

# Developing a framework of support around partnerships and relationships for land management planning



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# Background

The Forest Service is taking a new organizational approach to Land Management Planning to address past problems

## **Planning Service Organization (PSO)**

The PSO will provide technical assistance to forest and grasslands with dedicated expert employees and contractors. Three Planning Service Groups and a national Planning Service Center anchor this coordinated approach.



## **Planning Service Groups (PSG)**

Three PSGs will provide land management plan revision services to national forests and grasslands across the Forest Service.

## **Planning Service Center (PSC)**

The PSC will serve and support the work of the three regional PSGs and will manage four specialized teams that support challenging land management plan revision processes.



**Support Staff**

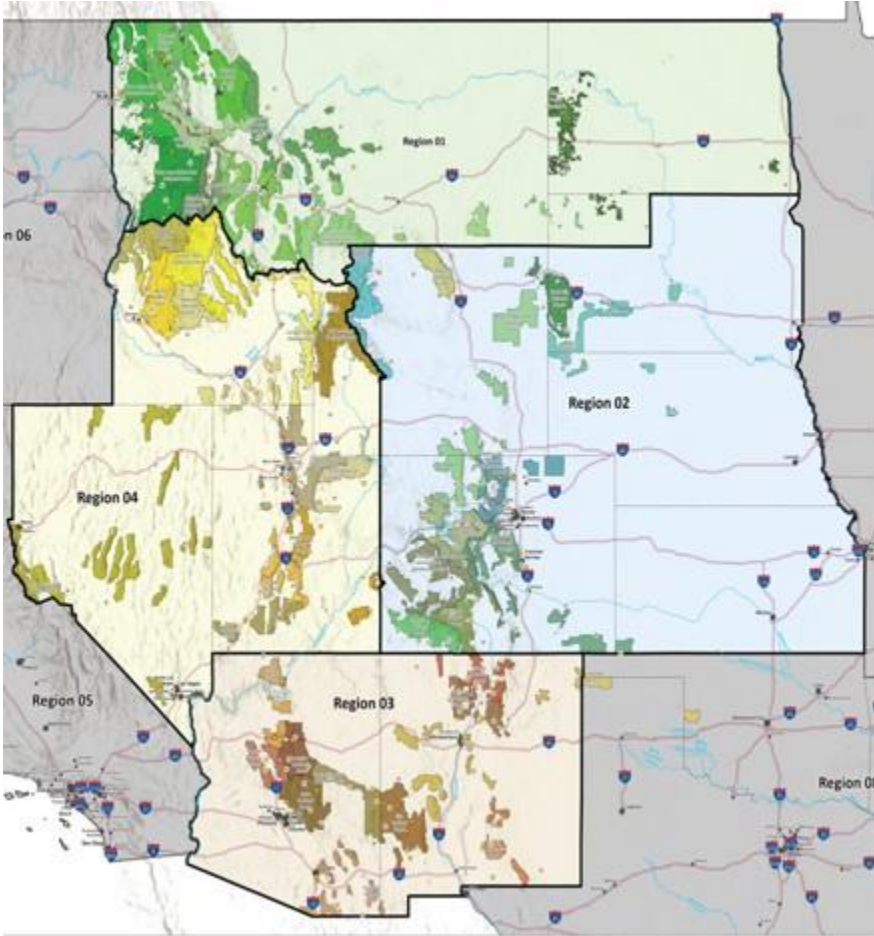


**Specialized Teams**

1. New Planning Organization within the Forest Service to support units in Land Management Planning.
2. Focused on addressing staffing, consistency, efficiencies, adaptive management, and cross-boundary collaboration around land management planning

While land management planning is not a new thing, changing the approach requires a look to see if there are opportunities, resources, or efficiencies to capitalize on.

# Organization



- Support across Regions 1-4 for plan revision
- Support public, government and tribal engagement
- Gather feedback from public



# Developing a Framework

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- Identify what you are trying to do and why
- Structurally evaluate your organization or partnership
- Identify how you will address any gaps or needs
- Implement, monitor, adjust



# Needs and Operations Assessment Steps

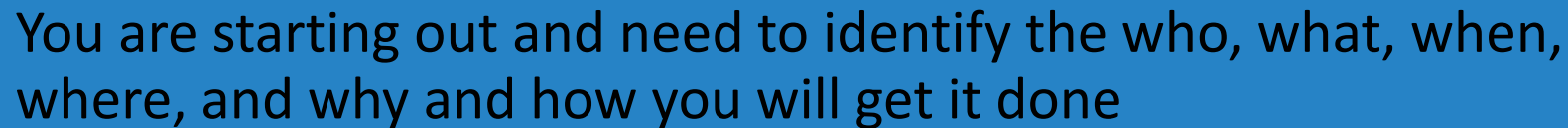


Connection: Different than a partnership assessment, but a similar concept to determining the current state and options for moving forward. This process can also support sustaining partnerships and areas of partnership impact.

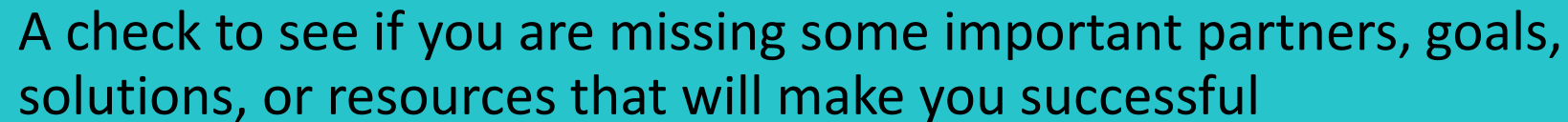
# Why Would You Do a Needs Assessment?

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You are starting out and need to identify the who, what, when, where, and why and how you will get it done



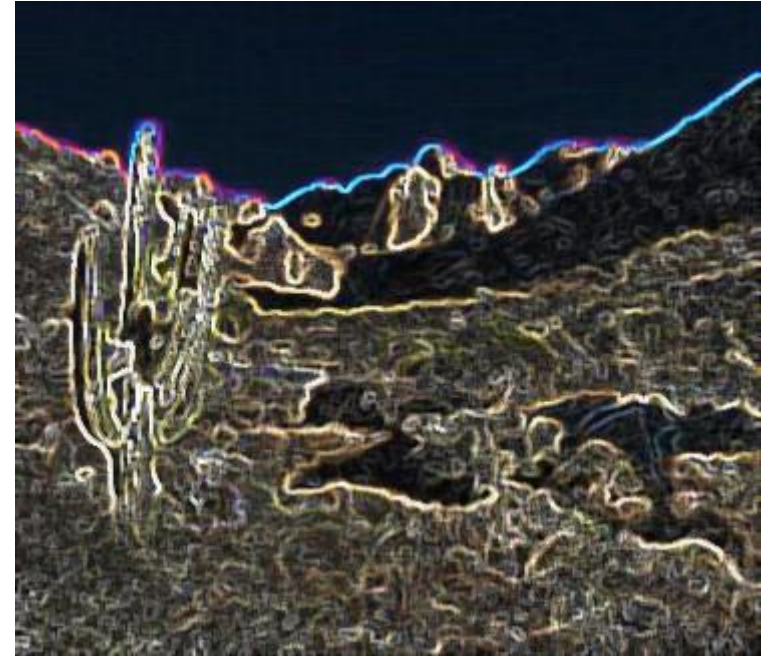
A check to see if you are missing some important partners, goals, solutions, or resources that will make you successful



An organizational way to communicate to others why you are doing something, what you want to do, and what is needed to accomplish it







**Relationship:** The way in which two or more concepts or people are or should be connected with the Mountain Planning Service Group.

**Partner:** Individuals, organizations and other entities interacting in a relationship with the Mountain Planning Service Group to achieve a common goal around land management planning.

**Engagement:** Being involved or participating in the land management planning process where needed or desired with minimal barriers for participation.



# Step 1:

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COMPLETING A SITUATION ASSESSMENT AND DEFINING THE NEED



# Land Management Planning Engagement Situation Assessment

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Inconsistent process for engaging our public and governments in a way that is meaningful to them and minimizes barriers for participation



Variable understanding and engagement around the planning process by unit staff



Lack of consistent process for gathering feedback on effectiveness of engagement implementation



Limited learning or coordination opportunities between other plan revisions



Limited knowledge of or lack of resources and services to support effective engagement



Lack of trust (both internally and externally)



# Your Turn to Share

THINK ABOUT WHAT YOU ARE WORKING ON AND IDENTIFY ONE OR TWO SITUATIONS IN THE CHAT THAT YOU WANT TO CHANGE OR ADDRESS.

# Frame Your Need from your Situation Assessment

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## Unit Support

- How do we provide the best support to the units completing a plan revision?

## Partnership Development

- Where do we focus MPSG efforts on partnership development to support our implementation of resources and processes?

## Relationship Development

- Who else in the Forest Service should be involved or incorporated to provide the best support and services to the units?

## Engagement Resources

- What resources are needed and when do we need them for meaningful engagement?

Mountain  
Planning  
Service  
Group



## Communication

- How do we improve communication and information sharing around the engagement process?





# Chat Time

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PICK ONE OF YOUR SITUATIONS, AND FRAME THE NEED AS A QUESTION (WHO, WHAT, WHERE, HOW?).



## Step 2:

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IDENTIFY GOALS FOR PLAN REVISION ENGAGEMENT

# MPSG Engagement Goals



- Establish a common understanding of the plan revision/engagement process.
- Develop cohesive plan revision teams.
- Involve a diverse public in the land management planning process.
- Increase internal and external awareness of when to engage in the planning process.
- Consistently gather feedback from diverse sources to better implement adaptive management on the engagement process.
- Communicate consistently and effectively with the public.
- Support plan revision by developing partnerships and relationships.





# Chat Interaction

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BASED ON YOUR FRAMED NEED, CRAFT A GOAL STATEMENT THAT STARTS WITH AN ACTION WORD. (WHAT DO YOU WANT TO DO, CREATE, OR CHANGE?)

# Step 3:

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IDENTIFY PARTNERSHIPS  
AND RELATIONSHIPS THAT  
CAN HELP MEET GOALS  
FOR THE PLANNING  
PROCESS



# Partnership Identification

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Look at both internal and external sources for partnerships.



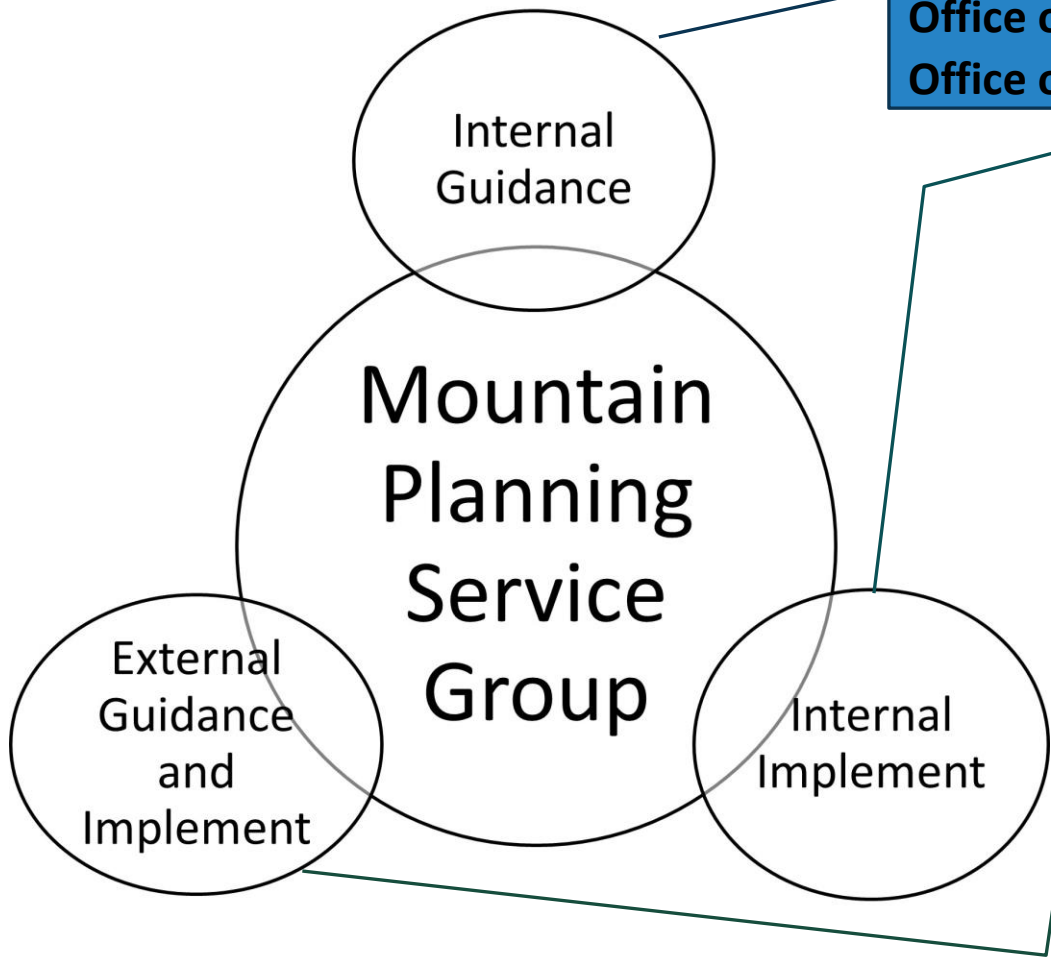
Use the goals to help brainstorm the potential partnerships that could help address a need or provide a support.



Identify the purpose and a contact to help start your networking



# Engagement Partnership Brainstorm



- USFS Policy Office
- EMC Public Engagement and Planning
- EMC Adaptive Management, Monitoring, and Analysis
- USFS Partnership Office
- Office of Public and Government Relations
- Office of Tribal Relations

Diversity, Equity, Inclusion and Accessibility (DEIA)	Workforce, Environment, and Performance Office	Urban Connections
Limited English Proficiency	Conservation Education	Geospatial Technical and Applications Center
		Research Stations

State Department of Agriculture	Transportation	Commissioners
State Foresters	State Oil and Gas Commissions	County Commissioner Associations
State Department of Fish and Wildlife	State Colleges and Universities	Range/Grazing NGOs
State Department of Parks and Recreation	Tribal Colleges and Universities	Recreation NGOs
State Department of	County	Wildlife NGOs
		Ecology NGOs

# Write Down on a Piece of Paper (2 Minutes)

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PICK ONE GOAL AND LIST  
ANYONE AND EVERYONE  
YOU CAN THINK OF WHO  
COULD HELP YOU ACHIEVE  
THAT GOAL.



# Identifying Important Relationships

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## Relationship

MPSG with Unit and Unit Revision Team

MPSG with Regional Staff

MPSG Leadership and Regional and Unit Leadership

MPSG with other USFS

MPSG with External

## Purpose

Completion of the plan revision

Coordination and consistency across regions

Support for the plan revision process

Increase meaningful involvement in the plan revision process

Better develop and evaluate implementation success



# Chat Away

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IDENTIFY ONE IMPORTANT  
RELATIONSHIP FROM YOUR  
PARTNERSHIP  
BRAINSTORM, AND  
IDENTIFY WHAT THAT  
RELATIONSHIP CAN HELP  
YOU ACCOMPLISH.







## Step 4:

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EVALUATE TRUST AND HOW IT MIGHT INFLUENCE WHAT  
YOU NEED TO DEVELOP

# What is Trust Ecology?

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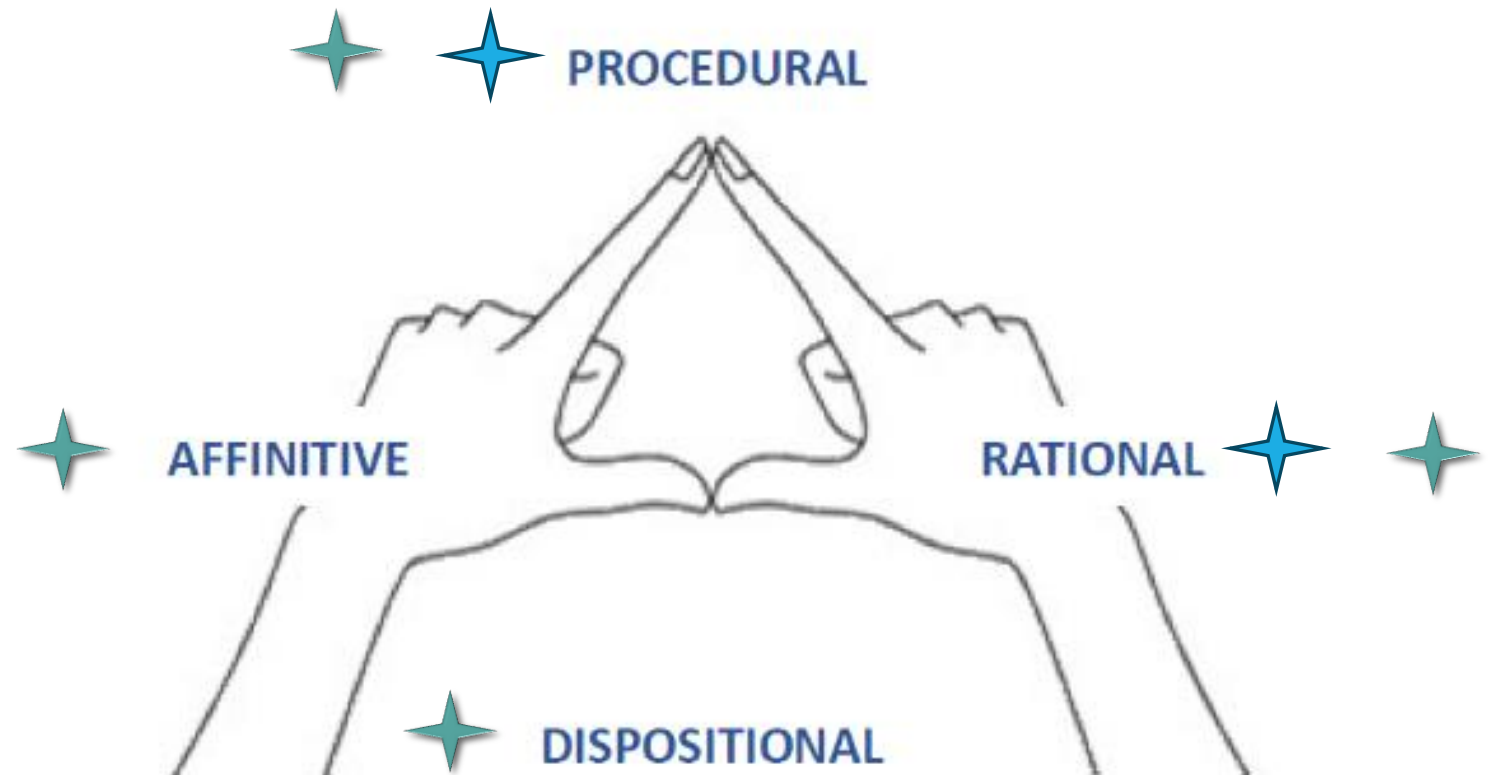
PROCEDURAL	Actionable trust based on how well organizations work together with a systems-based perspective: How well do our systems and policies enable collaboration, consensus building, and co-development; do we understand and agree on rules and expectations for working together; are we clear on roles and responsibilities; are there power imbalances; or is there a history of distrust?
AFFINITIVE	Actionable trust based on what we have in common and how individuals mesh with each other (common affiliations (soccer fans), shared values (mountain bikers & health), personalities (introverts and extroverts), humor, etc.).
RATIONAL	Actionable trust based on what we have achieved together and includes expectations of positive and beneficial outcomes, strengthened by shared goals, commitment and follow through, cooperation, problem solving, and risk assessment.
DISPOSITIONAL	A non-actionable trust based on culture and life experiences that influence if a person or group trusts easily or is open to developing a partnership. Dispositional trust is a baseline from which affinitive, rational, and procedural trust can develop or be diminished.



# Trust Evaluation

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A framework for understanding how trust forms and functions in MPSG collaborative work.





# Chat and Share

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CONSIDER THE RELATIONSHIP THAT YOU IDENTIFIED,  
WHAT TYPE OF TRUST OR DISTRUST NEEDS ATTENTION?

# Step 5:

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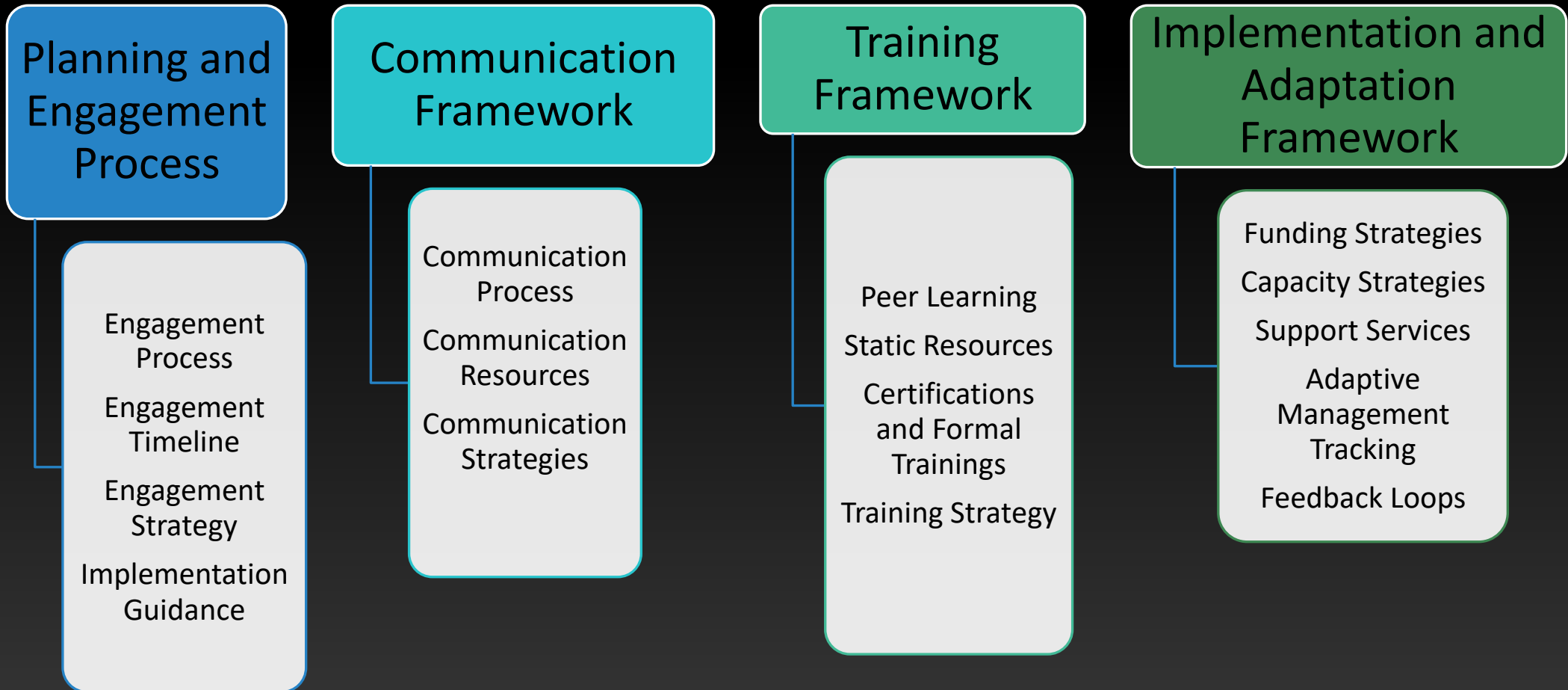
IDENTIFY OPERATIONAL  
RESOURCES THAT WILL  
HELP YOU MEET YOUR  
GOALS





# Identification of Operational Resources

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## Step 6:

ACTION PLANNING TO LAY OUT WHAT WILL BE DONE AND BY WHOM

# Action Planning

Determine  
the Details  
that Help you  
Get it Done



**This is the who, what, when, and how**

- Current Status/Background
- Development Recommendations
- Influences (Technical, Social, Economic or Cultural Considerations)
- Who is Responsible
- Priority Level
- Estimated Completion Timeline
- Monitoring and Maintenance



# Takeaways

## **Move slow to move fast**

- Taking the time to think about who and what is needed to be successful can make things fall into place later

## **Solicit lots of opinions**

- Ask different perspectives from different levels of involvement

## **Don't let assessments stop you from moving forward**

- You don't have to fully complete this effort to implement. It is okay to use this as a living framework





# Group Discussion



**How do you think a needs and operations assessment can support your partnership and collaboration efforts?**

**What other questions do you have for me on the Mountain Planning Service Group efforts to evaluate how we change our internal and public engagement around land management planning?**