprofit, type/focus of work (more details than mission)
Would you find this type of online resource to be helpful for increasing communications, collaboration, and capacity for your organization?	Yes	Not sure	Not sure	Yes	Yes	Yes

Organization	Cascade Forest Conservancy	Conservation Northwest	Northeast Washington Forest Coalition	Rural Voices for Conservation	Sustainable Northwest	Upper Columbia Salmon Recovery Board
Would it help anything else?	NA	NA	If we were looking for wider support for National or Regional level support for policy changes related to collaboration on USFS it would be helpful for coalition building.	Collaboration	Defining your org / work as unique and distinct from other orgs	NA
What are the current challenges, if any, regarding the operational capacity of your organization?	Funding, Staffing, There are so many priorities so balancing staff time, and prioritizing them to be 100% effective is a challenge.	We're operating at full capacity. With more resources, we could do more.	Funding, Ensuring full engagement of the group. This is typically an issue because members are focused on their other obligations. This is unavoidable, but a reality.	Funding, Staffing	Funding, Staffing	Funding, Staffing
What, if any, are barriers to your organization's ability to increase communication and collaboration with other community-based organizations?	Time, Capacity	I don't think there are barriers	We support others doing great collaborative work, however unless there's a reason to team up for policy issues, our group doesn't require much communication with other groups to achieve success.	Time, Funding, Capacity, Unaware of other organizations doing similar work	Funding, Capacity	Time, Funding, Capacity
In your opinion, how do PNW community-based nature resource-focused organizations overlap with the services they provide?	Many, but I think it most cases it is complementary .	Somewhat	When we collaborate effectively there isn't an overlap.	Competition for limited funding	The physical areas we work in, the partners we collaborate with, and the donors we seek funding from.	There are many organizations working on forest health, salmon recovery and resource protection/ conservation.

Organization	Cascade Forest Conservancy	Conservation Northwest	Northeast Washington Forest Coalition	Rural Voices for Conservation	Sustainable Northwest	Upper Columbia Salmon Recovery Board
Do you see any need-gaps?	General programmatic funding.	Education-based groups.	Not particularly. Retained receipts should be used to help fund USFS focused collaboratives.	More investment in communication staff, social impact staff, and development staff (separate roles)	Communication and event support!! Most of us don't have capacity to have a full-time communications person and a full-time development person, so one over-worked team member generally takes on three jobs: comms, development, and events. Too. Much.	A site like this could help.
Does this overlap help or hurt the bigger picture/ issue of your shared interests?	Overlap doesn't sound helpful... but if there is proper communication it can extend the resources available.	I'm not sure	It can, but it hasn't here.	the limited funding hurts but the idea that there are multiple organizations doing good work is reassuring for the future of our natural resources and environment	Education-based groups.	Help because it helps draw a wide range of attention on issues.