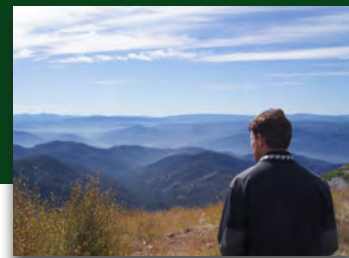


Community-based natural resource management in Oregon: a profile of organizational capacity

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About the Dry Forest Investment Zone

The Dry Forest Investment Zone (DFZ) is a five-year project to address common natural resource-based economic development challenges through increased networking and capacity building at a regional scale. Sustainable Northwest leads this project in partnership with Wallowa Resources in northeastern Oregon, the Watershed Research and Training Center in northern California, and the Ecosystem Workforce Program at the University of Oregon. The central components of the DFZ strategy are: 1) To build strong local nonprofit organizations and collaborative processes to achieve forest and economic resilience, 2) Create multiple value streams from land management and incentives for forest restoration and stewardship, 3) Develop integrated biomass utilization and renewable energy; and 4) Create the policy conditions to support sustainable forest stewardship on public and private lands.

Acknowledgements

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Map credits: Liz Podowski and Autumn Ellison

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Executive summary

Community-based organizations (CBOs) in Oregon are fostering natural resource management and economic development, particularly in public lands communities where the capacity of federal agencies, businesses, and others has dwindled. They have also become integral in reducing social conflict over land management and seeking community economic wellbeing. CBOs include non-governmental organizations and collaborative groups. These groups have broad missions that are grounded in local needs and integrate a number of priorities, but tend to have smaller staff and budgets than other groups such as environmental advocacy organizations. Little is known about how CBOs accomplish a range of goals with limited resources. This study examined the organizational capacity of Oregon's CBOs to build understanding of their financial and human resources, and their external relationships. It is part of a larger study of CBOs across the US West.

First, we found that CBOs tended to have limited and uncertain financial capacity. Over two-thirds of the study CBOs had a budget of \$250,000 or less. About three-quarters had a budget of \$500,000 or less. No CBOs in our survey had more than a year of fiscal reserves; and most had less than three

months. Informal groups were more likely than nonprofits to have smaller budgets and fewer reserves. In addition, CBOs largely relied on federal and foundation grants, making them vulnerable to shifts in federal policies and appropriations, and philanthropic funder priorities. Organizations without 501(c)3 status may be even more vulnerable than nonprofits because they are often ineligible for foundation funding, and tend to have less diversity in their funding sources. At any given point in time, the fiscal future of CBOs doing crucial work in Oregon's rural communities can be uncertain.

Second, CBOs are small organizations that rely on a few staff members to perform a great range of functions. Seventy percent of Oregon CBOs had an executive director, but less than half had any other type of position that we surveyed for; thus, executive directors likely perform many functions for their organizations. We also found that more than half of the Oregon CBOs with executive directors paid them \$45,000 or less per year. Over half of the CBOs surveyed had at least some full time staff. Seventy percent had at least some part time staff. However, 21 percent had only part-time staff. Volunteers are also significant to Oregon CBOs' capacity. About 21 percent of all Oregon CBOs surveyed

had no paid staff at all and used only volunteers to accomplish their work. CBOs may also draw on the human resources of their decision-making bodies by having members that have specific skills such as fiscal or project management, or by contracting out services that they may not need regularly. In general, CBOs often rely on the talents and resources of a few people, including volunteers, which can pose challenges when there are staff or leadership transitions.

Third, CBOs draw on both diverse and deep partnerships to accomplish their work. CBOs most commonly partnered with federal agencies and other CBOs, which reflects missions related to public

lands management. CBOs used these partnership to both give and receive assistance. CBOs tended to receive technical assistance from the USDA Forest Service and from volunteers for specialized activities such as training workshops, GIS and scientific analysis, and legal assistance. They tended to provide skills such as facilitation, staff services, and policy advocacy to others. In particular, we found that CBOs played significant roles in collaboration. About half of the Oregon CBOs surveyed identified themselves as a collaborative group, and/or provided services to a collaborative group. Although the nonprofits surveyed gave a good deal of technical assistance to collaborative processes, 46 percent of them were not compensated for this work.



Community-based organizations (CBOs) in Oregon are performing numerous valuable services that help “glue” together natural resource management and economic development at the local level. They have typically been funded to implement projects on the ground, yet research and practice increasingly suggest that organizations that can provide intermediary functions such as networking, facilitation and knowledge transfer are necessary for community and ecological resilience. However, there is little understanding of the specific financial and human organizational capacities that underpin these functions. As a result, there has been increased reliance on CBOs without sustained or stable investments in their durability. As community-based and collaborative approaches to natural resource management continue to grow, there is a need to recognize and support local institutions and the kinds of skills that will enable improved land management and economic wellbeing.

In many places in Oregon, non-governmental organizations and collaborative groups have become integral in reducing social conflict over land management and seeking community economic wellbeing (see Figure 1, page 4). CBOs have broad missions grounded in local needs and contexts. They do not readily resemble environmental advocacy organizations or economic development groups because they perform integrated, collaborative work with diverse stakeholders to build linked ecological and socioeconomic resilience.

Increasingly, the USDA Forest Service and other federal agencies recognize the importance of collaboration in achieving forest management and restoration objectives. However, there has been less emphasis on and investment in the capacities that allow CBOs to play these significant roles. CBOs accomplish their work by piecing together a variety of resources and relationships. There has been little documentation of how CBOs maintain their organizational capacity. More robust understanding of CBO structures and needs could help foster consistent investment and durable institutional capacity in Oregon’s public lands communities, leading to improved land management outcomes. This paper helps address this gap by examining the financial, human, and network resources of CBOs in Oregon.

Approach

In 2010, we conducted a survey of CBOs across in eleven states in the American West. We sampled 154 organizations and received responses from 92. This paper focuses only on CBOs based in the state of Oregon (See Appendix A, page 12, for a list of CBOs in Oregon contacted for this survey). Oregon CBOs composed 22 percent of all survey respondents.

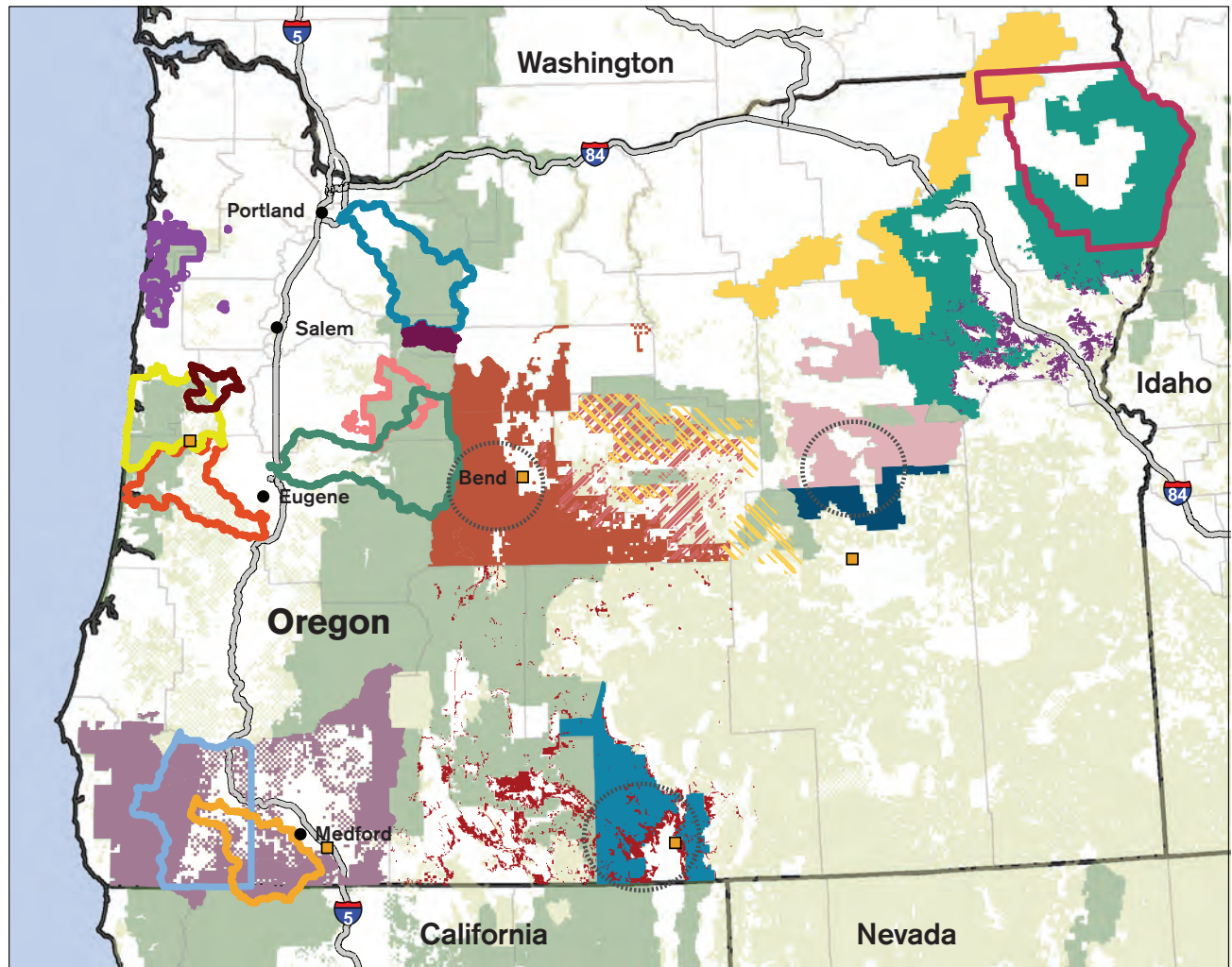
We define a CBO as an entity that has a locally-oriented mission that includes natural resource management. CBOs include nonprofit organizations with 501(c)3 status and informal collaborative groups that do not fit into easily-identifiable categories. For the purposes of this study, they do not include watershed councils or local government institutions. We identified CBOs by obtaining listserves from Sustainable Northwest and the National Forest Foundation, two intermediaries that work with many CBOs. We also asked key informants to provide additional names, and conducted an online search. We considered this study to be a pilot, and therefore the list may not be comprehensive.

We analyzed results based on respondents’ self-identified nonprofit status because official status has important implications for accessing funding and other capacities. We describe groups that do not and are not seeking nonprofit status as informal groups. We use the term “CBOs” to refer to both nonprofit and informal groups.

What CBOs do

In our west-wide study, we looked at the mission areas and strategies of CBOs. Oregon CBOs are similar to others found across the west. CBOs typically have broad missions dedicated to sustainable natural resource use, economic development, and environmental stewardship. More than three-quarters of the CBOs surveyed in Oregon work on public lands forest and watershed management issues. More than half of the CBOs in Oregon work at the watershed scale. Their most common activities include implementing natural resource management projects, collaboration and facilitation, and education.

Figure 1 Community-based natural resource management organizations and collaborative capacity in Oregon



Data Source: EWP

Public lands collaboratives

- Blue Mountains Forest Partners
- Breitenbush Special Forest Products Group
- Central Oregon Partnerships for Wildfire Risk Reduction
- Crook County Natural Resources Committee
- Harney County Restoration Collaborative
- Lakeview Stewardship Group
- Ochoco Forest Restoration Collaborative (emerging)
- Southern Oregon Forest Restoration Collaborative
- Umatilla Forest Collaborative Group
- Wallowa-Whitman National Forest Collaborative (emerging)

All lands collaboratives

- Alsea Stewardship Group
- Applegate Partnership
- Clackamas Stewardship Partners
- Hebo Stewardship Group
- Josephine County Stewardship Group
- Mary's Peak Stewardship Group
- McKenzie Collaborative Group
- Siuslaw Stewardship Group
- Sweet Home All Lands Collaborative
- Wallowa County NRAC

0 100 Miles

- CFLR project areas
- Community-based natural resource organizations
- Interstates
- BLM Lands
- US Forest Service Lands

Private nonindustrial lands collaboratives

- Baker County Small Woodland Owners
- Klamath-Lake Forest Health Partnership

This map was completed through discussions with CBOs and intermediary leaders in Oregon. It does not represent the organizations who responded to our survey, but rather is an attempt to provide a comprehensive map of all CBOs active in Oregon as of spring 2012.

Financial capacity

Financial capacity includes financial resources and fiscal management systems. Organizations with smaller budgets may be constrained in building staff capacity, and may spread a few people thin to achieve their diverse goals. They may also rely heavily on partnerships and networks to access external capacity where their internal capacity is lacking. In this study, we focused on the size and diversity of CBO funding. We found that more than two-thirds of the study CBOs had a budget of \$250,000 or less. Of these, 80 percent were informal groups. They are smaller than many environmental advocacy or economic development organizations. Eighty percent of informal groups and 69 percent of nonprofit organizations reported having a budget of \$500,000 or less (see Figure 2, below; and Appendix B, Table B1, page 13). Nonprofit CBOs in Oregon appeared to have smaller budgets than nonprofit CBOs across

More than two-thirds of CBOs had a budget of \$250,000 or less.

the U.S. west, as our west-wide survey showed that only 27 percent of all nonprofits had budgets under \$500,000.

In addition to their small budgets, Oregon CBOs also had limited financial reserves (see Table 1, below; and Appendix B, Table B2, page 13). Funding accessibility often relies on public policy and philanthropic priorities, which can change rapidly. Financial reserves can help organizations weather gaps in funding and transitions, and endure unexpected events or challenges. None of the Oregon CBOs surveyed had more than a year of financial reserves. Thirty percent had no financial reserve. Informal organizations were less likely than nonprofits to have reserves.

Funding sources are important to an organization's stability and its direction. We found that both nonprofit and informal CBOs derive about half of their

Figure 2 Comparison of annual budgets of nonprofit and informal groups

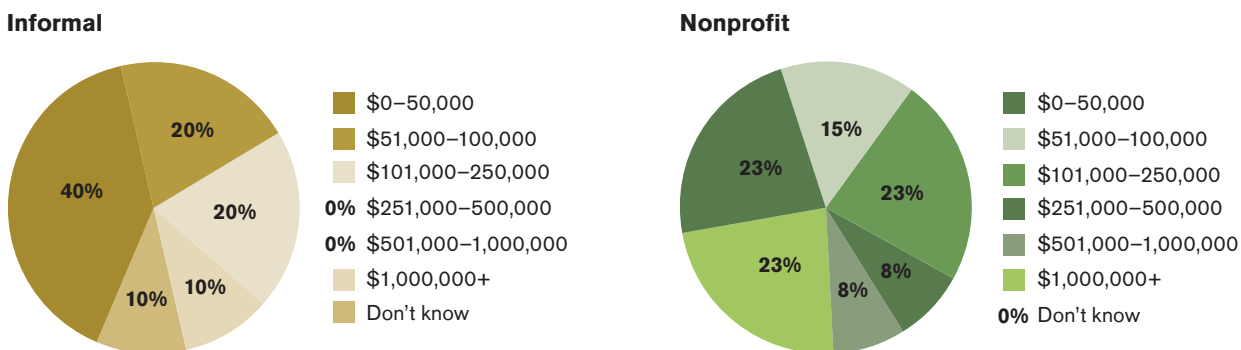


Table 1 Financial reserves

	Percent of organizations		
	All	Nonprofit	Informal
No financial reserve	30	40	23
Less than 3 months	60	60	61
Less than 6 months	69	60	76
More than 6 months	13	20	11
Variable/Don't know	18	20	15



budgets from federal grants and foundations (see Table 2, page 7; and Appendix B, Table B3, page 13). Federal grants are likely important due to the high proportions of federal land in many of the areas where CBOs are active. For example, federal agencies may draw on the technical or labor capacities of CBOs by using grants and agreements for a range of activities, such as collaborative facilitation and project planning. Opportunities for federal funding depend on appropriations and policy changes, which means that there may be fluctuations in availability of resources from the agencies.

Oregon CBOs also relied on foundations for significant amounts of their budget. This was especially true for nonprofits, who obtain an average of 69 percent of their budgets from foundations. Informal groups obtained 22 percent of their funding from this source. Of the informal groups that had foundation support, nearly half of this support was from one source—the National Forest Foundation. This indicates that many informal groups had not attracted diverse foundation investments in their work—a similar finding to our west-wide survey. The most common source of foundation funding for informal groups and non-profits was the National

None of the CBOs had more than a year of financial reserves.

Forest Foundation, which had funded nearly half of the CBOs surveyed. This was followed by the Meyer Memorial Trust (which only invests in Oregon-based organizations), Ford Foundation, and Ford Family Foundation. Foundation funding can provide organizations with multi-year investments, but can be subject to shifts in direction and priorities.

Funding diversity can also influence the resilience of CBOs. CBOs that have long relied on a small number of funding sources may be less adaptable in changing circumstances, and less familiar with a range of possible funders and their interests. We found that 30 percent of Oregon CBOs reported having only one to two sources of funding (see Table 3, page 7; and Appendix B, Table B4, page 14). However, 40 percent had five or more sources. Further broken down, over half of the nonprofits had five or more sources of funding, while only 28 percent of informal groups did. This indicates that some Oregon CBOs, and particularly nonprofits, are fairly diversified in their funding. Even if they are not drawing much from all their sources, having this diversity of funders means that CBOs may at least have experience with a range of funders, and may have relationships that they could build or ex-

Table 2 Most common funding sources

	Percent of organizations		
	All	Nonprofit	Informal
1. Foundations (see below)	50	69	22
2. Federal grants	48	50	44
3. State grants	32	42	14
4. Individual donors	20	23	20
5. Contracts	11	17	0
	All	Nonprofit	Informal
1. National Forest Foundation	48	50	46
2. Meyer Memorial Trust	22	31	10
2. Ford Foundation	22	38	0
2. Ford Family Foundation	22	38	0
5. Bullitt Foundation	17	23	0

Table 3 Diversity of funding

	Percent of organizations		
	All	Nonprofit	Informal
None	11	15	7
One to two sources	30	23	36
Three to four sources	19	8	29
Five to six sources	22	31	14
More than six sources	19	23	14
	101*	100	100

*Sum is greater than 100 due to rounding

Table 4 Staff capacity

	Percent of organizations
Existence of staff	
At least some part time	70
At least some full time	52
No paid staff	21
Most common positions	
Executive director	70
Program director	39
Program manager	35
Executive director salaries	
Unpaid	13
Less than \$25,000	25
\$25,000 to \$45,000	13
\$45,000 to \$65,000	31
\$65,000 to \$100,000	6
More than \$100,000	13
Organizations that offer benefits to at least some staff	
Retirement or pension	13
Health, dental, or vision insurance	26
Paid leave	17

pand in the future. Informal groups with a lower diversity of funding sources may be more vulnerable to shifts in funder priorities, and have fewer relationships, especially with individual donors, on which they could draw for support.

Staff capacity

Strong human resources are crucial to the capacity of CBOs.

With limited funding and rural locations, it may be difficult for some CBOs to recruit and retain skilled staff. CBOs may take different approaches to staffing depending on their size and resources. Some CBOs may have program-specific staff, and others may have a few staff performing a wide range of tasks. We examined the types of staff that Oregon CBOs had and their compensation to better understand their management capacities.

Staff positions

We found that 70 percent of Oregon CBOs had an executive director, but less than half had any other positions that we surveyed for (see Table 4, page 7; and Appendix B, Table B5, page 14). Less than 20 percent of these CBOs had positions such as operations managers, development directors, or information technology managers. This suggests that Oregon CBOs often have one or a few staff, and that some executive directors likely try to accomplish diverse objectives while managing internal organizational functions. This could lead to extensive demands on and burnout among these leaders. Moreover, when an executive director “is” the organization, all of that organization’s relationships can be highly dependent on that person.

The ability to offer full-time employment is another component of organizational capacity. It can be difficult for small organizations to acquire adequate resources for dedicated full-time positions. However, over half of the Oregon CBOs surveyed had at least some full-time staff. Seventy percent had at least some part-time staff. We also found that about half of Oregon CBOs had both full and part-time staff (see Table 4, page 7; and Appendix B, Table B6, page 14), while 21 percent had only part-time staff.

Many informal groups had not attracted foundation funding.

Staff salaries and benefits

Compensation is another important dimension of staff capacity (see Appendix B, Table B5, page 14).

CBOs that can offer higher salaries may be able to attract more skilled directors and staff. We found that more than half of the Oregon CBOs with executive directors pay them \$45,000 or less per year (see Table 4, page 7). This may not be a very competitive salary for an executive director that has many roles and responsibilities, and few if any support staff.

Volunteers are also significant to Oregon CBOs’ capacity. Twenty-one percent of all Oregon CBOs surveyed had no paid staff and used only volunteers. We also found that several types of positions were often unpaid. For example, every CBO with an information technology manager reported that it was an unpaid job. More than half of the CBOs who had development directors did not pay them. This may be due to a lack of funding that can be used to support these specific kinds of in-house capacities. CBOs with unpaid positions rely on individuals who choose to give their time, and may lose these capacities if they cease to volunteer.

Benefits can be another important factor in attracting skilled staff. Benefits packages may help make low salary positions more feasible for staff. However, it can be difficult for small organizations to obtain enough funding to support positions with benefits. Our survey found that

less than 20 percent of Oregon CBOs offered paid leave or retirement benefits (see Appendix B, Table B7, page 15). About one quarter provided health, dental, or vision insurance.

Internal operational functions

The functions that a CBO is able to perform are key to their capacity. We examined if CBOs conducted their operational functions with in-house or outside actors; and if the skills for these functions tended to be found in staff, volunteers, or decision-making bodies such as boards of directors.

Twenty-one percent of all CBOs relied only on volunteers.

We found that most Oregon CBOs (>70 percent) performed financial management, strategic planning, and operational/organizational management in-house (see Appendix B, Table B8, page 15). More than half of the surveyed CBOs also performed facilitation and fundraising in-house.

Skills that more CBOs tended to receive from outside sources were technical and included GIS and other mapping services and training workshops. This may indicate that CBOs need “systems capacities” such as financial and organizational management on a more regular basis than specialized technical skills like GIS. When CBOs go out of house to obtain services—such as attending training workshops—they may also benefit from the opportunity to network and learn with other similar organizations.

As we found, many CBOs had one or a few staff performing a range of roles. However, CBOs may augment their staff resources by having technical skills represented on their boards of directors or other decision-making bodies. More than 70 percent of Oregon CBOs had project, fiscal/financial, and organizational management skills on their decision-making bodies (see Appendix B, Table B9, page 16). More than half of these groups also had communications, fundraising, and policy skills represented. Boards of directors may contribute substantial volunteer hours and resources to small organizations.

Small organizations may also seek assistance by contracting out services. This may allow organizations that cannot afford to support a full staff position to still accomplish specific tasks. However, organizations doing this could miss opportunities to develop committed and skilled in-house human resources. Contracting out services was far more common among informal groups. Half of the informal CBOs surveyed reported using three-quarters or more of their budgets for contracted services (see Appendix B, Table B10, page 16). In contrast, only 15 percent of nonprofits used three-quarters or more of their budgets for contracting.

External relationships

Small organizations may also derive resources and skills from their partnerships and networks, particularly when their in-house capacities are limited. Additionally, some may provide important services or skills to partners; e.g., to land management agencies that want to take collaborative approaches, but have limited time or are not allowed to lead collaboration. We examined with whom Oregon CBOs partner, and how they use these relationships to provide and procure various forms of technical assistance.

Partnerships

All CBOs in this survey partnered with federal agencies a great deal (see Table 5, page 10; and Appendix B, Table B11, page 16). This likely reflects the prevalence of public lands in Oregon and the importance of public land management to community resilience. About three-quarters of these CBOs also partnered extensively with other CBOs. CBO leaders may be learning and benefiting from their relationships with others who have similar roles and capacities but operate in different landscapes. Sixty-eight percent of the CBOs in this survey also partnered a great deal with county agencies. In many public lands communities, the county is the primary unit of government and often interfaces with federal agencies around forest management.

Further, more than half of the surveyed CBOs identified collaborative groups, conservation or environmental organizations, universities or research entities, state agencies, or private ranchland owners as important partners. This suggests that numerous partnerships are significant to CBOs’ missions, and that they do not merely work with a few interests. The least common partners for Oregon CBOs were economic development organizations and tribal agencies. This may suggest that CBOs conceive of economic development differently than these entities, or that these entities do not have many resources for conservation-based economic development.

Technical assistance received

One key function of partnerships is obtaining and receiving technical assistance. More than half of the CBOs surveyed used the Forest Service as well as volunteers for a great deal of their technical assistance needs. Informal groups in particular tended to receive technical assistance from the Forest Service, reflecting the role that these groups likely play in public lands collaboration. In addition, the importance of volunteers aligns with our other findings; namely, that CBOs accomplished their work with unpaid staff and technical assistance from their decision-making bodies. Informal groups were more likely to use volunteers for technical assistance than non-profits.

We also examined the kinds of technical assistance that CBOs received (see Table 6, below; and Appen-

dix B, Table B8, page 15). More than half of Oregon CBOs went to outside sources for training workshops, GIS and other mapping, scientific analysis, and legal assistance. These activities often require specialized skills and training that a small organization may not have. CBOs may need these skills ad-hoc and for particular projects, rather than on a regular basis. In addition, half or more of the informal groups also obtained technical assistance for staff services, program support, data collection, media/communications, and policy advocacy. Some of these services are important to operational function, such as staff services and program support, yet were not done not-in house. This suggests that informal groups may rely on a minimal structure and only invest in services as needed. They may also draw on nonprofits, which may act as intermediaries and service providers, for technical assistance.

Table 5 Partnerships and sources of technical assistance

	Percent of organizations		
	All	Nonprofit	Informal
Most common partners			
1. Federal agencies	100	100	100
2. Community-based organizations	74	85	60
3. County agencies	68	58	80
Most common sources of technical assistance			
1. USDA Forest Service	57	38	80
1. Volunteers	57	46	70
3. Nonprofits/community-based organizations	41	42	40

Table 6 Types of technical assistance received and given

	Percent of organizations		
	All	Nonprofit	Informal
Most common technical assistance received			
1. Training workshops	65	85	40
2. Scientific analysis	57	46	70
3. GIS or other mapping services	52	54	50
3. Legal assistance	52	62	40
Most common technical assistance given			
1. Facilitation	48	54	40
2. Training and workshops	43	62	20
3. Staff services	35	46	20
3. Policy advocacy	35	31	40

Technical assistance provided

We examined the types of technical assistance that Oregon CBOs provided to others (see Table 6, page 10; and Appendix B, Table B8, page 15). The most common type of assistance given was facilitation (48 percent), and the second most common was training workshops (43 percent). This indicates that CBOs may play important intermediary roles in bringing together diverse stakeholders and helping others build their skills. The number of CBOs giving all other types of assistance that we surveyed for was lower. For example, less than 20 percent of all CBOs provided services for fundraising, fiscal management, GIS, scientific analysis, contractor management, web management, media/communications, or legal assistance to others.

More nonprofits than informal groups provided various types of technical assistance. With the exception of facilitation, shuttle diplomacy, and policy advocacy, fewer than 20 percent of the informal groups gave any of the types of technical assistance covered in this survey. This may be because they are smaller organizations that tend to use outside services more frequently than nonprofits to accomplish their goals.

Collaboration

The Forest Service increasingly relies on collaboration to foster active land management. Forest Service policy and programs, such as the Healthy Forests Restoration Act and the Collaborative Forest Landscape Restoration Program, advocate using collaborative approaches, but there are few resources to support collaborative capacity. We examined how Oregon CBOs are involved in collaboration, and how they are compensated for this activity.

We found that over half of the Oregon CBOs surveyed identified themselves as a collaborative group (see Appendix B, Table B12, page 17). One hundred percent of the informal organizations stated they were collaborative groups, and only 23 percent of nonprofits did. However, 85 percent of the non-

profit organizations indicated that they participate in a collaborative group, and 62 percent reported that they either coordinate or provide services to a collaborative group. This suggests that informal groups have formed primarily to facilitate collaboration, and nonprofits play strong supporting roles in coordinating and providing technical assistance to collaborative processes.

CBOs had variety of ways that they support their collaborative work (see Appendix B, Table B13, page 17). Seventy percent of all CBOs surveyed received grants to do collaboration.

Informal groups were far more likely to have grants; 90 percent of informal groups received grants in comparison to about half of the nonprofit groups. Nonprofits were more likely (46

percent) than informal groups (30 percent) to use an operating surplus to fund this work. We also found that 46 percent of nonprofit groups did not receive compensation for their collaborative work, while no informal groups were uncompensated. This means that nearly half of the nonprofit CBOs in Oregon were performing important collaborative support services, but were not paid to do so.

Conclusions

Despite limited financial resources and staff capacity, community-based organizations across Oregon develop and rely on diverse and collaborative partnerships to accomplish their objectives. Together, these unique non-governmental and collaborative groups foster natural resource management and economic development in public lands communities by linking diverse stakeholders and advancing ecological and socioeconomic resilience. The partnerships that CBOs participate in provide and receive assistance, facilitate collaboration, and maximize resources. This research provides a more robust understanding of CBO capacity and needs that can help encourage consistent investment in CBOs, and create durable institutions with improved land management outcomes across the state.

Nonprofits play strong supporting roles in providing technical assistance to collaborative processes.

Appendix A

The following is a list of Oregon-based CBOs that we identified at the time of our survey in 2010. It is not a list of those who responded to our survey. Where contact names are listed, they are derived from organizations' websites.

Applegate Partnership and Watershed Council

Jacksonville, Oregon
<http://www.applegatepartnership.org/>
Janelle Dunlevy
541- 899-9982

Blue Mountains Forest Partners

John Day, Oregon
<http://sites.google.com/site/bluemountainsforestpartners/>
Mike Billman, 541-575-2929
Tim Lillebo, 541-382-2616

Clackamas Stewardship Partners

Clackamas, Oregon
<http://clackamasstewardshippartners.org/wp/>
Nathan Poage
541-760-8755

***Central Oregon Partnerships for
Wildfire Risk Reduction/Central
Oregon Intergovernmental Council***

Bend, Oregon
<http://www.coic.org/copwrr/>
Phil Chang
541-548-9534

Deschutes River Conservancy

Bend, Oregon
<http://www.deschutesriver.org/>
541- 382-4077

Forestry Action Committee

Cave Junction, Oregon
<http://www.forestryaction.org/>
541-592-4098

Grand Ronde Model Watershed

La Grande, Oregon
<http://www.grmw.org/>
541-663-0570

***High Desert Partnership and
Harney County Restoration Collaborative***

Burns, Oregon
<http://www.highdesertpartnership.org/>
Hilda Allison
541-573-7820

Josephine County Stewardship Group

<http://josephinecountystewardshipgroup.com/>

Klamath Basin Rangeland Trust

Klamath Falls, Oregon
<http://www.kbrt.org/>
541-273-2189

Klamath Watershed Partnership

Klamath Falls, Oregon
<http://www.klamathpartnership.org/>
541-850-1717

Lomakatsi Restoration Project

Ashland, Oregon
<http://lomakatsi.org/>
541-488-0208

Oregon Paleo Lands Institute

Fossil, Oregon
<http://www.paleolands.org/>
541-763-4480

Siuslaw Institute

Deadwood, Oregon
<http://www.siuslawinstitute.org/>
Johnny Sundstrom
541-964-5901

Southern Oregon Small Diameter Collaborative

Green Springs, Oregon
<http://pacrimrkd.org/>

Upper Deschutes River Coalition

Sunriver, Oregon
<http://www.udrc.org/>
541-390-9798

Upper Klamath Water Users Association

<http://ukwua.com/>
Karl Scronce
541-883-3264

Wallowa Resources

Enterprise, Oregon
<http://www.wallowaresources.org/>
541-426-8053

Appendix B

Table B1 Percent of organizations by annual budget

Annual budget	Organization type		
	All	Nonprofit	Informal
\$0-50,000	30	23	40
\$51,000-100,000	17	15	20
\$101,000-250,000	22	23	20
\$251,000-500,000	4	8	0
\$501,000-1,000,000	4	8	0
\$1,000,000+	17	23	10
Don't know	6	0	10
	100	100	100

Table B2 Percent of organizations by duration of financial reserves

Amount of reserve	Organization type		
	All	Nonprofit	Informal
None	30	23	40
Less than 3 months	30	38	20
Less than 6 months	9	15	0
Less than 1 year	13	8	20
More than 1 year	0	0	0
It depends	13	15	10
Don't know	4	0	10
	100	100	100

Table B3 Percent of organizations that receive “much” or a “good deal” of their annual operating budget from various funding types

Funding source	Organization type		
	All	Nonprofit	Informal
Philanthropic foundations	50	69	22
Federal grants	48	50	44
State grants	32	42	14
Individual donors	20	23	14
Contracts	11	17	0
Bank loans	6	9	0
Federal loans	0	0	0
Congressional earmarks	0	0	0
State loans	0	0	0
Program related investments	0	0	0
Private investors	0	0	0
Product sales	0	0	0

Table B4 Percent of organizations by diversity of funding types that contribute “more than a little” to the organizations’ annual operating budgets

Number of funding sources	Organization type		
	All	Nonprofit	Informal
None	11	15	7
One to two	30	23	36
Three to four	19	8	29
Five to six	22	31	14
More than six	19	23	14
	100	100	100

Table B5 Percent of organizations and salary scales by common staff position titles

Employee type	% org with	Percent of organizations paying in salary ranges						
		unpaid	0k–25k	25k–45k	45k–65k	65k–100k	>100k	
Executive director	70	13	25	13	31	6	13	100
Program director	39	11	33	0	44	11	0	100
Program managers	35	13	25	50	13	0	0	100
Seasonal staff members	30	29	29	0	29	14	0	100
Office manger	30	14	29	57	0	0	0	100
Program assistants	26	17	33	50	0	0	0	100
Operations manager	17	25	25	0	50	0	0	100
Development director	17	50	25	0	0	25	0	100
Seasonal staff members	17	25	50	25	0	0	0	100
Other	17	50	50	0	0	0	0	100
IT manager	4	100	0	0	0	0	0	100

Table B6 Percent of organizations with paid staff, percent with full-time, part-time, and seasonal staff members

Employee work status	Percent
All types of staff	26
Full-time and part-time staff	26
Full-time and seasonal staff	5
Only full-time staff	5
Only part-time staff	21
Part-time and seasonal staff	12
Seasonal staff	0
Unknown	5

100

Table B7 Percent of organizations with staff members who receive various benefits

Benefit type	Offered to						
	None	Full time	Part time	All	Don't know	Blank	
Flexible hours	13	17	4	48	0	17	100
Mileage reimbursement	17	13	9	39	4	17	100
Paid leave	35	17	26	4	0	17	100
Unpaid leave	35	13	0	22	9	22	100
Health insurance	39	26	0	17	0	17	100
Professional development	39	17	4	22	0	17	100
Retirement or pension	52	13	0	13	0	22	100
Life or disability insurance	61	17	0	4	0	17	100
Benefits stipend	77	0	0	0	5	18	100

Table B8 Organizational functions by percent of organizations that provide them to other groups, receive them from other groups, or do them in-house

Functions	Percent of organizations		
	All	Nonprofit	Informal
Facilitation			
Gave	48	54	40
Received	39	38	40
Done in-house	65	69	60
Not applicable	9	8	10
Fundraising			
Gave	13	15	10
Received	26	23	30
Done in-house	57	69	40
Not applicable	26	8	50
Fiscal management			
Gave	13	15	10
Received	17	8	30
Done in-house	87	100	70
Not applicable	4	0	10
Operations			
Gave	4	8	0
Received	17	8	30
Done in-house	83	92	70
Not applicable	4	0	10
Strategic planning			
Gave	13	15	10
Received	26	23	30
Done in-house	78	77	80
Not applicable	4	8	0

Table B9 Percent of organizations with various skills represented on their decision-making bodies

Skills	Percent of organizations		
	All	Nonprofit	Informal
Project management	83	100	69
Technical skills	78	90	69
Financial management	74	60	85
Organizational management	74	60	85
Fundraising	70	50	85
Policy making	65	60	69
Communications	57	60	54
Other	13	20	8
Don't know	0	0	0

Table B10 Proportion of organization's budget used to pay for contracted services

Percent of budget	Percent of organizations		
	All	Nonprofit	Informal
< 25	35	30	38
25-50	4	0	8
50-75	22	10	31
> 75	30	50	15
Don't know	9	10	8
	100	100	100

Table B11 Percent of organizations that frequently partner with other groups

Organization partner	Percent of organizations		
	All	Nonprofit	Informal
Federal agencies	100	100	100
Community-based organizations	74	60	85
County agencies	68	80	58
Collaborative groups	65	50	77
Conservation or environmental organizations	61	80	46
Universities/Research institutes	55	30	75
State agencies	50	50	50
Private ranchland owners	50	20	75
Mill and forest companies	45	60	33
Rural for-profit businesses	36	20	50
Private forestland owners	36	20	50
Elected officials	33	33	33
Energy developers and facilities	23	30	17
Economic development organizations	22	20	23
Tribal agencies	20	22	18

Table B12 Percent of organizations that are collaborative groups or work with collaborative groups

Type of collaborative work	Percent of organizations		
	All	Nonprofit	Informal
Are a collaborative group	57	23	100
Coordinate collaborative	43	62	20
Participate as a stakeholder	57	85	20
Provide services to collaborative	48	62	30
Don't participate with collaborative	4	8	0
Don't know	0	0	0
Other	4	8	0

Table B13 Percent of organizations receiving financial support for collaborative work

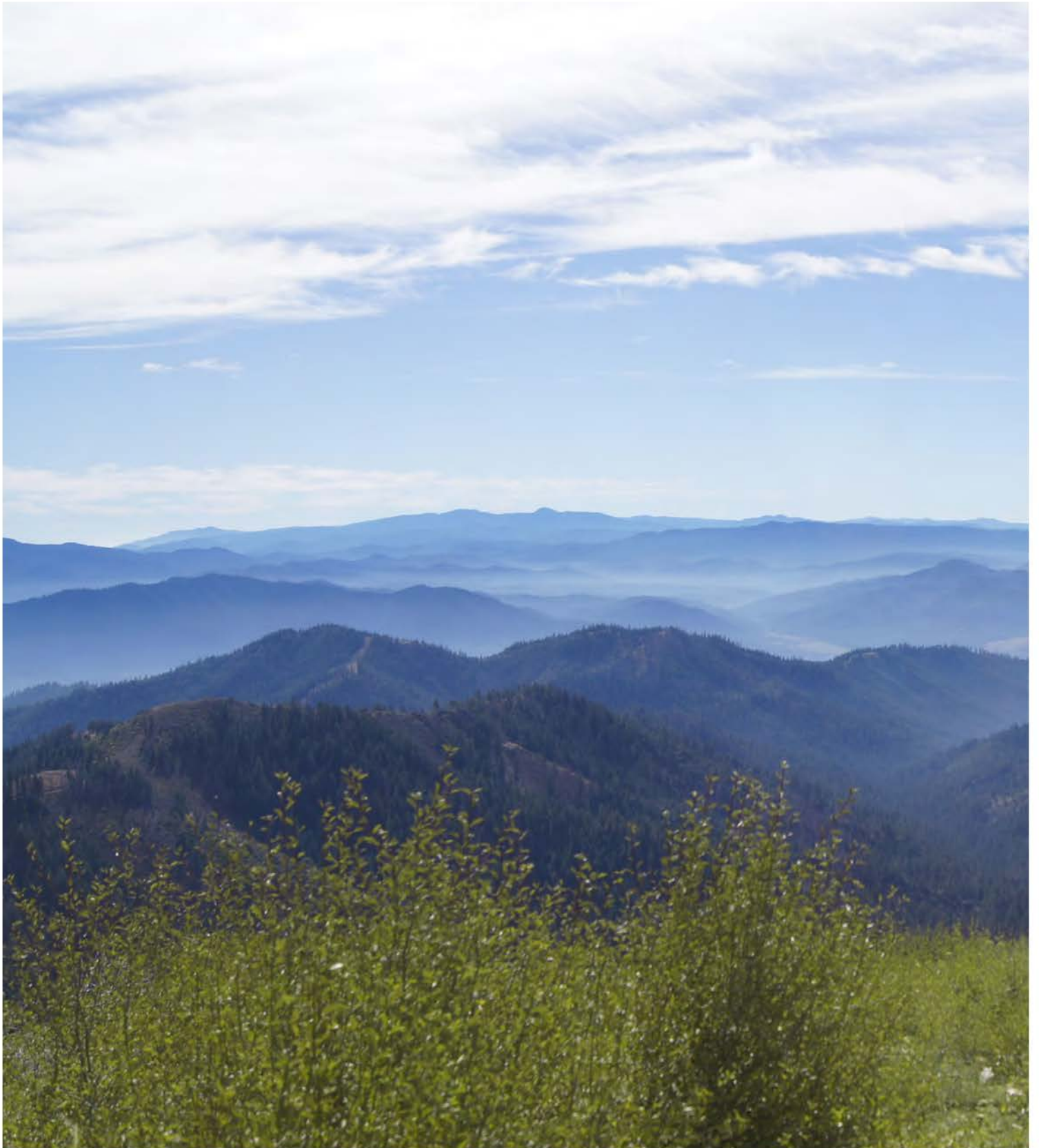
Financial support	Percent of organizations		
	All	Nonprofit	Informal
Grant supported	70	54	90
Paid through a contract	26	23	30
Use operating surplus	39	46	30
Not financially supported	26	46	0
Don't know	0	0	0
Other	17	15	20

ENDNOTES

¹Community-based natural resource management in the western US: a pilot study of capacity. Moseley, C., MacFarland, K., Nielsen-Pincus, M., Grimm, K., Pomeroy, A., and M.J. Enzer. 2011. Ecosystem Workforce Program Working Paper #27. Available at: http://ewp.uoregon.edu/sites/ewp.uoregon.edu/files/WP_27.pdf.

²Please see Appendix A of Ecosystem Workforce Program Working Paper #27 for detailed discussion of the study methods.

³See Training Resources for the Environmental Community, 2008 Salary and Benefits Survey (Sante Fe: Training Resources for the Environmental Community. 2008).



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