When many people associated with NEPA hear “collaboration”, they tend to connect it with formal groups rather than the process itself. In the effort to develop and maintain collaborative groups, the process of collaboration – and what we’re trying to achieve through it – often gets lost in the mix. Perhaps it would be helpful to shift our focus and emphasize collaboration as a process, not a group. While formal collaborative groups can be involved in the process, they are not the process itself.

Furthermore, it might also help to discuss what is required to sustain a productive collaborative process. Given the audience at this workshop, framing the collaborative process in the context of an ecosystem might make this concept more relevant. A forest ecosystem requires the exchange of nutrients and energy to be productive (grow trees) – and what goes up cycles back down. The same applies to the cycle in a collaborative process (i.e. organizational ecosystem) – the exchange of information, knowledge and potentially resources is necessary for productive working relationships and common purpose/understanding, and in turn these should nourish and influence future productivity.

By focusing more on collaboration as a process and the cycle within it, we can better sustain collaborative efforts throughout the NEPA process.

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COLLABORATION
Shifting the Focus & Sustaining the Process

Cycle within a Productive Forest Ecosystem

- **SPRING**
  - TREES
    - Leaves falling
  - UNDERSTORY PLANTS
    - Roots taking up nutrients
    - Leaves falling; Plants dying
  - FOREST FLOOR
    - Roots taking up water
    - Nutrients leaching into soil
  - SOIL

- **FALL**
  - Roots taking up water

- **SUMMER**
  - Roots taking up water

- **WINTER**

Cycle within a Productive Collaborative Process

- **PURPOSE & NEED**
  - WORKING RELATIONSHIPS
    - Feedback
  - COMMON PURPOSE & UNDERSTANDING
    - Feedback

- **REFLECTION**
  - FACILITATE sincere, transparent interaction; ENGAGE participants
  - EDUCATE on law/regs/policies and processes; COMMUNICATE values and perspectives
  - ADJUST based on lessons learned; SHARE experience

- **EMPOWERMENT**
  - CLARIFY roles/responsibilities, expectations, sideboards, timeframes etc.; IDENTIFY opportunities or reasons for adjusting these

- **DECISION**

- **PROPOSED ACTION**

- **SCOPING/COMMENTS**

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