Contract) Charter) Chart	FIGURITY CON CIRCUITY	pica parente entity.		Surrengive to manifoli.			
Charter) Charter) Corporation Any purpose. Objective of providing starbolicly available except to directors and members). Include 1 the Cormission Form Include 1 the	receiving the credits			property to maintain	CHICAGO COSTO	ray to help bay for operations and manage	
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Charter) Charter) Corporation Any purpose. Objective of providing starbolar or provid	in partnerships with taxable entities	members. The LLC can also elect to be	accounting and reporting requirements.	taxable income (UBTI) can become	nless voters approve an additional property	the additional liability of managing land u	
Charter) Charter) Chartes Dylaws (not publicly available except to directors and members) Corporation Chartes Dylaws (not publicly available except to directors and members) Chartes Dylaws (not publicly available except to directors and members) Chartes Dylaws (not publicly available except to directors and members) Chartes Dylaws (not publicly available except to directors and members) Chartes Dylaws (not publicly available except to directors and members) Chartes Dylaws (not public) Chartes Dylaws (no	contributions and grants. Can participate	enjoy pass-through taxation to their	contributions and grants. Expensive	tax-deductible. Unrelated business	s such as Parks may have little interest in	public services. Various town department	
Carter) Dylaws (not publicly available except to directors and members) Dylaws (not publicly available except to directors and members) Dylaws (not publicly available except to directors and members) Dylaws (not publicly available except to directors and members) Dylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Dylaws (not public purpose of administering cartificate of education, purpose of providing as programs in service of education, purpose. Objective of providing as pr	tax jurisdiction). Can receive charitable		profits. Cannot receive charitable	IRS. Donations to the organization may be	s to ensure cost recovery for delivery of	timber harvests or find other mechanism	
Carter) Charles Comporation Comporation	Tax-exempt (nontaxable; outside Federal	Taxable. Simplest administration. LLCs can	Taxable. Subject to corporate tax on	Tax-exempt, subject to approval by the	wish to make payments in lieu of taxes on	Tax-exempt. Town or county forests may	Tax Status
The composition to publicly available except to directors and members, and sheld owners from lability for mention set lability comparation the purpose of administering charactering as programs in service of education, health, or the environment. Plays (1.5) againation form the purpose of the managers of compositions can be commission form the purpose of administering as programs in service of education, health, or the environment. Plays (1.5) againation form the purpose of the environment in the purpose of the environment. Profits (1.5) againation form the purpose of the environment in the purpose of the env	specific to Tribal trust.	.i	eficiary - are often used by organizations to	fiduciary duty between a trustee and bene		use of resources.	
Another Politics Corporation	reservation without any encumbrances	formal and legally binding recognition of	a for-profit corporation. Trusts, which are a	reasons compared to ownership through a	that regulate citizen access and permissible	and regulations, ordinances and statutes	
Ton-Profit Toporation Corporation Corporation Corporation Corporation Corporation Corporation Corporation Corporation Limited Liability Corporation (LLC) Certificate of Formation Corporation Corporation Corporation Limited Liability Corporation (LLC) Certificate of Formation Corporation Corporation Certificate of Formation Corporation Corporation Certificate of Formation Corporation Certificate of Formation Corporation (LLC) Certificate of Formation Corporation Certificate of Formation Corporation Certificate of Formation Corporation Certificate of Formation Any purpose. Objective of providing Imitations on personal liability for pro	hold property outside the boundaries of a	arent organization, and is preferred for tax	iability, accounting or reporting costs to a p	s hold property, which may add additional l	lic ownership of land comes with many rule	government by the State Legislature. Pub	
Comparation Corporation	Tribes can purchase land in fee title and	o or easements on land. An LLC can	ubsidiary LLC or a Trust to hold fee title owr	Typically, an entity will choose to form a s	ights and responsibilities delegated to local	Ownership of land is one of the primary	Property Ownership
Another Profit Another Profit Another Profit Coperation Copera	***************************************		***************************************	voted on by the Board of Directors.	*	at the local government level	
The comparation (LLC) Charter) Copporation Any purpose. Objective of maximizing shareholder value - typically financial Interestip are often formed to deliver to maintain tax-exempt, charitable status. Shifty to enter into contracts, manage rer. 1. Under the commission form, the Anon-profit can form a subsidiary for- to maintain tax-exempt, charitable status. Shifty to enter into contracts, manage to but must meet IRS tests of public benefit advantages of corporate personhood - the accredited fields. Investment managers often form General or Limited or member-owners. Another option onlight be the choice of a Benefit Corporations (B-Corps), which partnership or sole proprietorship.[1] Another option might be the choice of a Benefit Corporations (B-Corps), which and receives delegated authority to the Chief Executive officer, who must now establish rules governing to five francial officer and other C-Suite below) can be managed either by owners of government [1] Another option onlight be the choice of a Benefit Corporations (B-Corps), which and receives delegated authority to the Chief Executive Officer, who must now establish rules governing counted their own or President, who manages program staff divisions, departments, and programs below) can be managed either by owners of government [1] Any purpose. Objective of maximizing hardy purpose. Objective of providing shareholder value - typically financial members. Copporation submissions contracts, manage coproversion below neers from liability one partnership or sole prop				programs, budgets, and expenditures are		ordinances, and regulations promulgated	
Work-Profit Corporation C		professional (manager-run).		routine organizational decisions. New		small governing board. [1] Codes,	
the difference of administering characteristics of severe exempt. Contracts in service of education, health, and infrastructure. Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not publicly available except to directors and members) Bylaws (not public) available except to directors a		(owner-manager) or by a hired	varies by company.	and receives delegated authority for	form of government [1]	commissioners with specified duties to a	
We corporation Cor		below) can be managed either by owners	divisions, departments, and programs	or President, who manages program staff	"home rule" charters to provide their own	Option 3. Voters elect individual	
Composition Contribute Contr		authority. Partnerships and LLCs (see	executives. The structure of business	carried out by an Executive Director (ED)	Option 2. counties [are free] to adopt	budgetary authority.	
Any purpose of administering (Charltable, public purpose - often defined lambers). Charter Dylaws (not publicly available except to directors and members) Certificate of Formation (Luc)		responsibilities, accountability, and	Chief Financial Officer and other 'C-Suite'	purpose. The Executive function is often	three to five members	paid, with significant administrative and	Authority
We corporation Cor		who must now establish rules governing	authority to the Chief Executive Officer,	the organization and its charitable	increase the size of the commission from	from the council, is often full-time and	Accountability and
Won-Profit Very Corporation Charter) Charter) Charter) Charter) Charter) Coporation Corporation Any purpose. Objective of maximizing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of providing shareholder value - typically financial interesting Agreement foot public) Any purpose. Objective of maximizing Any purpose. Objective of maximizing Any purpose. Objec	Division of Natural Resources	previously independent professionals,	decisions and delegate day-to-day	public for accomplishing the mission of	populations greater than 300,000 can	Option 2. Mayor is elected separately	Management
Non-Profit Corporation C	under the jurisidction of the Tribal		Board of Directors who make strategic	Board of Directors accountable to the	executive functions. Counties with	administrative operations.	Responsibilities,
ty Corporation Corporation Corporation Corporation Corporation Corporation Corporation Corporation (LLC) Control Dylaws (not publicly available except to directors and members) Dimited Liability Corporation (LLC) Cortificate of Formation. Charter) Department (not public) Any purpose. Objective of maximizing Agreement (not public) Any purpose. Objective of maximizing Agreement (not public) Any purpose. Objective of maximizing Agreement (not public) Any purpose. Objective of providing sa programs in service of education, health, or the environment. Non-profit 501(30 organizations can be incorporated with or without members, incorporated with or without members. Executive) and 2. the Home Rule incorporated with or without members. To profit or the environment. To profit or the environment. Corp. or B-Corp) conveys all the purpose of deliver into contracts, manage of the form General or Limited finances, and shield owners from liability. Partnerships are often form deliver into contracts, manager of the form General or Limited finances, and shield owners from liability. Partnerships or sole proprietorship (1) ber board of commissioners, elected activities, or choose to partner with a recognize social and environmental objectives.	Many forestry departments operate	Formation of a Partnership formalizes the	For-profits are generally governed by a	Non-profits are generally governed by a	county's legislative body and also perform	city manager to carry out day-to-day	Board Oversight and
V Corporation Corporatio		ives.	recognize social and environmental object	private entity.	on a partisan basis, who serve as the	budget. Council appoints a professional	
ty Corporation Corporatio	Tribal Forest Protection Act		Another option might be the choice of a B	activities, or choose to partner with a	member board of commissioners, elected	administration, makes policy, and sets	
ty Corporation (LLC) Corporation Corporation (LLC) Corporation Corporation (LLC)	on adjacent public lands through the	of a partnership or sole proprietorship.[1]	characteristics of a corporation with those	profit or LLC to carry out business	county governing body consists of a three	public, oversees the general	Structures
ty Corporation Any purpose. Objective of maximizing Agreement (not public) Any purpose. Objective of maximizing Any purpose. Objective of maximizing Any purpose. Objective of providing shareholder value - typically financial initiations on personal liability for member-owners. Partnerships are offen deliver poffits. For poffit SU(2) or partialistics can be incorporated with or without members, Corp. or B-Corp) corveys all the profits or referred or member-owners. Partnerships are offen formed to deliver poffits or possional services in certified or poffits. To maintain tax-exempt, charitable status. ability to enter into contracts, manage often form General or Limited finances, and shield owners from liability. Partnerships.	Ability to carry out restoration treatments	d corporate structure that combines the	A limited liability company (LLC) is a hybric	A non-profit can form a subsidiary for-	Option 1. Under the commission form, th	Option 1. City council is elected by the	Subsidiary or Hybrid
W Corporation (LC) Limited Liability Corporation (LC) Limited Liability Corporation (LC) Certificate of Formation Operating Agreement (not public) Any purpose. Objective of maximizing Agreement (not public) Any purpose. Objective of providing Shareholder value - typically financial minitations on personal liability for member owners. Include 1.the Commission of administering Corporation (LC) Certificate of Formation Operating Agreement (not public) Any purpose. Objective of maximizing Agreement (not public) Operating Agreement (LC) Operating Ag		Partnerships.	finances, and shield owners from liability.				
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Non-Profit Corporation Co		accredited fields. Investment managers	advantages of corporate personhood - the	but must meet IRS tests of public benefit		Council/Manager form of government, 2.	
Non-Profit Corporation Corpor		professional services in certified or	Corp, or B-Corp) conveys all the	incorporated with or without members,	(Plural Executive) and 2. the Home Rule	Pacific Northwest include the 1.	
Non-Profit Corporation Corporation Corporation Corporation Corporation Corporation Corporation Corporation Corporation Limited Liability Corporation (LLC) Certificate of Formation Any purpose. Objective of maximizing Any purpose. Objective of providing Any purpose. Objective of provid	Sovereign (Domestic/Dependent) Nations		Incorporating as a business (C-corp, S-	Non-profit 501(c)3 organizations can be	Forms include 1.the Commission Form	Governance structures common in the	Characteristics
The purpose of administering Charles of Service of education, basht, and infrastructure. Non-Profit Corporation Corporation Corporation (LLC) Charles Corporation		member-owners.	profits.	health, or the environment.			
ty Corporation Corporation Corporation Corporation Corporation (LLC) Charter) Charter Charter Charter Corporation Corporation (LLC) Certificate of Formation (Certificate of	within their boundaries.	limitations on personal liability for	shareholder value - typically financial	as programs in service of education,	ement, health, and infrastructure.	critical public services such as law enforc	
ty Corporation Corporation Corporation Corporation Corporation (LLC) Charter) Eylaws (not publicly available except to directors and members) Chereting Agreement (not public)	Establish, regulate, and enforce laws	Any purpose. Objective of providing	Any purpose. Objective of maximizing	Charitable, public purpose - often defined	y formed for the purpose of administering	Local or regional government - historicall	Purpose and Objectives
Non-Profit Gorprofit Partnership Partnership Corporation Umited Liability Corporation (LLC) Certificate of Formation		Operating Agreement (not public)	rectors and members)	Bylaws (not publicly available except to di		Bylaws and Ordinances (public and transparent)	Governance Documents
Non-Profit For-Profit Corporation Corporation (LLC) Non-Profit For-Profit For-	Treaties	Certificate of Formation			County Charter)	Articles of Incorporation (and/or Town or	Charter Document
Non-Profit for-Profit Corporation Corporation Corporation Partnership			Limited Liability Corporation (LLC)				Hybrid or Subsidiary
For-Profit		Partnership	Corporation	Corporation	County	Municipal	egal Entity
a company construction of the second	(Needs additional detail)		For-Profit	Non-Profit			Category
Private Membershin-Based	Tribal	Private, Membership-Based	Private, Share-Based			Public	Description

Table 1. Governance matrix as a detailed discussion and comparison tool

April 12th, 2017

Description	Public			Private, Share-Based	Private, Membership-Based	Tribal
			Non-Profit	For-Profit		(Needs additional detail)
Legal Entity	Municipal	County	Corporation	Corporation	Partnership	
Hybrid or Subsidiary				Limited Liability Corporation (LLC)		
Examples	The City of Arcata has a Council-	 Hood River County has a home-rule 	• The Downeast Lakes Land Trust is a corporation with no members, governed by its • Little Hogback (LLC) in Vermont has 16	ation with no members, governed by its		Kalispel Tribes
	Manager form of government, wherein	Charter adopted in 1964 and most	board of directors with both annual and special meetings.	cial meetings.		Colville Tribes
		recently amended in 2006. The County	 The Blackfoot Community Conservation Area (BCCA) was conceived in partnership 		-	Additional examples needed
	Mayor, and appoints a City Manager.	manages more than 34,000 acres through	manages more than 34,000 acres through [between the Blackfoot Challenge and The Nature Conservancy. The BCCA Board of		Little Hogback was initially set up as a	
	Special state-level legislation enabled	its Forestry Office.	Directors retained the authority to approve the management plan, annual budget		manager-run company, with a provision	
	the town of Randolph to "assign the		and workplan, membership of the council, and other administrative tasks.		for investors/owners to vote on whether	
	management of any town forest		 The Nisqually Community Forest emerged from a discussion convened by the 		to change to owner-managed structure	
	established by the Town to any board,		Nisqually Land Trust, the Nisqually Indian Tribe, the Nisqually River Foundation, and		after two years of operation. Powers of	
	commission or other management body,		the Northwest Natural Resource Group. The Nisqually Community Forest Board of		the manager include a full set of financial	
	or any combination or division of such		Directors was created in 2014 and the organization was incorporated as a 501(c)3		and legal actions.	
	bodies, as the Town may vote to		nonprofit in 2015.			
	designate or establish."		 No known community forests utilize a for-profit C-corp structure. 	profit C-corp structure.		

Table 1. Governance matrix as a detailed discussion and comparison tool

Control Control Cont	Description	Public			Private. Share-Based	Private. Membership-Based	Tribal
Maked Conty Co	Category			Non-Profit	For-Profit		(Needs additional detail)
integration laberg altered effetilist authorizing bit conventing sometiments. Includes a parent integration to the flower and state of the production in product of the bits authorized programment with the degistation; and policy to access and baseful on the formation of the convention of the convent	Hybrid or Subsidiary		County	Corporation	Limited Liability Corporation (LLC)	raineisiip	
The sharper in the plant course is priced, and the plant course in the plant course in the plant course is the plant course in the plant course in the plant course in the plant course in the plant course is the plant course in the plant course in the plant course is the plant course in	ation	Lobbying elected officials; attending public	·	ation in	Purchase of shares; lobbying or	through membership, but the	Through Tribal membership; recognition
force resource according to that notice and procedure. Engage with management and budget controllects in the first count is channel for the country country and the country co	o	through engagement with state legislators;		campaigns; community committees;	Invest in shares of the corporation in		management activities.
Interestructure and file minicipality activity general control of the composition of the		forest resource according to state rules and and budget committees: run for city council	;	share access according to the stewardship	order to become a member-owner; owners elect their directors and	company.	
The Guideless continuity and scored improvements of the public control of the public con		access the forest according to the managem			managers; share in the financial profits		
the Guidelines Structure, and a Countri meeting. In country of certify in mean, the country of program of the companion with the exception that sheering prompts of the country of the co			ommissioners. County Charter	Good corporate governance and board eng	agement can look very similar across	The LLC's Operating Agreement should lay	
forest insugargement, a deschilated forest in the control picture of control and programment committees can report to counted with how governments, with the control picture of committees, such as attending counter to refer to the control picture of the		¬ 	Ď	nonprofit and for-profit corporations - with	the exception that stakeholder groups	out working groups, decision making	
For an interest committee, in a part of counter from the range from the range of the counter from the range of the range of the counter from the range of				board will have the authority to nominate t	the board of its subsidiary.	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	
blangement committee on reject to counties that lowing governments, with the composition and continued and continued and continued to committee, such as informable continued to committee and a seventiability. In continued to operations and design the continued to operations and continued to operations and continued to operations. In continue, the continued the continued to operations are continued to operations. In continue, the continued the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations. In continue, the continued to operations are continued to operations are continued to operations. In continue, the continued to operations are continued to operations are continued to operations. In continue, the continued to operations are continued to operations are continued to operations. In continue, the continued to operations are continued to operations are continued to operations are continued to operations. In continued to operations are continued to operations are continued to operations. In continued to operations are continued to operations are continued to operations. In continue, the continued to operations are continued to		orest		,	,		
the Form Manager, directly to Town bload revenue perventing surbority general contracts and access to the contract of the cont			counties than town governments, with	Nonprofits may choose many forms of con	nmittees, such as internal working groups		
Interest and deficient of separate fund deficient at several formation of deficient and several filter. Separate fund deficient and several filter of deficient and several filter. Separate fund deficient and several filter of the separate fund deficient and several filter. Separate fund deficient and several filter of separate fund deficient and several filter. Separate fund deficient and several filter. Separate fund deficient and several filter of separate fund deficient and several filter. Separate fund for several filter. Se		<u>;</u>	proad revenue generating authority	for board members, public committees to c	deliberate on forest management		
gement saide revenues from timber sales in a separate fluid for use in augporting public line cost of cliently in the form of government or and streamings in the business, or many principal should be and streaming in the subsets, and administration and distinguish in the form of government or and streamings in the business, and sherolders and streaming the form of government or and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entities are often highly and streaming the second of contract or particularly in their local jurisdiction. Entitles are often highly and streaming the second of contract or particularly in their local jurisdiction. Entitles are defined the second of contract or particularly in their local jurisdiction. Entitles are defined the second or particularly in their local jurisdiction. Entitles are defined to secure a base in large and streaming	Cash Flows and Fiscal			Revenues usually only cover a portion of	Officers can decide whether to re-invest	An LLC is run like a business, with	
and developing authority in their local jurisdiction, Entities are often highly carried by agencies such as Moody's and therefore have access to very low interest rates. **The City of Arcata Community Forest is owned by the municipal government and includes activities under the management plans and budges, and comments the forest commission includes activities under the management plans and budges, and comments are included or commission includes activities under the management plans and budges, and comments are included or commission for the plans and budges, and commission and there by the comments of the plans and budges, and commissions and the engines included activities under the management plan forest commission to present one requires an experiment plans and budges, and commissions and there by the Selections of the specific activities under the management plan and budges, and commissions and there by the selections of the specific activities under the management plan included activities under the management plans and budges, and commissions and there by the selections of the specific activities under the management plans and budges, and commissions and there by the selections of the specific activities under the management plans and budges, and commissions and there by the selections of the specific activities under the management plans and budges, and commissions and there by the selections of the specific activities and the specification and the specific activities and activiti	Management			the cost of delivery, with an additional	retained earnings in the business, or to	distributions and dividends declared by	
and Ability to Carry Tax-exempt bonding authority in their local jurisdiction, finities are often highly contained by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by agencies such as Moody's and therefore have access to vary low interest arised by the Forest Management Plan, Montationally for a present to accommend the management plan and adequate the forest accommendation of the provisional to provide the Circumstance and the Amongement and Amongement plans and adequate the forest and administers are denough an accordance with the goals of the Forest Management Plan, Montation in the provision to provide the Circumstance and management plan activities, or complete the forest commission members include one from the Elevantity of the Forest Commission members include one from the Elevantity of the Forest Commission and three forest accordance with the provision and the Amongement plans and the Amongement plans and the Amongement plan	Management	···		subsidy in the form of government or	distribute dividends to shareholders.	managers depending on the financial	
and Ability to Carry law exampt bonding authority in their local jurisdiction. Entities are often highly criterion by the forest sharperent community forest in all the forest sharperent forest formance with the management formatities, which reviews timer havest spin of conformance with the management plans. [2] The City of Arcata Community Forest is about several for conformance with the management plans. [2] The City of Arcata Community Forest is about the forest Management plans. (2) and controlled in the several plans and shalpes, and to make commission includes activities under the management plans and studges, and to make commission and time by the Selection and the fore than plans and studges, and to make commission includes activities under the management plans and studges. As the controlled in the sharper is a specific activities on the time for the selection of the selection of the commission of the sum of the selection of the select				has		situation.	
and Ability to Cirry Tax-exempt bonding authority in their local jurisdiction. Indities are often highly claim. The Cirry of Access Community Forest is owned by the municipal government and the groups and the provisions to prevent over expressional townstor. The favoidary from Forest fulls have provisions to prevent over expressional townstor. The favoidary from Forest rules have provisions to prevent over expressional townstor. Cirry of Access Community Forest is owned by the municipal government and an ability to secure a bank without the form of a prosper behave and excess to warp lovel interest. The authority of the Forest Management Committee, which reviews the foreign formation and the provisions to prevent over expressional townstor. The favoidary Townstore (plan in claims and the provisions to prevent over expressional townstor. To express the favor. A horse provision to prevent over expressional townstor. To express the favor of the forest favor and the provisions to prevent over expressional townstor. To express the favor of the forest favor of the forest favor townstore (plan in claims and the provisions to prevent over expressional townstor. To express the forest favor of the favor of the forest favor of the forest favor of the fore				attorney regarding IRS review of	and maintain a high degree of debt		
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The City of Arcata Community Forest is owned by the municipal government and managed by the Forest Management Committee, which reviews timber havest plans for conformance with the goals of the Forest Management Plan, which reviews timber havest plans for conformance with the goals of the Forest Management Plan, engaging a professional forest commission includes activities under the management plan, engaging a professional forest commission management plan forest Commission, and three by the Selectmen. • City of Arcata is rose Management is a sub-activity under the City's Activity budgets, with one of the goals being timely timber harvest to support the forest for future forest needs." • The Randolph Town Forest Talming Board has authority or the Planning board, one appointed by the Bonservation eastments in the Mod River County Forest Planning Board has authority over management plans, budgets and appropriations that "When timber is harvested, the revenues are accumulated for future forest heads of the purpose of carming and the professional forest has a professional manager. • The City of Arcata is conservation commission, and three by the Selectmen. • The Board with the revenues are able to severate aloan in the planning board and administers and amnual workplan activities, or damining the land steward day oversight of the land Steward and annual workplan activities, or damining the land of the council interest, to commistent with the annual workplan activities, or daministing and contract or partnessiplic coordinates and implements on-the goal by the Selectmen. • City of Arcata is one Management is a sub-activity under the City s Activity of Arcata is a sub-activity under the City s Activity of Arcata is a sub-activity of the purpose of carministion in the planning process included a public meeting, mailed in the annual workplan activities or confidence of the purpose of carministers, and administers and amount workplan activities, or daministers and administers and amount workplan activities, or connec	Debt	rated by agencies such as Moody's and ther		significant assets or balance sheet. Some	the assets and cash flows of the company.		
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managed by the Forest Management Committee, which reviews timber harvest plans (2005, includes fifteen members of agencies owning land within or adjacent to the for conformance with the goals of the Forest Management Plan, Monitoring Plan and area, private landowners, recreational later groups, local businesses and commercial outlitters, and administers and manages the land. A Management committee. • The Randolph Town Forest rules have provisions to prevent over-representation by compised of the Chair, and one agency member, provides day-to-day includes activities under the management plan, engaging a professional forester, to draft management plans and budgets, and to make contracts consistent with the Planning Board, one appointed by the Conservation Commission, and three by the Selectmen. • City of Arcata, Forest Management is a sub-activity under the City's Activity Under the City's Activity and the Commercial objectives in accordance with special regulations, restrictions, or limitations. The Forest Fund is a special revenue fund with the restrictions, or limitations. The Forest Fund is a special revenue fund by propriations from the revolving fund, resolution of disputes, and enactment of regulations such as conservation easements, budgets and appropriations from the revolving fund, resolution of disputes, and enactment of regulations such as conservation easements. • Hood River County's Commissioners retain authority over the Forestry Department, which manages the Hood River County's Forestry Department is directed to provide "optimum revenue" • Hood River County's Forestry Department is directed to provide "optimum revenue" • Hood River County's Forestry Department is circcited to provide "optimum revenue" • Hood River County's Forestry Department is directed to provide "optimum revenue" • Hood River County's Forestry Department is directed to provide "optimum revenue" • Hood River County's Forestry Department is directed to provide "optimum revenue" • Hood River County Forest Planning Forest P	Fyamples	The City of Arcata Community Forest is over	1	• The RCCA Council was appointed by the F	Slackfoot Challenge Roard of Directors in	The little Hoghack Community Forest	
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purpose to can ring on a preliminary work on given tasks and develop recommendations for full Council a special revenue fund consideration." venues are accumulated vernues and vernues are accumulated vernues and vernues are accumulated vernues are accumulated vernues v		Budgets, with one of the goals being timely	5	newsletter and website updates. Three sub	committees have been formed, including	years. Management costs are divided	
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- Hood Kwer County's Forestry Department is directed to provide - Optimum evenue		System. The forest has a professional mana	ger.				
		Hood River County's Forestry Department	is directed to provide "optimum revenue				

Description	Public			Private, Share-Based	Private, Membership-Based	Tribal
Category			Non-Profit	For-Profit		(Needs additional detail)
Legal Entity	Municipal	County	Corporation	Corporation	Partnership	
Hybrid or Subsidiary				Limited Liability Corporation (LLC)		
Access and Rights to the	Public benefit required by law, but access not necessarily mandated	ot necessarily mandated		Moderate - Depends on Corporate Charter and Forest Management Plan	and Forest Management Plan	
Community participation						
in management decisions						
Values and Benefit						
Sharing for Economic						
Development						
Permanent conservation	Management plan, conservation easement	, and participation in certification such as I	FSC, American Tree Farm (only private lando	Permanent conservation Management plan, conservation easement, and participation in certification such as FSC, American Tree Farm (only private landowners), or other recognized management protocols.	rotocols.	
protections						
Easements	Land Trust (or State/Federal Agency if Federal Forest Legacy Funds received for acquisition)	est Legacy Funds received for acquisition)				
Financial Transparency	High - full transparency of budgets and expenditures required by law	oenditures required by law	Moderate - IRS form 990 (tax returns)	Lowest - financial reports only required for publicly traded companies	publicly traded companies	
			required to be filed publicly			
Benefit Sharing	Public benefit required by law			Moderate - Depends on Corporate Charter and Forest Management Plan	and Forest Management Plan	
	Municipal ownership enables an existing	Many counties historically controlled	The non-profit land trust model is widely			
	town to manage forestland alongside its forestland. For example, the Hood Rive other assets such as parks and recreation, County Community Forest is owned by	forestland. For example, the Hood River County Community Forest is owned by	used across the West to hold easements on high conservation value land.			
	water treament plants, and the coun transportation infrastructure. Depending purpose.	the county and managed for public purpose.				
	on the region, town or county					
	governments may have greater resources and responsibilities.					
Links						
References	[1] http://www.nlc.org/forms-of-	[1] http://mrsc.org/Home/Explore-	[1]	[1]		
	municipal-government [2] http://www.cityofarcata.org/	Topics/Governance/Forms-of-	http://www.investopedia.com/terms/l/la	http://www.investopedia.com/terms///la http://www.investopedia.com/terms///lic		
		Forms-of-Government.aspx				

 Table 2. Governance matrix as an evaluative comparison tool

 Key: strong "yes" response marked as a green check-mark, moderate "yes" response marked as an orange check-mark

	Municipal	County	Non-profit	Non-profit Subsidiaries or stand-alone legal entities	-alone legal entities	C-Corp.	Partnership	Tribal
Criteria				Land Trust	L.L.C.			
Transparency around governing		_						<u> </u>
documents	_		_					С
Governance structured according to		_						
existing government regulations		_						
Inexpensive to form a community forest		_						
project	_				_			
Easy to set up subsidiaries or new projects	•••							
Can own a subsidiary LLC								
Directors elected by the public								
Directors nominated from a limited group	•							
Wide range of decisions delegated to the						-		
head of the unit					С		С	
Tax exempt								
Local participation in decision making								
Ability to separate out timber revenues to								
Common examples of these community								
forests occuring throughout the Pacific								
Northwest	000000							