



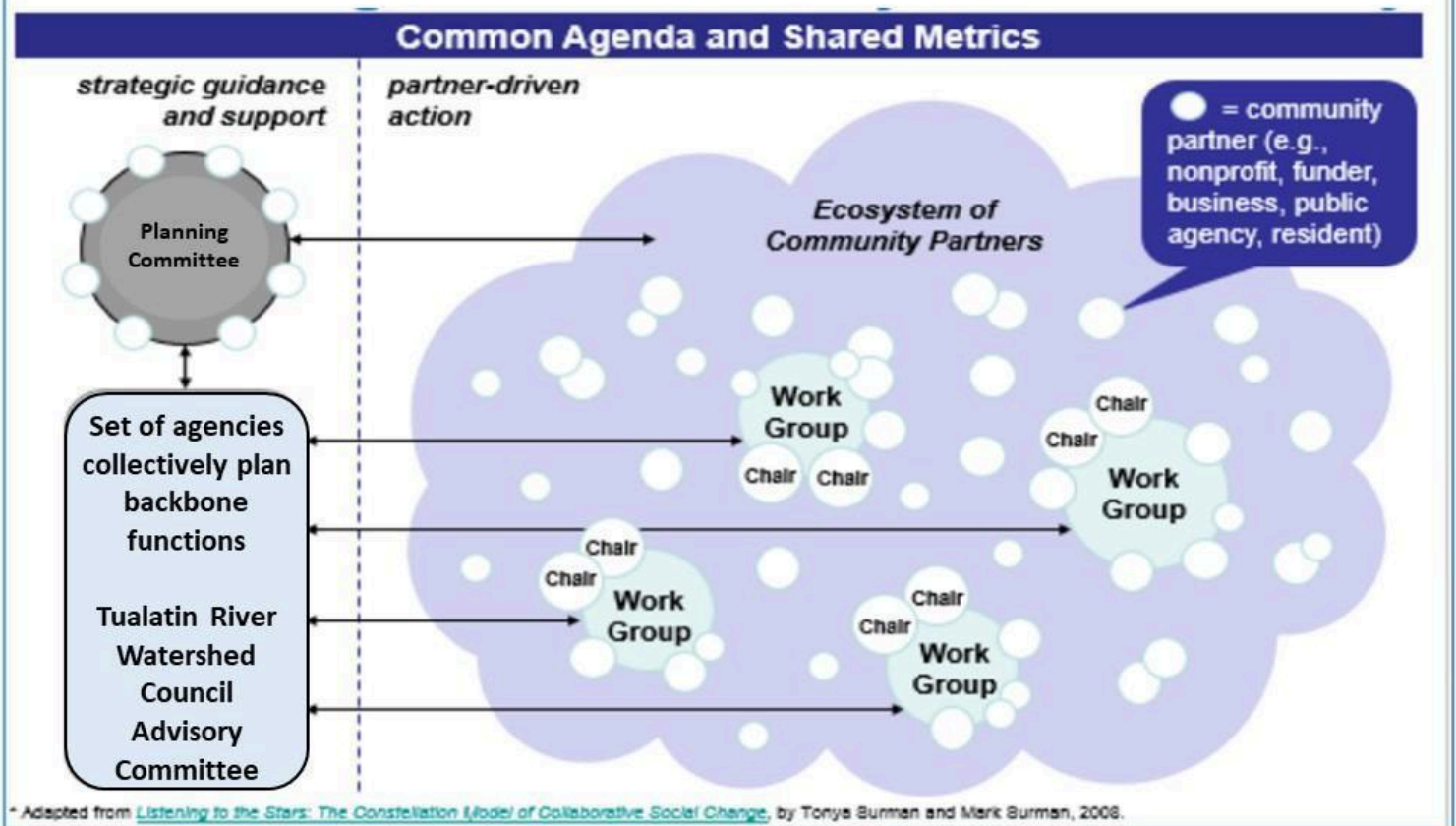
*Collaborative Governance
Structure and Function*

Table of Contents

1. Tree for All Structure - Image	2
1 Bold vision for climate resiliency	3
1.1 Working for a common goal	3
1.2 Guided by shared values	3
2 Structure for collaborative governance	3
2.1 Structure provides varied levels to connect and engage	3
2.2 Leadership provided by Planning Committee	4
2.3 Strategy for action provided by Working Groups	5
2.4 Heart and voice of community provided by Partners	6
2.5 Support and connection provided by Subscribers	6
3 Action for a healthy watershed	6
3.1 Initiatives provide roadmap to achieve common goal	6
3.2 Projects achieve metrics and meet goals	7
3.3 Events and communication foster trust and transparency	7

1. Tree for All Structure – Image 1

Tree for All Structure: Intentionality + Uncertainty



1 Bold vision for climate resiliency

1.1 Working for a common goal

The Tree for All collaboration believes that a healthy Tualatin River watershed ensures quality of life and helps people adapt and thrive in the face of climate change.

The Tree for All collaboration aspires to work together on nature-based initiatives for a healthy watershed through strong partnerships that are equitable and based on trust.

1.2 Guided by shared values

The Tree for All collaboration is committed to:

- a. Strong partnerships: We will enable Partners to leverage collective strengths, develop adequate capacity, and be accountable for results.
- b. Community: We will ensure that projects address diverse community needs and connect to regional priorities.
- c. Ecosystems: We acknowledge that social and ecological needs are more important than political boundaries and that a healthy watershed depends on both private and public land.
- d. Equity: We will actively center underserved communities, youth, and Indigenous people early in the planning of projects by meeting people where they are, listening to their concerns, and incorporating their ideas.
- e. Quality of life: We recognize that access to nature provides unique benefits to people and must be available to everyone.

2 Structure for collaborative governance

2.1 Structure provides varied levels to connect and engage

The Tree for All governance structure is founded on equity and inclusiveness and strives to include all interests needed and Partners who are willing to contribute to solutions to achieve the common goal.

- a. The Tree for All governance structure prioritizes working together and navigating key decisions in a manner to achieve transparency and accountability.
- b. Different perspectives are welcome, and the structure is intended to remove bias.
- c. Decisions are made through consensus rather than majority rule.
- d. Tree for All consists of organizations, individuals, and entities, with four types of participation that further define accountability to respective organizations and to one another: Planning Committee, Working Groups, Partners, and Subscribers.
- e. Formal agreements and membership dues are not required for any of the participation types and this structure is intended to establish and foster trust by outlining ways to participate without creating unnecessary layers of complexity.
- f. At this time Tree for All does not have a recognized fiscal sponsor. Partners currently contribute according to the type of participation and establish agreements as needed and in accordance with their respective organizations.

2.2 Leadership provided by Planning Committee

The Planning Committee is collectively empowered to make decisions on behalf of the Working Groups, Partners and Subscribers. The Planning Committee core functions include:

- a. Champion equity, diversity and inclusion.
- b. Guide vision and strategy by defining and prioritizing Tree for All Initiatives, and by identifying projects that fulfill the common goal and advance shared values. Initiatives are long-term strategies with defined metrics and projects are shorter-term activities that achieve metrics.
- c. Establish shared measures and measurement practices and advise Partner(s) regarding Tree for All metrics and values.
- d. Provide guidance and coordination to activate Initiatives by creating and providing oversight to Working Groups and catalyzing possible collaborators to help plan and/or implement projects to support Initiatives.
- e. Communicate continuously and promote Initiatives.
- f. Mobilize funding and provide information to Partners regarding potential funding for initiatives.

Planning Committee members represent stakeholders who are highly regarded by peers, highly knowledgeable in their subject area, action-oriented thinkers, able to represent their organization's involvement, willing to collaborate and innovate with a diversity of other perspectives, and are willing and able to commit time and resources to pursue the Tree for All purpose while observing Tree for All values.

- a. Planning Committee members commit to serve for a two-year term with an option to serve for a third year. Planning Committee members are generally compensated by their respective organizations or other mutually agreed upon arrangements as needed. The initial members of the Planning Committee are:
 - o Bruce Barbarasch, Tualatin Hills Parks & Recreation District
 - o Rebecca Gomez-Chuck, U.S. Fish and Wildlife Service
 - o Rich Hunter, Clean Water Services
 - o Joni Shaffer-Elteto, Native Plantscapes Northwest
 - o Jill Erickson, Clean Water Services
 - o Scott McEwen, Tualatin River Watershed Council
 - o Dean Moberg, Gash Gold Vermilion Natural Resources Consulting
 - o Daniel Rittatore, Clean Water Services
 - o Bruce Roll, Retired Clean Water Services
 - o Lacey Townsend, Tualatin Soil and Water Conservation District
- b. The Planning Committee serves as the backbone for Tree for All and exists as an advisory committee of the Tualatin River Watershed Council. The Watershed Council supports the Planning Committee in accordance with its bylaws and provides one Council member to serve on the Planning Committee. As an advisory committee, the Planning Committee is not governed by the Watershed Council, and the Watershed Council is not responsible for managing the Planning Committee.
- c. The Planning Committee agrees to:
 - o Add new members and renew memberships of current members as needed.
 - o Make decisions via consensus.
 - o Develop and coordinate Tree for All Initiatives.
 - o Authentically address concerns and manage conflicts.
 - o Choose a facilitator who is responsible for supporting progress by convening quarterly meetings and providing regular communication and who agrees to serve for a one-year term, which may be renewed by the Planning Committee.

2.3 Strategy for action provided by Working Groups

Working Groups are created for specific activities and focus on solving issues collectively. They are formed around ideas and opportunities and not around organizations.

- a. Partners may suggest and create Working Groups in coordination with the Planning Committee. The Planning Committee can create Working Groups as needed to define and develop ways to implement Initiatives by setting goals, establishing criteria for projects, creating shared measurements, and discovering opportunities for action..
- b. Working Groups meet regularly as needed and make recommendations to the Planning Committee to achieve the common goal.
- c. Tree for All Working Groups are guided by the Tree for All adopted shared values and collaborative governance best practices and work to achieve the common goal.
- d. Working Groups can be phased out when an issue is addressed or when energy no longer exists for the issue.
- e. Each Working Group:
 - o May add as many members as needed to represent diverse subject matter experts from a cross-section of Partners.
 - o Keeps records of decisions made, research conducted, and provides regular communication
 - o Enlists the energetic leadership by one or more Partners.
 - o Provides regular updates on progress to the Planning Committee.
- f. The initial Working Groups were created to refine and prioritize themes created by Tree for All Partners at visioning workshops in 2022-23. They are:
 - o Healthy Tree Canopy, co-led by Bruce Barbarasch and Joni Elteto, focuses on defining a baseline for a healthy canopy in urban and natural areas, how to improve the canopy health, and how to care for the canopy into the future.
 - o Habitat Connectivity, co-led by Scott McEwen and Rich Hunter, focuses on defining a baseline for connected habitat throughout the Tualatin River Watershed, identifying a Habitat Connectivity Zone in each HUC12 watershed, and restoring and protecting core habitats.

2.4 Heart and voice of community provided by Partners

Tree for All Partners are organizations, individuals, and entities that contribute significant resources toward planning and implementing initiatives that achieve the common goal.

- a. Initially, all organizations, individuals, and entities that contributed to past projects are considered Tree for All Partners. The Planning Committee may add or remove Partners at any time.
- b. In accordance with the collaborative governance structure, formal agreements and membership dues are not required for any of the participation types and this structure is intended to establish and foster trust by outlining ways to participate without creating unnecessary layers of complexity.
- c. Partners commit to resolve conflicts and build consensus to achieve the common goal and act in accordance with the shared values.
- d. Partners actively contribute time and resources to achieving the Tree for All common goal with a leadership role in planning and implementing Initiatives and projects.

2.5 Support and connection provided by Subscribers

Subscribers are organizations, individuals, and entities that request to be informed of Tree for All initiatives and events. Generally, they are less active in the collaboration.

- a. Subscribers may eventually become Partners and serve on the Planning Committee or Working Groups, but may also choose to remain Subscribers indefinitely.
- b. The Planning Committee facilitator or their assignee may add or remove Subscribers at any time.
- c. Subscriber roles:
 - o As capacity and interest allow, follow the development and implementation of Initiatives.
 - o As capacity and interest allow, Subscribers may volunteer to collaborate on Initiatives.

3 Action for a healthy watershed

3.1 Initiatives provide roadmap to achieve common goal

Through collaborative visioning with Partners, the Planning Committee prioritized two key initiatives to address challenges facing the Tualatin River Watershed. They are Creating a Healthy Tree Canopy and Connecting Habitats. Other areas of focus may be further developed at a future time into Initiatives. Tree for All Initiatives:

- a. Use long-term strategies developed by Working Groups to prioritize and outline action for Partners to achieve the common goal.
- b. Are nature-based solutions with defined metrics
- c. Help define and scope future projects that will achieve shared metrics of success, and
- d. Are data-driven.

3.2 Projects achieve metrics and meet goals

Tree for All projects and activities occur at varying scales and are identified by Partners to contribute to the common goal.

- a. Tree for All projects are reviewed by by the Planning Committee and Working Groups to ensure coordination and alignment. Projects are implemented by Partners.
- b. The Planning Committee may categorize current and potential Tree for All projects under one of the Initiatives to help clarify coordination between projects, assist in the collection and tabulation of metrics, organize efficient workloads of committee members, or other purposes as needs arise.

3.3 Events and communication foster trust and transparency

As capacity and funding allows, the Planning Committee will plan and implement community events that promote the Tree for All program, purpose, values, and projects. Generally, one to two events per year will be held.

- a. Events may also provide a means to solicit input from the community regarding the need for action via new projects and initiatives.
- b. Events shall be organized in accordance with Tree for All values.
- c. The Planning Committee will be responsible for providing clear, transparent, and constant communication with Working Groups, Partners, and Subscribers.
- d. Communication and outreach can generally take the form of one or more of the following:
 - o Postings on the Tree for All website.
 - o Postings on the media of Partners

- A Tree for All newsletter.
 - Tree for All Partner Portal
- e. The Planning Committee facilitator, in coordination with the Tualatin River Watershed Council executive director, shall ensure the Watershed Council is informed of Tree for All events and projects.
- f. Currently, the Planning Committee provides oversight to maintain an interactive website where Partners and Subscribers can share information about natural resource concerns, potential initiatives to address concerns, and potential collaborators.
- g. Currently the Tree for All website is hosted by Clean Water Services and its staff under the guidance and oversight of the Planning Committee
- h. All communication and outreach shall be implemented in accordance with Tree for All values.