

**Timber, Fish, and Wildlife Agreement
Second Annual Review**

Fiscal Year 1989

Volume I. Overview



Cover Photo: Wenatchee West Coast Hotel Conference Center
Rollie Geppert, Washington Department of Wildlife

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Timber, Fish, and Wildlife Agreement

Second Annual Review

Fiscal Year 1989

Volume I. Overview

Prepared for the
Timber, Fish, and Wildlife Agreement participants and
the Washington State Department of Natural Resources
by
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Disclaimer

The opinions, findings, conclusions, or recommendations expressed in this report are those of the authors and do not necessarily reflect the view of any participant in, or committee of, the Timber/Fish/Wildlife Agreement, or the Washington Forest Practices Board, or the Washington Department of Natural Resources, nor does mention of trade names of commercial products constitute endorsement or recommendation for use.

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Acknowledgements

This document was prepared under the auspices of the Administrative Committee of the Timber/Fish/Wildlife (TFW) Agreement. The TFW Agreement was reached in 1987 by representatives of the timber industry, state agencies, Indian tribes, and environmental groups with interests in, and responsibility for, the timber, fish, wildlife, water, archaeological, and cultural resources of the State of Washington. TFW is a unique effort to manage public resources on state and private forest lands in Washington by consensus of constituents and interest groups representing historically disparate interests.

The report has been prepared as a part of a contract by the Washington Department of Natural Resources (DNR) with Mandaville Associates. The contract's project staff included:

- o Janet Mandaville (project manager), responsible for the work plan and organization, budget, scheduling, survey development, staff assignments, analysis, interim and final report compilation, and liaison with DNR;
- o Nancy Budrow (logistics coordinator), responsible for review meeting organization and editorial assistance; and
- o Jim Owens and Sumner Sharpe (from the subcontracted firm of Cogan Sharpe Cogan), responsible for a major portion of the questionnaire's development and for meeting facilitation at regional sessions and Wenatchee.

Stephen Bernath (DNR) has served as contract officer; an ad hoc Review Committee composed of TFW representatives has supervised the various stages of the review process.

Summary

Project Title: Second Annual Review: Timber/Fish/Wildlife (TFW) Agreement

Review Period: July 1, 1988 - June 30, 1989

Sponsoring Agency: Washington Department of Natural Resources (DNR), Forest Regulation and Assistance, 1007 South Washington-MS: EL-03, Olympia, Washington 98504

Contract Officer: Stephen Bernath, 206/753-5315

Contractor: Mandaville Associates, 600 SW Tenth, Suite 418, Portland, Oregon 97205, 503/224-0355

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Contract Period: August 15, 1989 - January 30, 1990; Extension: March 30, 1990

Background: The Forest Practices Act of 1974 established the Forest Practices Board and the authority for the Department of Natural Resources (DNR) to administer statewide regulations. In 1975, the Department of Ecology promulgated the water quality regulations related to forest practices. The passage of the act and regulations were steeped in conflict between various factions--the forest industry, environmentalists, non-industrial landowners, and local governments. Further modifications to the rules in 1982 were fraught with controversy; by 1986 the Board again embarked on rule revisions to provide additional riparian protection. In July 1986, as a result of preliminary discussions between Indian tribes, the various factions joined to initiate negotiations. Involved were the forest industry, DNR, the Department of Fisheries, and the Washington Environmental Council. The consolidation incorporated a strong commitment to consensus decision-making and created the TFW Agreement, with representation from all major stakeholders in forest practice activities in the State of Washington. The Agreement was presented to the Forest Practices Board on December 15, 1986 as an unsigned consensus document and was accepted.

Project Objectives: Annual reviews are mandated in the TFW Agreement. The Second Annual Review was conducted to assess what was working, what was not working, what progress had been made in addressing the concerns expressed during the first annual review, and to define needed direction for the Agreement's third year.

Project Description: The review consisted of:

1. Information-gathering
 - a. Questionnaire (235 responses).
 - b. Regional meetings (six sessions throughout the state, with 122 participants).
2. A review conference (80 participants).

Primary concerns: The major concerns of TFW participants included:

1. Current and incoming TFW participants to commit and/or recommit to ground rules spelled out in the Agreement.
2. Sufficient long-term funding, budgeting, and staffing to ensure participation at equal levels among all parties and to relate the budget to the logic of priorities, products, and work plans as established by participants.
3. Examination and streamlining of forest practices application process, particularly paperwork and response times.
4. Assessment of information needs, availability, and accessibility as related to participant requirements.
5. Consistent use of the interdisciplinary (ID) team process, region-to-region and district-to-district, with uniformity in the definition of priority issues and handling of site-specific issues.
6. Attention to the results of forest practice applications, specifically in monitoring sites and the level of compliance.
7. Increased education of and communications with landowners, particularly non-participants and smaller woodlot owners overwhelmed by ID team process.
8. Continued improvements in communications: to and from regions, intra- and inter-agency, between all participants, and from TFW participants to non-participants and the public.

Also identified as concerns were policy matters needing attention and/or explanation: cumulative effects, wildlife habitat, DNR conditioning authority, snags, and archaeological/cultural resources.

Outcomes: In general, the review allowed a much broader base of people throughout the state to comment on their perceptions of TFW achievements and problems than had previously occurred. The review has strengthened communications and deepened both appreciation of accomplishments and understanding of needed improvements. The 2-day review conference (October 23-24, 1989, in Wenatchee, Washington) provided a venue for all TFW committees to share information and for DNR to provide forest practices statistics for fiscal year 1989. More specifically, the review conference enabled in-depth work (1) by the Policy Group in setting its priorities and agenda for the coming year and (2) by participants on certain key topics of concern--archeological/cultural resources; wildlife habitat; outreach and liaison with non-participant and other outside groups; and the forest practices applications process, particularly the paperwork overload at DNR. The Second Annual Review is a foundation for the Third Annual Review and its look at possible amendments in the TFW Agreement.

Review Process Products: Available are the following:

1. Meeting summaries for the six regional meetings: Forks, Colville, Chehalis, Olympia, Ellensburg, Snohomish.
2. Tally of questionnaire results.
3. Summary analyses of information gathered from questionnaire and regional meetings.
4. Video tapes of October review conference (Wenatchee) general sessions.
5. Audio tapes of selected Wenatchee general and small group sessions.
6. Flip chart content from Wenatchee sessions.
7. Committee reports and handouts provided at the Wenatchee session.
8. Final report: **Volume I. Overview; Volume II. Documentation.**

Introduction

This report completes a three-phase effort--survey (questionnaire and regional meetings), review conference, and final report--to evaluate Washington's Timber/Fish/Wildlife (TFW) Agreement¹ and process in the second year of implementation. Such annual reviews are mandated by the Agreement.

The intent was to identify strengths and weaknesses in order to evaluate the second year as compared with the first and to provide a foundation of elements crucial to the third year's work plan. Products of this review effort also set the stage for conduct of the Third Annual Review, which may involve amendments to the TFW Agreement.

Survey Effort

Information-gathering began with a questionnaire and included regional meetings and telephone contacts, as well as interaction with the ad hoc Review Committee. Background preparation by the contractor also included perusal of a sizable stack of TFW records: newsletters, committee reports, meeting records, and other documents. All segments of the survey effort concentrated on identification of:

1. Successes and achievements derived from the TFW Agreement and process during its second year.
2. Concerns about the process including unresolved issues and other problems.
3. Constructive suggestions for improving both short- and long-term functioning of the TFW Agreement.

The contractor received and tabulated 235 questionnaires; conducted six regional meetings attended by 122 persons; held three sessions with the ad hoc Review Committee; and made about 20 follow-up telephone calls to assure that all constituent interests had sufficient opportunity to comment.

The number involved in this phase of information-gathering was well over ten times the number of those who participated in the First Annual Review.²

¹Copies of the Agreement are available from Forest Regulation & Assistance, Dept. of Natural Resources, in Olympia.

²First year review distribution consisted of questions to 20 people. The tally of interview comments indicates that between 7 and 13 respondents were involved.

Summaries of questionnaire and regional meeting results were presented at the review conference in Wenatchee. Regional meeting write-ups were provided to regional DNR coordinators for distribution to those attending specific sessions.³

Figure 1. Wenatchee Review Meeting, General Session Participants⁴



³See Volume II for meeting summaries.

⁴All photographs in this report are Copyright 1989 Rollie Geppert.

Review Meeting

Seventy-five people were registered for the meeting, held October 23-24, 1989, at the WestCoast Hotels Conference Center in Wenatchee, Washington. (See Figure 1.) Those attending generally agreed that the meeting should reaffirm and revitalize the spirit of TFW. In addition, other purposes for the session were to:

1. Assess implementation of TFW in its second year, evaluating strengths and weaknesses as well as schedule, tools, and policies.
2. Discuss problem issues and areas of concern, articulating barriers to the evolving TFW process and clearing up misunderstandings.
3. Establish agenda for the third year with clear and discrete tasks listed for those things that can be accomplished; identify and accept those things which must be set aside at this time.
4. Create a focus and measurable criteria for the Third Annual Review.

Reports. Each committee--Training, Information Education (TIE), Cooperative Monitoring and Research (CMER), Field Implementation Committee (FIC), and the Administrative Committee--provided a summary of its second year's work and plans for the third year. DNR reported on the number and processing of forest practices applications during the fiscal year, and recommended some procedural changes.⁵ The contractor presented results of the survey's questionnaire and regional meetings, identifying eight areas of primary concern. (See Table 1.)

Priority identification. Those attending participated in an exercise to explore and perhaps reach some common ground in what is envisioned for TFW in the long term. (See Table 2.) A next step was to generate lists of challenges to TFW in its third year. In large part these parallel the listing of primary concerns derived from the survey effort. (See Table 3.)

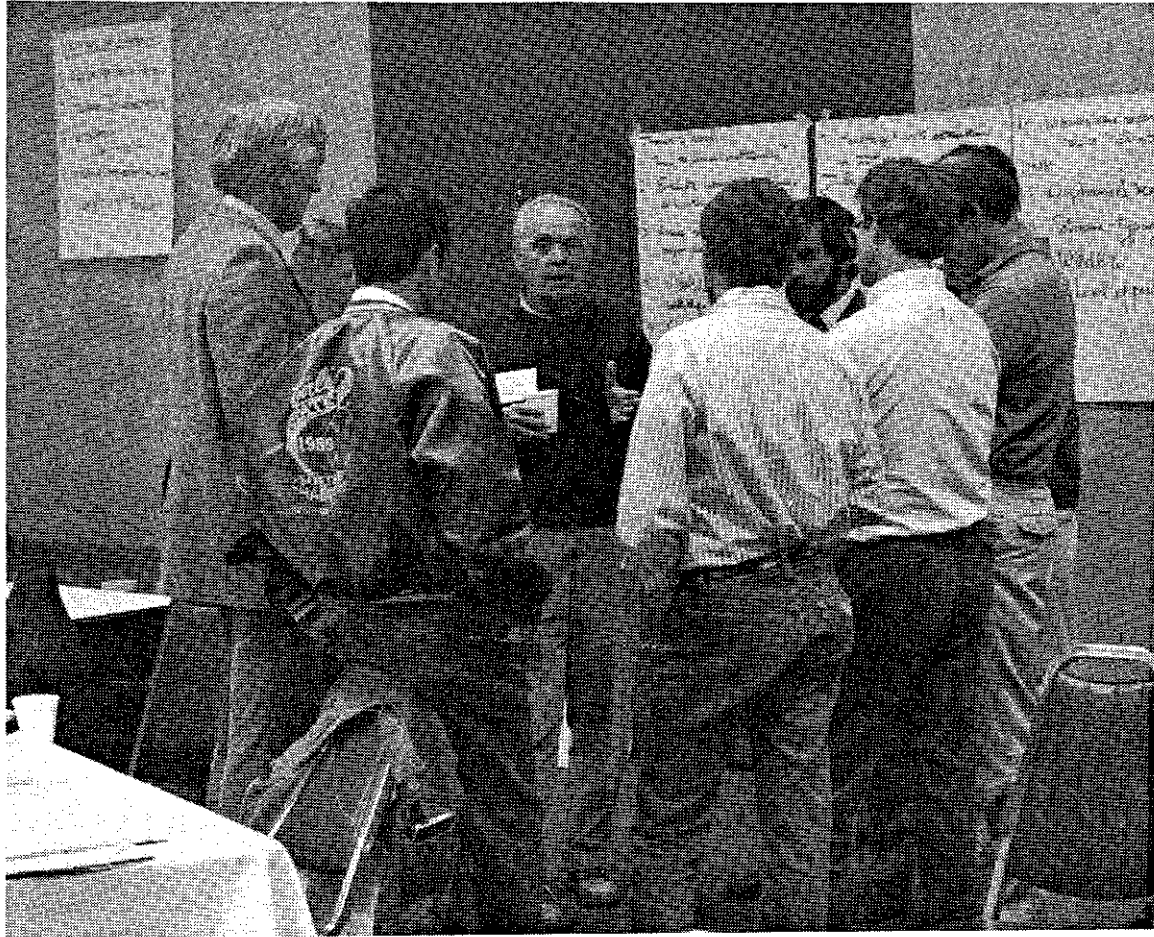
Work sessions. The Policy Group examined the wealth of presented information and designated topics for further work by small groups of participants, instructing the work sessions to:

1. Frame issues, successes, and concerns.
2. Recommend solutions and/or a process for resolution.
3. Determine third year objectives.
4. Define evaluation criteria and mechanisms.

⁵Committee reports are in Volume II.

Work session topics were wildlife; archaeology/cultural resources; outside groups and issues; and information (paper blizzard) management.

Figure 2. Bill Jacobs (co-moderator) and Policy Group during meeting recess.



The Policy Group also held work sessions, recommitting to the TFW spirit and its ground rules, accepting a definition of committee functions and roles as recommended by the Administrative Committee, and exploring a strategic planning process.

Outcomes. The review meeting participants agreed that survey and committee reports were, on the whole, positive about TFW progress. The session resulted in a reaffirmation of the TFW ground rules and in several specifics about directions for a third year work plan, particularly in regard to

- o committee roles and directions,
- o information and education outreach,
- o communication and participation with other agencies, organizations, and potential participants,
- o tools to develop in dealing with issues such as wildlife and archaeological/cultural resources,
- o ways to audit and recognize achievements and progress, and
- o tools to develop to reduce staggering amounts of paperwork generated by the entire process, particularly in forest practices applications, and yet maintain effective and suitable information flows among participants.

The sections that follow provide more detail about what review participants believe can be done to improve the TFW process.

Report

Mandaville Associates has prepared this report as part of its contract, attempting to put the tremendous amount of information resulting from the review into a context useful to TFW participants as they endeavor to make the Agreement even more workable and as they move toward possible Agreement revisions during the next annual review.

Different readers of this report will undoubtedly wish for varying kinds of information and levels of detail about the Second Annual Review process and its results. This report is therefore organized into two volumes: I. Overview and II. Documentation.

Volume I summarizes the review process and results and looks at what is working and what is not working as derived from participant responses and discussions. Achievements and concerns of the second year are compared, insofar as possible,

with identified concerns of TFW's first year.⁶ Included are recommendations of ways to improve the TFW process, including plans thus far established for the third year's agenda. Also outlined are some milestones that can be used to measure TFW progress during its third year.

The second volume contains support documents, reference materials, and interim reports prepared during the review process, some of which have already seen limited distribution. Included are the tallied results (with summaries) of the responses to a questionnaire distributed in August-September 1989 and records of six regional meetings held in September-October 1989. Also included are general session and work session notes from the review conference--held October 23-24, 1989 in Wenatchee--and a participant list. Volume II also includes committee reports submitted at the Wenatchee review meeting.

By so organizing the report, distribution is possible according to actual interests and needs of users. Printing and circulation of the Volume I overview may be widespread while copies of the references of Volume II can be prepared in smaller increments to respond to actual requests.

⁶Comparisons with the first year are limited by the lack of established evaluation criteria, by an absence of quantifiable data from the small survey done, and by a limited number of specific or discrete tasks set up at the review meeting.

The Second Year of TFW

As the review process unfolded, and the pieces--from questionnaires through the review conference--began to fit together, two general thoughts kept surfacing:

1. TFW is a process and not an organization or agency.
2. Fundamental to the success of TFW is the level of commitment to its spirit and its ground rules.

These comments provide a valuable context to assess achievement and needed improvements in TFW.

Process vs. organization. Awareness of the difference is important to any understanding of TFW as it actually functions. As a process, TFW embodies operating elements quite unlike those constituting the norms of procedures inherent in an organization. In a process, particularly one devoted to win/win solutions by consensus, what is considered efficient and effective differs substantially from what an organization may consider efficient and effective.

In a process, productivity and speed, even decisiveness, may well be inappropriate. It may be far more important to maintain flexibility, to proceed slowly in order that everyone is heard and understood, and to welcome change--rather than productivity results--as the norm for operations.

The difference in what is efficient and effective sets up a tension in the TFW process, as its TFW participants typically come from organizations--steeped in chains-of-command and hierarchies, judged by performance and production, and encompassed by a certain protocol in standards and procedures. Further tension results from the organizational missions and loyalties of each TFW participant.

Commitment level. Again and again during the regional meetings and the Wenatchee sessions, concerns were expressed about whether trust is growing or diminishing among participants, whether the commitment to TFW has dwindled, and whether newcomers to TFW can ever feel the level of commitment of its founders.

The originators of TFW boldly swept away traditional adversarial stances, creating a clean slate on which participants could write fresh approaches to forest practices. The mere fact that the Agreement had been hammered out at all gave tremendous

momentum and excitement to the early months of the TFW process. And expectations grew about the giant steps that TFW could conceivably take.⁷

In the second year (with several variables including economic factors creating an increase in timber harvest applications on state and private lands in Washington), TFW has undergone iteration after iteration of putting the Agreement into practice. New issues test the limits of the Agreement and force examination of its definitions. New faces enter the peer group with less grounding in TFW's origins. This puts strains on the good intentions of the cooperating entities.

The newborn of the first year has reached adolescence, with all the turbulence and frustration that implies. As one participant stated, "The honeymoon is over. We are now at a standoff, almost an impasse about everyone's pet agendas. The challenge is to keep working together and stay respectful."

Keeping such a context in mind helps to explain both the extraordinary level of second year successes that have been identified and the frustrations felt as TFW moves into its third year.

What is Working?

There seems no doubt that:

- o the TFW Agreement is a success,
- o there are payoffs to the various interest groups, and
- o participants see progress in the second year.

Today's forest practices regulations are written and accepted in a fraction of the time it used to take. Today people talk and laugh together, respect each other....The same people who previously communicated only in legal briefs and letters of protest. Interest constituencies may continue to hold to their own perspective, but they are aware of the factors in--and can admit the legitimacy of--the positions advanced by other interest groups.

When participants are asked to identify successes and positive results from TFW, the lists are long. And, throughout the state, representatives of every constituency do not stop at naming difficulties . . . they go on to suggest solutions. (See Table

⁷The promise of TFW is recognized nationally, as indicated by an award (in spring 1989) of "best overall honors" to the State of Washington in the forest management category by Renew America, a national non-profit organization that reported that TFW "may set the standard for multiple forest resource management."

1.) Results indicate that the TFW Agreement and process are considered a vast improvement over any previously used forest resources management system (78 percent of questionnaire respondents⁸ and majority of regional meeting participants). General effectiveness of the TFW effort in its second year is rated as "fair/adequate" to "excellent" by 82 percent of those responding to the questionnaire; 44 percent feel that the level of change in effectiveness is "very good" to "excellent" in the second year as compared to the first. The fact that more than ten times the number of people participated in the second year's survey effort as had been involved in the first year is, in itself, a positive sign.

TFW is rated as **most effective** in addressing Riparian Management Zones (RMZs) and Upland Management Areas (UMAs), and forest harvesting activities.⁹

Individuals identified certain aspects of TFW involvement as particularly productive for their respective agencies/organizations:

- o Model of inter-organizational and negotiated resource management.
- o Access to and communications among participating groups/individuals; increased contacts.
- o Access to information, process, applications, and on-site reviews.
- o Recognition of all participant prerogatives, needs, concerns.
- o Field implementation; inter-disciplinary (ID) teams.
- o Recognition of voluntary measures above regulations.
- o More awareness among industry/landowners of effects of harvest operations.
- o Viable, constructive committee participation and team building.
- o Water quality and stream protection.
- o Fish habitat protection.

⁸It's important to the credibility of questionnaire results to note that--as of September 1989--41 percent of the respondents had been involved in TFW more than two years and an additional 47 percent for one to two years. Only eight percent of those responding had been involved for less than one year.

⁹The questionnaire inadvertently combined two elements in the Agreement--Forest Practices on Unstable Slopes and Timber Harvesting Activities--into one: Forest Harvesting Activities. This was noticed before regional meetings began, and attempts were made to gather information on both categories.

- o Training sessions.
- o Regional meetings.
- o Wildlife protection.
- o Wetlands protection.
- o Worker safety.
- o Increased knowledge of other areas of resource management.

What is Not Working?

Of the 12 areas specified in the Agreement, the least cohesive planning and response has occurred in the area of **cultural and archaeological resources**. The area of **wildlife protection and habitat** is most often decreed difficult, in terms of definition, commonly agreed standards, and practical application.

The TFW process is rated least effective thus far in dealing with old growth, enforcement, and budget and staff allocations.

Other areas of major concern are:

- o funding stability;
- o definition of, and consensus on, priority issues;
- o changes in forest land ownership in the state (and other land transfers to non-TFW participants);
- o changes in personnel from those originally involved in TFW;
- o conversions/urban interface;
- o consistent TFW administration;
- o public and non-participant education;
- o interaction with counties;
- o need for more candor;

- o avoiding burnout and maintaining enthusiasm;
- o application forms and processing; and,
- o gaps in flow of information to field where it's needed.

This review showed the need to:

- o iterate and reiterate TFW ground rules;
- o educate and involve entities such as
 - + counties and local special districts (drainage, water, etc.);
 - + non-participant landowners (Inland Empire Paper, Vaughn Brothers, etc.);
 - + other environmental organizations (both statewide and localized);
 - + federal agencies (Bureau of Indian Affairs, National Park Service, U.S. Soil Conservation Service, U.S. Fish & Wildlife);
 - + other associations (contract loggers, Society of American Foresters);
 - + forest user groups (sport fishers, commercial fisheries, skiers, hunters, snowmobilers);
 - + other state agencies (Department of Labor and Industry, Department of Transportation, State Historic Preservation Office); and,
- o focus on strategic planning to move from "re-active" stance to a "pro-active" one.

Comparing the First and Second Years

Table 6 summarizes the progress seen by participants in attending to concerns listed in the first year's review. Areas of **achievement** most often recognized involved increases in communications, better coordination among interested parties, improved regulations, and more effective and efficient field implementation. A majority of questionnaire respondents and regional meeting participants evaluate specific aspects of the process as improved, i.e.:

- o better understanding of participant needs and roles,
- o increased awareness of resource values,
- o improved committee structures, products, and leadership,
- o more cooperation on inter-disciplinary (ID) teams,
- o added channels of accessibility to various constituencies,
- o improved training and education efforts,
- o far greater interaction and respect at regional level,

- o increased landowner/industry involvement and cooperation,
- o greater confidence in participant ability to resolve problems, and
- o more cooperative attitudes toward controversial issues.

The opportunities created by TFW for interaction between participants are defined as the most productive aspect of each organization's participation. Noted are the increased number of avenues available and the growth in willingness to communicate, resulting in a higher level of contacts and a better level of cooperation, particularly between state agencies, between tribes and other participants and among all participants, at the regional and district levels. Knowledge of "who does what" has increased useful communication. Access between industry/landowners and other TFW parties has risen substantially.

Even where trust is not yet whole-hearted, gains are seen. In particular, there has been a steady growth of respect for the industry players in TFW (with a concomitant concern to bring more industry/landowner players into the process). When compared to previous forest management systems, industry representatives are seen as more aware of resource issues, more accessible to other constituencies, more understanding of others' perspectives, and as far more willing to cooperate.

Forty-four percent of the questionnaire responses rate communication as "very good" to "excellent" while 28 percent rate communications as "fair." Comments at regional meetings identify communication as one of the most outstanding features of the TFW process.

The Training and Education Committee receives particular kudos for providing relevant training, education, and information that has increased understanding of the TFW process and all of its components.

Based on the recommendations presented at the end of FY 1989, first year concerns were briefly listed in the questionnaire; respondents identified the improvement rate from first to second years. Table 5 shows those results. This is a limited look at the second year's progress in comparison with the first year.¹⁰

More comparative information comes from a review of all the material--including written comments--from the questionnaire, regional meetings, telephone contacts, committee reports, and review meeting sessions. An update follows, based on second year information, concerning topics which appeared as major first year comments.

¹⁰ Measuring change from the first year to the second year is difficult at best, because information from the First Annual Review was not statistically quantified.

DNR. In the first year, areas of expressed concern were responsiveness, consistency of procedures/policies, clarity of conditioning authority, credibility, and personnel turnover.

In the second year, comments indicate that DNR regulation staff has become more aware of and more adept at suitable notification. Responsiveness is rated as very good or excellent by 45 percent of questionnaire respondents. Clarification of conditioning authority remains a need for some participants; this and more emphasis on compliance might go a long way toward resolving any remaining concerns about consistency of procedures and policies. Personnel changes in at least one region were considered welcome. Credibility was no longer a subject of comment.

Inter-agency communication and access. First year comments indicated this as already a "plus" of TFW; in the second year, it is again touted as a major element of success. In the questionnaire, 58 percent rates as excellent to very good with 28 percent deeming communications fair. The TFW News, a monthly publication welcomed by participants, began in February 1989. Access to other participants and knowledge of "who does what" has favored better communications. However, as expectations have increased, so have demands for further refinements of communication mechanisms, particularly from central agency offices to the regions.

Road abandonment and orphaned roads program, DNR road planning. Road abandonment planning remains about as much of a concern as last year; it was brought up at regional meetings repeatedly and only 14 percent of questionnaire respondents saw TFW as adequately addressing this area. An issue paper on orphaned roads was written in May 1989 but has apparently not alleviated concerns.

Industry pre-harvest planning. Comments in the first year saw the value of plans but were concerned about field time required. In the second year, the value and effort by owners received a significant degree of approval and notice, although one-quarter of the questionnaire responses ranked this area as needing further improvement.

RMZs and UMAs. The first year's review asked for more fieldwork, more education, and post-logging reviews. In the second year, these are rated among TFW's most effective efforts.

Cumulative effects. A high priority the first year, this remains of great concern. The earlier needs for data on the magnitude of effects, and on recovery periods, have not yet been satisfactorily addressed. Only eight percent of questionnaire respondents believe TFW adequately addresses this component of Agreement; 30 percent see no change from first to second year; and 50 percent see a

deterioration. At regional meetings, response was equally negative. Although an issue paper has been prepared, apparently dissemination and/or acceptance of its content is still under par.

Resource management plans. The first annual review indicated these were going too slowly and that landowners were unaware of either incentives or benefits. This continues to be a concern among TFW participants, with at least a third feeling improvements are needed.

ID team roles.¹¹ Comments of the first year noted the need for role clarification and communication. As more ID teams have functioned, the assessment in the second year is far more complexly stated. Some TFW participants seem to go so far as to base their entire evaluation of TFW's effectiveness on the efficacy of ID team field experiences. The teams are now more focused, and the information provided to teams seems to have improved. Comments indicate roles are better understood in the second year and that timing of reviews and decisions has improved. Circulation of final application results to team members has been neglected, however, and there's a need for more shared expertise and trust between those of same or similar disciplines from different interest groups. Sixty-seven percent of those involved in more than one ID team since 1987 see an improvement.

Contract logger and non-participant landowner education seems as much of a concern now as it was in the first year. The Northeast region has had some success in this area which might be emulated elsewhere. A recommended test program of regional information workshops as part of the third year may start to resolve the problem of educating and informing all non-participants, including landowners and operators.

Statistical tracking and Geographic Information System (GIS) database. Information systems had not had time to develop in the first year; comments indicate concern, but not frustration. As the second year ended, frustration has risen about the lack of accessible, accurate, useful tools to harness and iterate information. DNR has now formulated and is using a computerized system for application statistics and anticipates completion of the roads and water layers on the GIS by the end of 1991.

Snags, need for liaison with Department of Labor & Industry (L&I). On-site involvement by L&I as suggested in the first year's review, continues as a need; it is of note that advantage is not taken of the existing opportunity for an L&I representative on the Policy Group.

¹¹ Articles in the TFW News can be very encouraging about site-specific reviews; see example in March 1989 issue, page 3.

Wenatchee Review Conference

The review meeting--October 23-24, 1989 at the WestCoast Hotel's conference center in Wenatchee, Washington--included general sessions for reports and priority setting and small group work sessions on specific topics.

Committee and DNR Reports

Reports at the Wenatchee Review Meeting summarized second-year achievements, corroborated many of the points raised in the survey effort, and pointed to third year needs.¹² Presentations were made by the Field Implementation Committee (FIC), the Cooperative Monitoring and Research (CMER) committee, the Training, Information, and Education (TIE) committee, and the Administrative Committee. The Department of Natural Resources (DNR) also reported on forest practices and applications.

FIC. A survey of those involved in field implementation (which in future years could be combined with the annual review questionnaire) indicates that ID teams are working, needed, and provide an excellent forum. Results of ID teams seem to be level with or better than what members come in expecting; the majority of the teams have reached consensus. Most often addressed in ID team work are water quality issues, although most of the teams address more than one resource. Consuming time commitment in travel and meetings (for both the technical people and those involved in managing field implementation) is a problem. The FIC subcommittees that seem to work best are those that include both administrative committee members and field practitioners.

CMER. CMER has evolved with the assistance of a consultant this last year. The improved CMER approach integrates the research and monitoring projects by issue. Each of the original 19 projects has been incorporated. The revised CMER program provides for a focus on tools/products for use by resource managers, regulators and policy makers. There are six steering committees within CMER:

- o Wildlife.
- o Fisheries.
- o Ambient Monitoring.
- o Temperature and Water Quality.
- o Sediment, Hydrology, and Mass Wasting.
- o Information Management.

¹²Committee reports are in Volume II: Documentation.

Each project has an implementation coordinator and project contact person. Issue papers resulting from the studies are forwarded to the Administrative Committee for review before going to the Forest Practices Board.

Research and monitoring has been identified as a priority in TFW and has received legislatively appropriated monies. In FY 1989, CMER estimates over 13,525 hours were spent by TFW participants on research and monitorial implementation. The committee seeks additional input from the Policy Group as to priorities in order to more adequately set its own agenda.

TIE. The TIE Committee provided a showing of a narrated slide show suited to orientations and work sessions involving new TFW players and/or identified non-participants and/or the general public. The Committee members were commended for their dedication in serving on the Training, Information and Education committee. The committee has identified three areas within TFW communications needing immediate attention and programs:

1. Training - Internal interdisciplinary training of TFW participants needs to be organized addressing the following areas:
 - o Orientation to TFW for new TFW participants.
 - o Getting to "Win-Win" for all TFW participants.
 - o How to coordinate TFW process with local governments.
 - o Understanding baseline regulations and how TFW works.
2. Internal Communications - TFW News is being published as often as possible. The TFW News has difficulty getting articles in a timely fashion from TFW participants therefore limiting the frequency of the publication. TFW News and Klahowya both need staff and financial support.
3. Public Education - TIE recommends that a formal structure be put into place that links the TIE Committee with regional TFW groups. The goal would be to assist TFW regional groups in establishing local TFW public education programs, especially targeted at small landowners and potential forest practices "hot spots" statewide.

TIE recommends that the TIE plan be implemented. Staffing and funding need to be addressed by the Administrative Committee and the Policy Group as soon as possible in order for the TIE plan to be put into action.

Figure 3. Sumner Sharpe, Jim Owens, and Janet Mandaville discuss meeting strategy.



Administrative. The committee report presented a management structure defining recommended functions for the various committees.

1. Like a Board of Directors, the Policy Group is responsible for strategic planning, gives direction to the Administrative Committee, sets overall agenda and budget priorities, determines and allocates resources based on priorities, and assures accountability. As the guide for TFW, the Policy

Group needs to focus on strategic planning. As part of this, the Policy Group identifies which issues are addressed and which are dropped or delayed.

2. The Administrative Committee acts in a staff role to the Policy Group, determines adequacy of resources, develops specific work plans, and communicates issues to the Policy Group. The Administrative Committee sets priorities for standing committees and oversees TFW budgets and staff.
3. Within the framework set by the Policy Group and the direction given by the Administrative Committee, the standing committees identify needed short- and long-term activities and set time frames for accomplishments. Each committee is responsible for communicating its agenda and progress to Administrative and Policy groups.

Issue papers sent to the Forest Practices Board address cumulative effects and hazardous slopes/orphaned roads. Underway are issue papers concerning wetlands, wildlife, and the role of the U.S. Forest Service in its relationship to TFW. The second year has seen expanded training efforts, including the particularly well-received Ellensburg sessions.

Of particular concern to the Administrative Committee is the need to measure progress against the TFW Agreement, to revisit the TFW ground rules, and to encourage participants to separate their various agency/organizational roles from their roles in TFW.

The Administrative Committee also sees a need to reaffirm accountability throughout the TFW structure and for better information management. The Committee will appoint an Information Management Committee. The Administrative Committee also requested clear direction from the Policy Group in order to complete a work plan.

DNR. The DNR report covered statistics regarding forest practices applications, as shown in Table 7, and recommended several ways to improve the process, particularly in the area of information management. Relief from the paper blizzard is desperately needed as increases in applications were 26 percent and 24 percent respectively, in the last two years; DNR is developing a computer system, but needs to reduce the paper workload by 50 percent now.

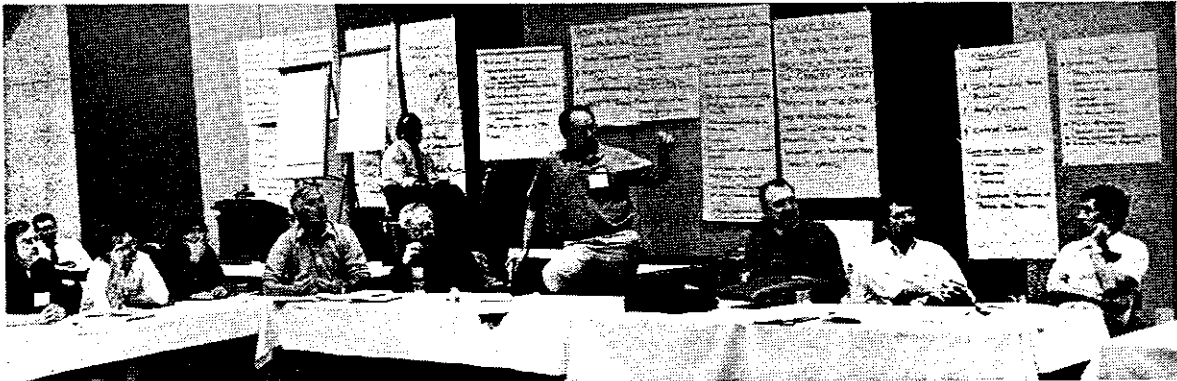
Tools to be used include a computerized database for application statistics; access by modem will allow participants direct and rapid input to applications. With refinements, the database should be able to give statistics on the numbers of harvest acres, tallies of UMAs, etc. The development of geographic information is proceeding; needs include funding to upgrade the computer system on which the

GIS is being compiled; partially completed are the hydrology and transport layers of several locations. Setbacks in the progress of GIS compilation came when dollars were taken out to support the field. The target date for completion of the roads and water layers is the end of 1991; the current budget pays for entry of spatial data but not collection of attribute data and updates of the data layers.

Recommended is the formation of a standing data committee to consolidate all TFW data needs under one umbrella. Also urged is assistance with compliance monitoring; DNR encourages all participants, while in field on other tasks, to "eyeball" harvest sites in order to report any positive outcomes, anomalies, and concerns.

Priorities. The review meeting also generated a listing of issues important to the third year; in large part, these parallel the list of concerns derived from the survey effort. (See Table 3.)

Figure 4. Jim Anderson (co-moderator) leading discussion with Jim Owens recording on flip charts.



Work Sessions at Review Meeting

Work sessions at the Wenatchee review meeting delved into four of the critical areas at the behest of the Policy Group: Wildlife, Archaeological/Cultural Resources, Outside Issues and Non-Participants, and Information Management. Highlights of the sessions follow, with documentation in Volume II.¹³

¹³ At the request of Jim Anderson, the contractor transcribed notes and lists from all work sessions and forwarded about 16 pages of information to the Policy Group for the meeting of November 1, 1990.

Wildlife. Of concern is whether, in practice, the wildlife component of the TFW Agreement is dealt with differently from other resources. Paramount is the need for clarity and consistency agreed to by all participants and used by all wildlife biologists, as to the definition and boundary of legitimate areas of concern in wildlife protection, especially regarding habitat. In addition, the Policy Group needs to address the recommendations of the wildlife issue paper. The Department of Wildlife (DOW) will perform a project, over approximately nine months, that will define Agreement terms and create an information and standards base with mapping and guidelines for management. DOW will draw on the expertise of all participants' wildlife biologists for this study. Also recommended was an audit by FIC, through initiation of a tracking and evaluation system to assess realities of wildlife protective measures.

Figure 5. Work session on wildlife issues



Archaeological/cultural resources. Problems arise from vague goals and a lack of understanding about what needs to be done and how to do it. Needs include specific procedures, additional staffing and funds, more education, and a process for ongoing evaluation. It may be necessary to separate--and handle differently--the cultural and the archaeological segments. Accountability within the TFW Agreement is important, as is compliance with state archaeological preservation laws. One avenue for funding may be through federal agencies whose missions

should include tribal site protection (Bureau of Indian Affairs, Forest Service, Corps of Engineers, etc.).

Outside groups and issues. There is a great need to interact with non-TFW organizations such as federal agencies, county governments, landowners/operators, localized environmental groups, and the state legislature. Needs include a stronger, mutually shared TFW vision and more interactions and education from TFW participants to outside groups. The groups devised a plan for regional information workshops as a first step, with a pilot program to occur in Puget Sound locales within the year.

Information management. As more computerized systems and other "high tech" mechanisms are instituted, improvements are expected in the flow of information, in development and access of database and statistical tools, and in reduction of the front-end load in application processing. Analysis of each step of the application process (procedures and obstacles) showed information needs, currently used mechanisms or systems, and envisioned changes. Recommended was the organization of an information management committee and the installation of electronic mail and message systems as rapidly as possibly among all TFW participants.

Policy Group

The group held two facilitated sessions during the review conference as well as less formal discussions. Concern focused on the need for Strategic Planning--to give short- and long-term direction, set overall TFW agenda, and to become more proactive in guiding decision-making overall (considering resource management plans, research and monitoring tools, field implementation, and budget/staff resources). An immediate start on strategic planning will also create climate and reference points for the third year's review and begin to resolve current frustrations of other committees about policy directions.

The Policy Group also agreed to look at its own method of operating by examining other governance models. Needing resolution are questions of membership criteria, agenda setting, meeting frequency and site rotation, and preferred report structures. As the TFW structure matures, and the focus shifts from quantity to quality, the group recognizes the need for communicating clearly what it chooses as activities and what (and why) other activities are not chosen.

The Policy Group agreed with the outlined functions for TFW's committee structure as recommended by the Administrative Committee. The members also agreed to develop a work plan and to provide timely response to reports and issue papers when submitted.

Closure

As the review meeting came to a close, participants generally agreed that:

- o Survey results and regional meetings were positive.
- o Committee reports were positive.
- o Issues and concerns have been identified; work has begun; and the effort will continue.
- o The recommitment to TFW at this meeting stresses continued honesty in dealing with each other; and the need to recognize that priorities are not "first come, first serve" but that everyone must keep the "big picture."

The Third Year of TFW

Measures of the coming year's progress will be more significant, and more readily compared with the past year, if the following baseline information established in the second annual review process is used:

1. Questionnaire instructions and results.
2. FIC work load data.
3. DNR applications statistics.
4. Regional meeting and committee priorities.

The following incorporates the recommendations from review meeting work sessions into a "checklist" against which overall progress in the third year can be assessed.¹⁴ The checklist's category divisions are general; and some items could readily be in more than one category.

General structure/operations

- o Operation of policy and administrative groups in accord with defined functions and roles.
- o Committee structures that incorporate, adequately orient, and accept new participants.
- o Annual calendar begun to assist participant planning and reduce time/travel commitments.
- o TFW ground rules followed at every level and in all situations.
- o On-ground perceptions changed, with conflicts resolved more readily and respectfully, especially as regards wildlife concerns.

Budget/staffing

- o Priorities identified and driving the budget allocations.
- o Budget planning for fourth through eighth year.
- o Funding sources tapped to design and staff a program in archaeological/cultural resources, including an evaluation component.

Participation/outreach

- o Department of Labor and Industries brought into TFW process.
- o Clarification of relations with USFS, and issue paper completed.
- o Expanded interactions with counties.

¹⁴Based on discussions and observations by participants throughout the Second Annual Review effort, the contractor has assembled several recommendations for conduct of the Third Annual Review and submitted these separately to representatives of the Policy Group and the Administrative Committee, with a copy to contract officer Stephen Bernath at DNR.

- o Increased support and staffing for public relations and information flow through TIE.
- o Relations worked out with other state/federal activities and legislation: Sustainable Harvests, Shoreline Development, Clean Water Act, National Scenic Routes, Historic Preservation, etc.
- o Additional landowners, operators, and local environmental groups have become participants.
- o Flow of information to legislators with increased support and knowledge among them.

Work plan specifics

- o Strategic planning underway in Policy Group.
- o Cumulative impacts issue paper disseminated and contents understood and accepted in field.
- o Department of Wildlife project completed by October 1990.
- o GIS proceeding in proportion to an overall completion date of end 1991.
- o Resource management plans completed.
- o Wildlife issues paper reviewed and consensus reached.
- o FIC has instituted a tracking system and evaluation process, including a focus on success of wildlife protective measures.
- o Access, content, flow of paperwork--particularly in application process--has been streamlined substantially with a noticeable shift in DNR tie/effort from front end to compliance/monitoring end.
- o An information management committee is in place, with a mission statement and substantive work underway.

In large part, the Policy Group's success in the third year with intensive and effective strategic planning will portend the course of TFW. Questions for focus in that strategic planning effort should include:

Has planning set long-term (5- to 6-year to reach the Agreement's eighth year) goals including substance of TFW, organization, and operations?

Do those goals address, for example, when and how research is done? replacement of regulatory mechanisms? level of needed institutionalization of TFW? a legislative agenda? the need for regulatory changes? ways to ensure continued participation of constituencies with limited resources or discontinued funding?

Has the Policy Group also resolved the way in which new participants can be included as members at the Policy level and still keep the Policy Group at a size that's workable and effective?

The Policy Group needs other Third Annual Review components--surveys, statistics, criteria, participant input--well in advance of scheduled review conference in order to deliberate thoroughly its stance on continuation of TFW Agreement and/or specifically recommended changes in that Agreement.

Appendix

All tables referred to in the report text are placed in this appendix to **Volume I: Overview**.

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List of participants, Wenatchee Review Conference

**Table 1. Primary concerns elicited during survey,
with suggestions for resolution²⁰**

Problem Area: Commit to TFW Ground Rules

Solution Suggestions

- o Copy in orientation kit to new participants (TIE developing).
- o Review/discuss at regional meetings; provide handouts as reminders.
- o Include in all media releases, background press kits.
- o Publish ground rules annually in TFW News; anecdotes of successful adherence, uses in resolution.
- o Condition DNR employment on adherence; make part of job performance appraisals, particularly for DNR field office personnel.
- o Send with every application packet.
- o Send with inter-disciplinary (ID) team invitations.
- o Stress underlying philosophy that TFW not an agency, but a process/agreement, always evolving.

Problem Area: Funding/budgeting/staffing--long-term support to ensure participation at equal levels of all parties; relate budget to logic of priorities, products, and work plans; examine strategies for TFW funding to other agencies whose participation limited by funding.

Solution Suggestions

- o Clarify current criteria for budget allocations; policy group evaluate, affirm, and distribute budget logic.
- o Print annual DNR-TFW budget in TFW News.
- o Other participants Washington Environmental Council, and state departments of Ecology, Fisheries, and Wildlife (WEC, DOE, DOF, DOW, etc.) issue annual report of in-kind time, dollars, staff related to TFW; disseminate report.
- o Update TFW organization chart annually; include players, dollars and full-time employees, roles; print in TFW News; include in media kits; etc.
- o Establish process for information flow and lobbying to legislators.
- o Look for alternate sources of support--as foundations for research, hardware/equipment, etc.
- o Assess application fee structure to ensure coverage of costs of process as is standard in other land use application processes.

²⁰The suggestions for resolution are compiled from comments during the survey effort--both discussions at regional meetings and notes on questionnaires.

Table 1 (continued)

Problem Area: Forest practices application process--its complexity, paperwork, response times, etc.

Solution Suggestions

- o Solicit revision suggestions from industry, operators, others--perhaps two separate forms (one for large frequent corporate, one for small infrequent landowner); establish common notation, base map standards; redesign to fit envelopes.
- o Prepare backgrounder on process/instructions **separate** from form itself--sent with application packet and on file at all participant entity offices--and pull its information from most commonly asked questions and common denominators in problems encountered.
- o Add to **class** divisions of applications, another filter by complexity and/or sensitivity; then use a triage approach.
- o Work with tribes (and established U.S. Forest Service [USFS], state archaeology office, and state/local historical society baseline information) to pinpoint areas of special cultural/archaeological focus.
- o Maintain files of applications at all DNR regional offices for inter-agency and public access.
- o Clarify authority of DNR to add conditions based on voluntary agreements made by landowners and/or use USFS approach of attaching voluntary agreement letters to final paperwork.
- o Examine response times for adequacy (especially Class 2); put into working days, not calendar days.

Problem Area: Information needs, availability, accessibility--concern is that what "head" (central offices) assumes or develops or provides may not be what "body" (field groups) feels needed.

Solution Suggestions

- o Make development of GIS database a funding priority and speed its completion.
- o Clarify understanding of what GIS will and won't do; don't tout as panacea for all ills.
- o Produce descriptions of intended informational tools and disseminate for comment to all participants for comment.

Table 1 (continued)

- o Expand TFW News coverage of issue papers, policy decisions, progress of informational tools, current and projected research, regional "success" models.
- o Develop cooperative funding arrangements for research with foundations; environmental groups, industry, other agencies.
- o Develop compatibility in hardware/software for databases and cooperative arrangements with state agencies, tribes, U.S. Geological Survey, Bureau of Land Management, Bonneville Power Administration, industry/landowners, etc., to speed formulation of GIS and other information tools.
- o Provide equipment/compatible software/interactive hardware/programs, etc.
- o Recognize and respect regional differences in information needs; incorporate these into research planning and database development.

Problem Area: ID team process--need for consistent use (region to region, district to district); size and invitations to participate; definition within the process of priority issues, level of sensitivity or complexity of particular application; how to handle consistently "new" issues that arise on site.

Solution Suggestions

- o Assess and list all available ID resource people within each region; don't just depend on "those usually used;" **and** have some all-ID-resources sessions to inform, orient, build trust.
- o Pool, agree, share expertise and advocacy roles; consult in advance of site examination and give proxy to **one** biologist, **one** fisheries person, etc.
- o Recognize landowner expertise--may know deer trails/cycles better.
- o DNR to provide more encouragement/funding/specific strategies for additional attention to and expertise in cultural and archaeological resource identification and protection; very overlooked area in TFW Agreement.
- o Begin to develop common solutions to on site issues and circulate them as models to other regions.
- o Standardize ID team instructions; invitation packet information, report formats, distribution lists, etc.
- o Differentiate between baseline, data-supported information, and professional but semi-speculative assumptions; understand value in both.
- o Separate scientific issues from organizational agenda.

Table 1 (continued)

Problem Area: Compliance and monitoring--concerns include: fines not punitive, violating operators not vetoed from other sites nor names communicated to other districts, regions; impression that FIC less visible than CMER and TIE; feeling that front end application and ID team process consuming energy and time, leaving little for result checking; need for more training in regions as to how to administer, monitor, and effect compliance voluntarily.

Solution Suggestions

- o Work with industry representatives to establish more information sharing between landowners, large and small, of process--perhaps in meetings of all of landowners in an area, or in training sessions as done in Northeast Region, or through public relations (P.R.) department help with press kits, traveling slide show, etc.
- o Brainstorm possible incentives for those who recognize stewardship responsibilities.
- o Share information on non-cooperative, non-complying operators region to region.
- o Include more background information with application packet; produce these pieces to catch interest and be readable.
- o Assist process of landowner to operator communication; provide extra copies of paperwork, or send material directly to identified operator, or require a sign-off on paperwork from both landowner and operator.
- o Include operators in communications loops.
- o Develop strategies for ways to handle compliance/monitoring during DNR fire fighting season.
- o Divide ID team responsibilities (by pooling resources and using proxy arrangements) into two site visits, before and during.
- o Bring more landowners/operators into discussions of cumulative effects, resource values, GIS formulation, etc.
- o Include Dept. of Labor & Industries (L&I).

Table 1 (continued)

Problem Area: Landowner relations: education, communications--including new landowners who are not participants; those overwhelmed by ID team process. [This was directed more to small landowners as corporate owners are more knowledgeable, involved and committed to TFW process.]

Solution Suggestions

- o Attach letters of voluntary agreements (as USFS does) to final paperwork.
- o Develop intra- and inter-regional lists of non-complying operators and share information with landowners.
- o Use format of NE regional training for landowners in other regions.
- o Schedule training for small landowners/operators in off season.
- o Work with P.R. departments of industry participants to develop/disseminate TFW information/ground rules through their newsletters and trade channels.
- o Enclose policy information, backgrounders, ground rules with all applications; also explanation/checklist of ID team intent/process.
- o Broaden mailing list of TFW News to include all small landowners and operators on file as active in previous year with Forest Practices Board.

Problem Area: Communications to and from regions; communications intra- and inter-agency/participant.

Solution Suggestions

- o Rotate sites of policy and administrative group meetings to regional DNR, other agency, and/or tribal offices.
- o Distribute issue papers widely; establish mandatory distribution lists; do in draft form to seek regional comment before written in stone.
- o Develop chronology files of all TFW communiques/papers available for perusal at DNR regional offices; have available at monthly meetings.
- o Allocate sufficient funds so that all regions can have monthly meetings and so that inter-regional meetings and regional coordinator meetings are held regularly (quarterly?).
- o Develop plan for regional meetings (two to three per year) akin to those held in review process, for issue, information sharing, resolution--beyond the routine business of monthly meetings; piggy back with other meetings; use professional facilitators; tie with short training sessions.
- o Develop a resource-speakers bureau on specific topics so that regional coordinators can find and schedule 1- or 2-hour information and training

Table 1 (continued)

- sessions (as on timber industry economics or cumulative effects or resource values, etc.).
- o Adopt at DNR center the Washington Environmental Council (WEC) mechanism of draft notation summaries of week's happenings, contacts, issues, concerns, meetings, actions; disseminate to regions.
 - o Develop and distribute a 1-page meeting summary form to record attendees, discussion topics, actions; provide for all meetings--regional, central, committee.
 - o Place FAX machines in all DNR offices; assist other TFW participants (as tribes) to obtain this equipment; supply a directory of FAX numbers in TFW News on semi-annual basis.
 - o Expand budget, staff, and role of TFW News.
 - o Each DNR office to update/clarify its distribution lists and process of maintenance; establish standard for flow of paper.
 - o Establish common database software for mailing list use.
 - o Develop models for successes and share inter-regionally.
 - o Piggy-back inter-agency meetings onto regional meetings.
 - o Share information between TFW and non-TFW working groups on statewide plans.
 - o Establish process for full and timely involvement of Dept. of Wildlife and Dept. L&I.
 - o Pool resources of tribal reps and environmentalists; also share tribal/agency wildlife biologists, fisheries experts, archaeologists on ID teams; establish contact in advance of site examination and send one rep per discipline.
 - o Examine communication loops; how often is channel through DNR Central most effective? What other loops exist?
 - o Policy/strategies for getting counties into communications/process loop needs development.
 - o Communicate the bad with the good; not just a "we can fix it" response.
 - o Each region should map or do flow chart of its internal process, timeline, commitments, players, roles--and supply to central DNR.

Problem Area: Public outreach.

Solution Suggestions

- o Develop cooperative strategies with industry P.R. depts.
- o Develop a dog and pony show that explains values--and balance--of BOTH viable timber industry and resource protection, with intent of TFW; circulate

Table 1 (continued)

- through universities, schools, libraries, service clubs, Sierra Club and Audubon chapters, trade shows, county fairs.
- o Develop a basic press kit and send to every daily/weekly paper in the state (use periodical directory).
- o Invite press to annual meetings; perhaps other meetings.

Problem Area: Policy and Agreement needs.

1. Cumulative Effects²¹
 - o Policy committee reexamine work to date on this in consultation with CMER, WEC, regions, and develop/distribute common definition.
 - o Define research goals to establish threshold/baseline information; explore such subsets as regeneration, wildlife, etc. From that policy, can derive consistent approach to analysis and response to cumulative impacts.
2. Wildlife Habitat--need other habitats defined, protected; wetlands may be of particular concern.
 - o Develop common information base and levels--i.e., consistency in number of acres need for flight corridor, prey area for eagles. In general, more structure needed in resource values definitions, training in wildlife habitat values, protection guidelines.
3. Conditioning
 - o Clarify/expand DNR authority to condition applications based on voluntarily agreed items with landowner.
 - o Educate landowners, public, other agencies in the conditioning process, its constraints, etc.
4. Snags
 - o Approach consistently through state.
 - o Capture Dept. of L&I interest and commitment; bring them into the fold.

²¹A cumulative effects definition has already been accepted in the cumulative issue paper, however, concern surfacing at regional meetings and questionnaires may well indicate this definition inadequately disseminated/understood in field and among all TFW participants.

Table 1 (continued)

5. Cultural/archaeological resources

- o Examine current responses, targeting, information, staff expertise, and place into range of priorities related to budgeting attention to this segment of Agreement.

SOURCE: Analysis of questionnaire and regional meeting results as presented by contractor at review conference.

Table 2. Vision Exercise: A Look Ahead to TFW in 1994**TFW Structure/Administration**

- o Paper blizzard resolved
- o Learn from our mistakes
- o GIS system up and running
- o No additional CMER tools needed
- o Predictable working environment for resource managers (all resources)
- o Everyone plays current DNR role in turn
- o Full funding
- o No Policy Group needed
- o Use of CMER knowledge to meet goals
- o Not duplicating human resources
- o Field time vs. committee time and field vs. administration more workable

Public Involvement

- o Public support/clear understanding that forest practices are being well handled
- o Public knows how to participate
- o Public involvement maintained
- o Public communication and access improved

TFW Participation

- o Fair and balanced program
- o TFW everywhere
- o All forest landowners participating
- o Respect for individual differences
- o Trust for each other
- o Help achieve each other's goals

Resource Management

- o Role clarification in land management issues
- o Satisfy requirements of Clean Water Act
- o Effective wetlands protection

Table 2 (continued)**Resource Management (continued)**

- o Creative/innovative management of state/private forest lands to increase economic values of resources other than timber
- o Definition/resolution of cumulative effects
- o State/federal/private resource management optimizes resource protection
- o Understand/implement adaptive management
- o More comprehensive view of problems (not just forestry issue)
- o Coherent voice re: expectations for forest plans
- o Forest land base unchanged (not all converted)
- o Water systems are healthy
- o Archaeological/cultural resource values well understood
- o Better protection of public and tribal resources
- o Recognition of different goals for public and private timber ownership
- o Basin-oriented process to measure effect of TFW resediment

Source: Discussion at Wenatchee Review Meeting; classifications added by contractor.

Table 3. Parallels in priority lists**Source: Survey effort**

1. Commit to TFW ground rules.
2. Resolve funding, budgeting, staffing allocations, relation to work priorities, support strategies.
3. Examine and streamline the process.
4. In ascertaining information/research needs and developing accessibility to information and management tools, integrate the actual needs of field and regional groups.
5. Create consistency in ID teams--use, participation, definition of priority issues.
6. Devise strategies to make compliance and monitoring more effective.
7. Develop ways to educate and communicate with landowners, particularly smaller ones and those not currently party to the TFW Agreement.
8. Improve communications to and from regions and intra-and inter-agency and participants.

Source: Review Meeting

- A. Recommitment--to process, trust, listening, consensus; balance role of risk and trust and communicate with non-participants.
- B. Management system and structures: committee roles, regional working groups, relations with participants and statutory requirements; funding; accountability.
- C. Implementation structures: staffing duplications and paper blizzard; field staff burnout; definition of staff roles.
- D. Information management: completion of GIS, development of other needed information and tracking tools; put an evaluation system in place.
- E. Balanced perspective and/or definition and/or resource values: wetlands, cumulative effects, sustainable harvests, urban interface, other conversions, archaeological and cultural sites.
- F. Measurement of on-ground accomplishments; ways to nurture, build, and communicate successes in field; provide enabling tools/backup to field; allow for course corrections.
- G. Education efforts through TIE and public outreach.

Table 4. Representation of TFW participants in questionnaire responses

<u>Geographic Origin</u>	<u>Number of Responses</u>	<u>Percent of Total</u>
Southwest	21	9
Southeast	28	12
Northeast	29	12
Northwest	25	11
Olympic	31	13
South Puget Sound	37	16
Central	59	25
Out-of-state	1	-
No address	4	2

<u>Type of Respondent</u>	<u>Number of Responses</u>	<u>Percent of Total</u>
State Agency	92	39
Federal Agency	5	2
Local Government	0	-
Indian Nation	39	17
Environmental Organization	9	4
Timber or Related Organization	73	31
Small Woodlot Owner	2	1
Trade Association	4	2
Other	6	2
Unspecified	4	2

**Table 5. Adequacy of TFW effort after two years
(from questionnaire responses)**

Ratings:	<u>Excellent</u>	<u>Very Good</u>	<u>Fair/Adequate</u>	<u>Poor</u>	<u>Very Poor</u>	<u>No Opinion</u>	<u>Total Number of Respondents</u>
	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	<i>%</i>	
Communications	5	53	28	9	5	0	232
Coordination	4	36	42	13	3	2	229
Field implementation	6	32	34	16	9	3	230
Enforcement	3	16	40	19	13	9	231
Research	6	25	26	18	8	17	229
Staffing	1	14	28	28	22	7	232
Budget Allocations	1	9	24	27	26	13	231
Regulations	4	33	33	18	9	3	226
Other (Specify)	-	4	13	9	26	48	23

Table 6. Ratings of progress on first year recommendations (from questionnaire responses)

Areas for improvement listed below were identified during the first year's evaluation and rated on the level of improvement.

<u>Ratings:</u>	<u>Excellent</u>	<u>Very Good</u>	<u>No Change</u>	<u>Poor</u>	<u>Very Poor</u>	<u>No Opinion</u>	<u>Total Number of Responses</u>
	%	%	%	%	%	%	
Trust among participants	3	38	33	14	10	2	228
Clarification of participant roles	4	33	35	15	11	2	230
Resource/staff limitations	3	7	46	26	12	6	229
Application review process	2	27	43	13	11	4	222
Notice/opportunity to review	5	30	39	11	7	8	228
IDT participation	6	37	26	15	9	7	225
DNR response to others	8	37	27	13	7	8	228
Uneven field implementation	2	14	39	19	8	18	220
Agreement on priority issues	3	23	37	19	10	8	231
Invitations to participate	10	33	31	10	6	10	231
Access to DNR GIS database	4	11	19	12	17	37	224
Decision timelines	2	16	48	17	8	9	225
Attention to cultural/archaeological resources	3	22	33	8	8	26	229
Responsiveness to regional concerns	1	23	39	11	9	17	227
Training and public education	3	23	29	24	4	7	229

Table 7. Forest practices applications statistics,
January-June of 1987, 1988, and 1989

	<u>Statewide</u>	<u>Regional</u>						
		SE	Olympic	S. Puget	Central	SW	NE	NW
1/87-6/87	4,252	142	612	529	1,244	591	548	586
1/88-6/88	5,396	212	730	834	1,559	799	502	760
1/89-6/89	6,698	323	1,019	952	1,552	1,319	787	746

NOTE: Counts only from January-June of each year are compared as those are only DNR-supplied statistics for FY 1989. Totals for all of calendar year 1987 were 8,576, more than double the activity of first six months; little reason exists to believe 1988 or 1989 would differ from that pattern.

Source: DNR Report at Wenatchee; First Annual Review Report.

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