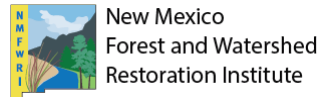


Collaborative Governance Assessment Report FOR THE DINKEY CFLRP

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Document Development: In FY21, the USDA Forest Service led a collaborative process to develop a CFLRP Common Monitoring Strategy that will be required for all newly authorized and reauthorized projects under the Collaborative Forest Landscape Restoration Program (CFLRP). The USDA Forest Service Washington Office requested assistance from the Southwest Ecological Restoration Institutes (SWERI) in developing and deploying an assessment tool to track collaborative governance within and across CFLRP projects and through time. The collaborative governance assessment is intended to assess whether CFLRP is encouraging an effective and meaningful collaborative approach, and addresses question #12 of the CFLRP Common Monitoring Strategy. We developed an online, confidential survey that was administered to CFLRP project participants to address this question. With support from the USDA Forest Service Forest Management, Range Management, and Vegetation Ecology program, SWERI conducted regional webinars to introduce the assessment and identify project-level points of contact, which was followed by in-depth engagement with key contacts to determine recruitment strategies, administration timing, and project-specific questions. In FY22 and FY23, SWERI will be collecting baseline information for all newly authorized and reauthorized projects. SWERI will continue to engage in assessing collaborative health and performance of CFLRP projects. The Ecological Restoration Institute at Northern Arizona University funded survey administration using state funding (Arizona Board of Regents through the Technology, Research and Innovation Fund), which was used as a match to annual federal appropriations to the SWERI.

Southwest Ecological Restoration Institutes (SWERI)

The Southwest Ecological Restoration Institutes include three university-based restoration institutes: the New Mexico Forest and Watershed Restoration Institute (NMFWR), the Colorado Forest Restoration Institute (CFRI), and the Ecological Restoration Institute (ERI) in Arizona. These institutes were congressionally appointed in 2004 by the Southwest Forest Health and Wildfire Prevention Act (H.R.2696), and the Institutes work together to develop a program of applied research and service to help create healthy forests, prevent uncharacteristic wildfires, sustain the resiliency of water supplies to wildfires, and create jobs. The SWERI receive funding from five primary sources: 1) federal appropriations; 2) additional federal funding (e.g., the Infrastructure Investment and Jobs Act); 3) state appropriations; 4) in-kind support from host universities; and 5) extramural funding such as grants and agreements. The Southwest Ecological Restoration Institutes receive federal appropriations under the Southwest Forest Health and Wildfire Prevention Act provided through the USDA Forest Service. In accordance with Federal law and USDA policy, these institutions are prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. To file a complaint of discrimination, write: USDA, Director, Office of Civil Rights Room 326-A, Whitten Building 1400 Independence Avenue, SW Washington, DC, 20250-9410 or call (202) 720-5964 (voice & TDD).

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The Ecological Restoration Institute is nationally recognized for mobilizing the unique assets of a university to help solve the problem of unnaturally severe wildfire and degraded forest health throughout the American West. ERI serves diverse audiences with objective science and implementation strategies that support ecological restoration and climate adaptation on Western forest landscapes.

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Cover photo: Dinkey Collaborative members at Soaproot. Source: Juliana Birkhoff.

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Colorado Forest Restoration Institute (CFRI), Colorado State University (CSU)

The Colorado Forest Restoration Institute is a science-based outreach and engagement organization hosted by the Department of Forest and Rangeland Stewardship and the Warner College of Natural Resources at Colorado State University. Colorado State University (CSU) is a land-grant university with a mission to provide teaching, research, public service, and engagement that CFRI strives to uphold. CFRI was established by Congress as part of the Southwest Ecological Restoration Institutes to serve as a bridge between researchers, managers, and stakeholders working to restore and enhance the resilience of forest ecosystems to wildfires in Colorado, the Southern Rocky Mountains, and the Intermountain West. CFRI leads collaborations between researchers, managers, and stakeholders to generate and apply locally relevant, actionable knowledge to inform forest management strategies. CFRI's work informs forest conditions assessments, management goals and objectives, monitoring plans, and adaptive management processes.

NAU Land Acknowledgment: Northern Arizona University sits at the base of the San Francisco Peaks, on homelands sacred to Native Americans. We honor their past, present, and future generations, who have lived here for millennia and will forever call this place home.

CSU Land Acknowledgment: Colorado State University acknowledges, with respect, that the land we are on today is the traditional and ancestral homelands of the Arapaho, Cheyenne, and Ute Nations and peoples. This was also a site of trade, gathering, and healing for numerous other Native tribes. We recognize the Indigenous peoples as original stewards of this land and all the relatives within it. As these words of acknowledgment are spoken and heard, the ties Nations have to their traditional homelands are renewed and reaffirmed. CSU is founded as a land-grant institution, and we accept that our mission must encompass access to education and inclusion. And, significantly, that our founding came at a dire cost to Native Nations and peoples whose land this University was built upon. This acknowledgment is the education and inclusion we must practice in recognizing our institutional history, responsibility, and commitment.

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Executive Summary

The Southwest Ecological Restoration Institutes (SWERI) developed a collaborative governance assessment as part of the Collaborative Forest Landscape Restoration Program (CFLRP) Common Monitoring Strategy. The collaborative governance assessment was designed to assess the following questions:

1. What are the structural and functional dynamics of the collaborative? Does the collaborative exhibit characteristics generally associated with healthy, well-functioning, and resilient collaboratives?
2. What do participants need or recommend to improve the process?
3. To what extent do participants feel the project is meeting process, socio-economic, and ecological goals?
4. What challenges or disruptions affect collaborative performance and durability?

The SWERI administered an online survey to members of the Dinkey Collaborative in Spring 2023.

The majority of respondents indicated that they agreed about key problems impacting their landscape, strategies to solve problems, and the purpose of their collaborative restoration project. Respondents felt that the process has helped build trust, relationships, and mutual respect of others' positions and interests, and they felt that participants were committed to the process. Survey respondents strongly emphasized that their leaders worked well across organizations and entities, communicated a collaborative vision, and motivated others to work together. Respondents indicated the

collaborative had adequate technical expertise and facilitation skills to carry out tasks and accomplish work. A majority of respondents agreed that participants worked together to co-generate knowledge and solve problems. Knowledge and information were reportedly shared equally among participants. Respondents also generally agreed that the USDA Forest Service was responsive to collaborative input and were clear about their decisions.

However, respondents also noted several areas for improvement. Respondents agreed that they lacked adequate funds and time to accomplish their work. Also, a majority of respondents felt that the collaborative was inflexible in the face of changes to biophysical and collaborative conditions. Respondents recommended the following to improve the collaborative process 1) increase opportunities for collaborative meeting and engagement; 2) encourage engagement with non- or under-represented groups; 3) develop, preserve, and document institutional knowledge; and 4) continue commitment to science-based management, monitoring, and adaptive management.

Survey results suggested that the Dinkey Collaborative has made progress on a number of social, economic, and ecological goals of the CFLRP. However, funding, frequent personnel turnover, biophysical disruptions, limited agency capacity for collaborative engagement, and transition from direction setting to implementation were the most substantial challenges the collaborative faced at the time of this survey. The SWERI will continue to engage in assessing collaborative health and performance of CFLRP projects, with the goal of gauging capacities and identifying areas for improvement.



Source: Juliana Birkhoff.

Introduction

The Forest Landscape Restoration Act (FLRA) was passed in 2009 and established the Collaborative Forest Landscape Restoration Program (CFLRP). The purpose of the CFLRP was to “encourage the collaborative, science-based ecosystem restoration of priority forest landscapes” through a competitive funding program administered by the USDA Forest Service (USFS). In 2021, CFLRP coordinators, USFS personnel, and partners led a collaborative process to develop the CFLRP Common Monitoring Strategy, a set of ecological and socio-economic monitoring questions and indicators that will supplement local project multi-party monitoring plans and will be required for all newly authorized and reauthorized projects.

One core component of the CFLRP Common Monitoring Strategy relates to monitoring collaborative governance.³ While the CFLRP requires projects to collaborate throughout planning, implementation, and monitoring, ‘collaboration’ was not defined in the FLRA or CFLRP requirements, nor did the CFLRP provide specific guidelines by which collaborative groups convened and engaged in collaborative restoration throughout the life of the CFLRP project. This has resulted in a multitude of collaborative structures, processes, and practices implemented in diverse social and ecological contexts across the country. Also, collaborative groups are nested within and impacted by changes that occur within their group, external changes in social and ecological conditions, and a fluid institutional environment, all of which require groups to adjust and evolve their structures, practices, and processes (Beeton et al., 2022; Ulibarri et al., 2020). Yet, a systematic approach to monitoring and evaluating attributes of collaborative governance and resilience is lacking. Systemic evaluation could lead to better understanding of what factors promote or challenge collaboration across different contexts, help target what kinds of investments are needed, and where to maintain and enhance collaborative capacity.

To address this need, the USFS Washington Office requested assistance from the Southwest Ecological Restoration Institutes (SWERI) in developing and deploying an assessment tool to track collaborative governance. During the development of the CFLRP Common Monitoring Strategy, CFLRP coordinators from the Washington Office elicited feedback from CFLRP practitioners, CFLRP coordinators, and subject matter

experts to identify monitoring questions, indicators, and available data sources. With respect to collaborative governance, partners wanted to address the question, how well is the CFLRP encouraging an effective and meaningful collaborative approach? CFLRP practitioners, coordinators, and subject-matter experts expressed interest in documenting collaborative health, function, and resilience, as well as performance (perceived outcomes). CFLRP practitioners, coordinators, and subject matter experts also emphasized the need for a tool that is straightforward, not time-consuming, easy to administer, and longitudinal.

We incorporated stakeholder feedback and questions of interest developed during drafting of the CFLRP Common Monitoring Strategy to directly inform the components of the collaboration assessment. Our objectives are as follows:

1. Develop a rigorous, systematic, and longitudinal assessment of collaborative governance that is grounded in the science and practice of landscape-scale collaborative forest restoration.
2. Support program-wide evaluation of collaborative progress and performance, and report on findings to USFS staff and Congress.
3. Facilitate project-level engagement, reporting, and peer-learning to inform local collaborative work and adaptive management.
4. Contribute to the theory and practice of collaborative governance through the synthesis of findings and lessons learned.

The SWERI administered the collaborative governance assessment—an online survey—to the Dinkey CFLRP and members of the Dinkey Collaborative in the Spring of 2023. The report herein summarizes findings from the collaboration assessment. We have also integrated, where appropriate, feedback during our final presentation and open discussion with the Dinkey Collaborative. See Appendix 1 for a report brief summarizing our findings, and Appendix 2 for a presentation we led with the Dinkey Collaborative on August 17, 2023. We briefly highlight the approach, followed by a baseline assessment of findings and document recommendations from respondents to improve the collaborative process.

¹ PL 111-11 CFLRP Authorizing legislation - <https://www.congress.gov/congressional-report/110th-congress/senate-report/370/1>

² CFLRP National Core Monitoring Strategy - <https://www.fs.usda.gov/restoration/documents/cflrp/CMS-Fact-Sheet-final-20221013.pdf>

³ Here, we define governance as “the system of institutions, including rules, laws, regulations, policies, and social norms, and organizations involved in governing environmental resource use and/or protection” (Chaffin et al. 2014).

Approach

We developed an online survey to assess:

1. What are the structural and functional dynamics of the collaborative? Does the collaborative exhibit characteristics generally associated with healthy, well-functioning, and resilient collaboratives?
2. What do participants need or recommend to improve the process?
3. To what extent do participants feel the project is meeting process, socio-economic, and ecological goals?
4. What challenges or disruptions affect collaborative performance and durability?

Framework

The survey was structured using concepts from an integrative collaborative governance framework ([Emerson et al., 2012](#)), resilience and adaptability literature ([Emerson and Gerlak, 2014](#); [Folke et al., 2005](#); [Gupta et al., 2010](#)), and empirical findings from the first 10 years of the CFLRP ([Beeton et al., 2022](#); [Butler and Schultz, 2019](#); [McIntyre and Schultz, 2020](#); [Schultz et al., 2018](#)).

Collaboration dynamics – To assess collaboration dynamics, we operationalized the Integrative Framework for Collaborative Governance ([Emerson et al., 2012](#)). The framework incorporates multiple components of collaborative governance that are grounded in collaborative practice, link collaboration dynamics to socio-economic and ecological outcomes, and promote assessment of collaboratives across settings and time. The components include principled engagement, shared motivation, and capacity for joint action ([Emerson et al., 2012](#)).

Principled engagement refers to ensuring the right people are involved, i.e., a representative cross-section of people and entities who have a stake in the issue participate. Principled engagement also emphasizes the principles of open and inclusive communication and negotiation, where individuals with diverse perspectives and knowledge work together to identify shared problems, agree on strategies to solve those problems, and agree on the purpose or scope of the collaborative.

Shared motivation refers to the interpersonal and relational elements of collaborative dynamics. Shared motivation includes the sub-components mutual trust, understanding, and commitment. It is often referred to as social capital, or the “glue” that holds groups together through networks, norms, rules, and trust that promote collective action ([Pelling and High, 2005](#)). This glue is crucial for effective collaboration; social capital is built

through investments in social relationships and can be expressed through mutual commitment of individuals and groups to common collaborative goals.

Capacity for joint action comprises four sub-components: leadership, knowledge and learning, resources, and institutional arrangements ([Emerson and Gerlak, 2014](#)). Leadership is essential for managing collaboratives, and leaders can fill many roles including convener, sponsor, public advocate, facilitator, and others. They are important for: building trust; sensemaking; bringing people together; initiating partnerships; motivating people to work together; compiling, generating, and disseminating knowledge; developing visions of and support for change; and managing conflict ([Folke et al., 2005](#)).

In a collaborative setting, participants should work together to co-create and co-develop shared understanding and knowledge through social learning; knowledge and information should be equally accessible to all members of the collaborative; and learning and knowledge should be used to inform flexible, adaptive management ([Emerson and Gerlak, 2014](#)). Social learning occurs through repeated interactions and joint problem solving among participants. It emphasizes testing, monitoring, and reevaluating participants’ assumptions and understanding of ecosystem responses and feedbacks to learn and adapt management actions ([Folke et al., 2005](#); [Lebel et al., 2010](#); [Sharma-Wallace et al., 2018](#)). Collaboratives often pool and share resources to accomplish tasks and get work done, including funding, personnel, science and technical expertise, facilitation, and coordination.

Institutional arrangements are the processes, protocols, and structures needed to manage collaboration over time, i.e., the rules of the game. Collaborative structures, processes, and protocols should be clearly understood, transparent, perceived as fair and equitable, and include mechanisms of accountability ([Emerson et al., 2012](#); [Gupta et al., 2010](#); [Stern and Coleman, 2015](#)). Capacity needs change through time, and the relative amount of these four capacity types is contingent upon the local context – e.g., history of conflict, people involved, purpose and objectives of the group, among others ([Imperial et al., 2016](#)).

Perceived outcomes – Our assessment focuses both on perceived “process” outcomes (e.g., did the collaborative process reduce conflict, or increase the ability to plan at a landscape scale?) and socio-economic and ecological outcomes. The outcome metrics chosen for evaluation were derived from several sources: the intent of the

FLRA of 2009 and the CFLRP; project proposals; and conversations with local, regional, and national CFLRP coordinators while developing the Common Monitoring Strategy.

Challenges or disruptions that affect collaborative performance and durability – Disruptions—i.e., personnel turnover, legal or policy changes, and biophysical disturbances like wildfires or insect outbreaks—can happen at any time. These disruptions may impact collaborative progress and performance, and/or force groups to adapt. We developed a list of common challenges that CFLRP projects and other landscape scale forest collaboratives reported in: 1) breakout group discussions and focus group sessions at the 2020 SWERI Cross-boundary landscape restoration workshop (SWERI, 2020) and the 2020 Idaho forest collaborative shared stewardship workshops; 2) the 2020 CFLRP Collaboration Indicator Survey administered by the National Forest Foundation⁴; and 3) a survey administered to USFS staff engaged in 2010 and 2012 CFLRP projects (Schultz et al., 2018). Identifying current challenges or disruptions that CFLRP projects are grappling with can support strategic investment towards solutions to maintain collaborative performance and durability.

Needs or recommendations to improve the process – We captured respondents' perspectives on needs and recommendations to improve the collaborative process by including an open-ended survey question.

Data Collection and Analysis

We developed a standardized survey in the online survey tool Qualtrics that consisted of 21, mostly closed-ended statements using a Likert scale. SWERI piloted the assessment with and elicited feedback from the Northern Blues All-Lands Restoration Partnership and Northern Blues CFLRP project participants (n=37), as well as participants of the Colorado Front Range CFLRP (n=3) in FY21 (Beeton et al., 2022). SWERI and the USFS held regionally-focused webinars to introduce the assessment and identify key points of contact for each newly authorized and reauthorized project to help with recruiting participants, scheduling the assessment, and identifying project-specific questions of interest that were appended to the standardized survey, which is outlined in our standard operating procedures document.⁵

The Dinkey Collaborative facilitator provided support in recruiting participants and administering the survey through the Dinkey Collaborative listserv in February 2023. The survey was open for approximately 8 weeks.

We received 25 usable responses, representing 15% of the population. We used the statistical software program Statistical Software for Social Sciences (SPSS) to document mean responses and variation in responses. Open-ended questions were analyzed using a thematic analysis (Ryan and Bernard, 2003). Small sample sizes prohibited further statistical analyses, though this will be possible when more data has been collected.

Findings

Our results are organized as follows. The first section includes responses related to respondents' affiliations, motivations for being involved in the CFLRP project, level of engagement, and the degree to which respondents felt the project was collaborative. We then provide a description of findings related to collaboration dynamics (i.e., **principled engagement, shared motivation, and capacity for joint action**). We provide a short description of each collaboration dynamic construct in italics to orient the reader. We follow with findings on perceived outcomes, disruptions that are challenging collaborative progress and performance, and recommendations to improve the process. Finally, we present results from the appended question set (Appendix 3) that was developed in coordination with key points of contact affiliated with the Dinkey Collaborative. For scale items (e.g., strongly disagree to strongly agree, progress scales), figures depict the percentage of survey participants that somewhat agree to strongly agree. This was done for consistency in visualization and ease of interpretation. For clarity, we describe majority or strong majority results as greater than or equal to 70% agreement and slight majority between 50-69% agreement.

Introductory questions

The majority of participants represented non-governmental organizations (NGO), private citizens/interested public, and the USFS (Figure 1). The most frequently reported motivations for being involved in the CFLRP project were to restore forest resiliency (72%), improve relationships and mutual trust among stakeholders (36%), and increase the pace and scale of work (36%; Figure 2). A strong majority of respondents reported that their level of engagement within the collaborative was either moderate or high (72%) while the remaining respondents indicated either low engagement (20%), or that they were not engaged (8%) at all (Figure 3).

⁴ <https://www.nationalforests.org/assets/pdfs/Collaboration-Indicator-Survey-Results-2020-publish.pdf>

⁵ <https://cfri.box.com/s/hfu5cdk599j5gp5ixphm2qj7gdp4h1ef>

We asked respondents to reflect on the degree to which they thought the CFLRP project was collaborative (on a scale from not collaborative at all to very collaborative), which we defined in the survey as:

Collaboration occurs when multiple parties come together to address problems that could not be achieved by acting alone. Effective collaboration should typically include: inclusive and diverse stakeholder interaction throughout the process; venues for open communication and negotiation about values, interests, and appropriate management actions; and opportunities for social learning.

A strong majority of respondents (88%) indicated the CFLRP project has been collaborative to very collaborative (Figure 4).

Principled engagement

Principled engagement refers to having the right people involved in iterative and inclusive dialogue to determine shared problems, identify shared strategies to solve problems, and agree to the shared purpose of the project.

Respondents somewhat agreed to strongly agreed that a representative cross-section of individuals who have a stake in the issues and outcomes of the project are involved (87%), that collaborative members work together to identify shared interests and concerns (87%), and that the collaborative process has created a neutral space where people can openly discuss controversial issues (85%) (Figure 5). However, open-ended responses indicated that there is a need to be more inclusive of additional interest groups, including Tribes, tribal interests, and communities; effective engagement with different groups may vary.

Group representation

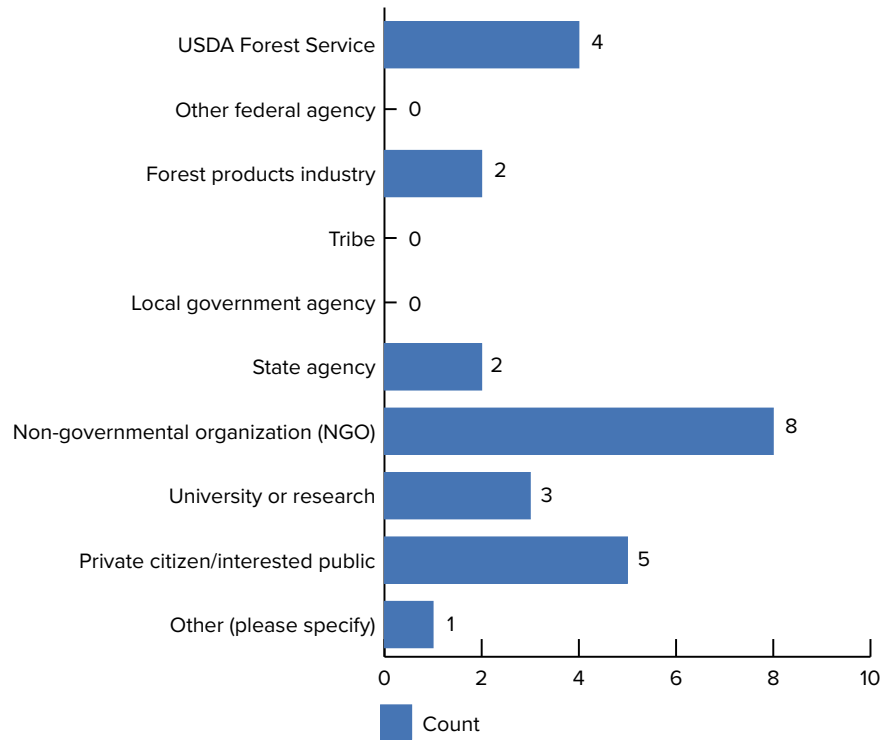


Figure 1: Respondents' self-identified representation with associated organizations (n=25)..

Motivations to participate

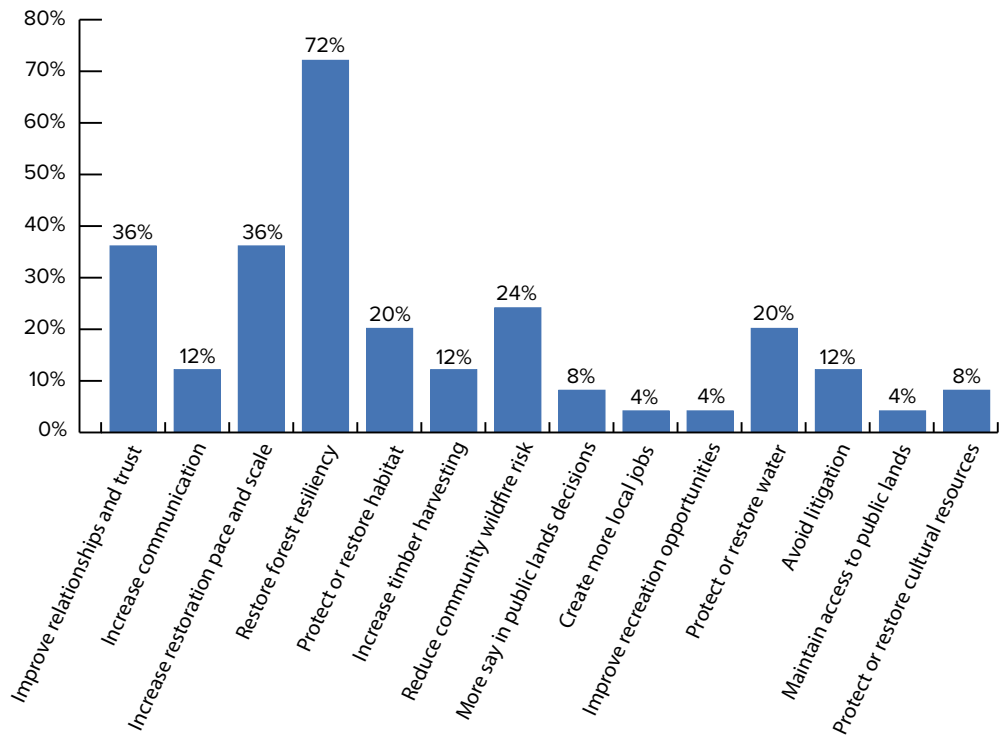


Figure 2: Percentage of respondents who identified the associated motive as reason for their participation in the collaborative. Note - respondents were able to select multiple motives.

A strong majority of respondents indicated that participants had a shared understanding of the problems that impact their landscape (83%), the strategies to solve those problems (71%), and the purpose of the CFLRP project (82%; Figure 6).

A slight majority of respondents agreed that the collaboration between the USFS and CFLRP project participants had met their expectations during planning (67%) and implementation (63%), and a strong majority agreed collaboration met their expectations during monitoring (70%; Figure 7).

Shared Motivation

Shared motivation refers to trust, mutual understanding, relationship-building, and commitment to the collaborative process.

A strong majority of participants agreed to strongly agreed that the collaborative process helped participants build trust in each other (87%), relationships (87%), and mutual respect of others' positions and interests (87%; Figure 8). Also, a majority (79%) of participants trusted in the group's ability to achieve desired actions and outcomes (Figure 8). A majority of respondents also indicated that they were committed to the collaborative process, felt the USFS unit level staff were committed to the process, and other project participants were committed to the process (Figure 9). Specifically, a strong majority (71%) strongly agreed that they, or their organization, were committed to the collaborative process.

Level of engagement

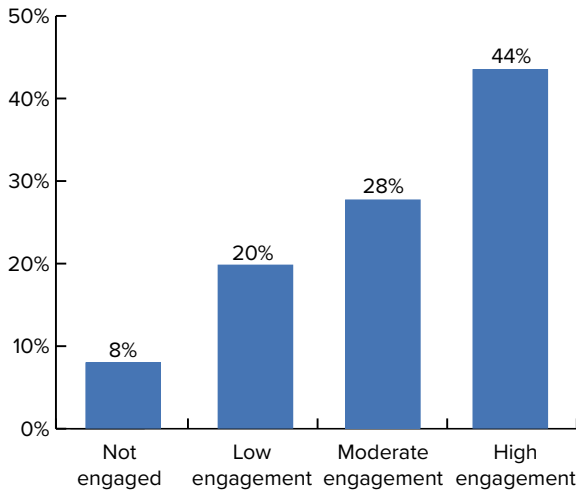


Figure 3: Percent of respondents who rated their involvement in this project as “Not engaged,” “Low engagement,” “Moderate engagement” or “High engagement.”

Degree of collaboration

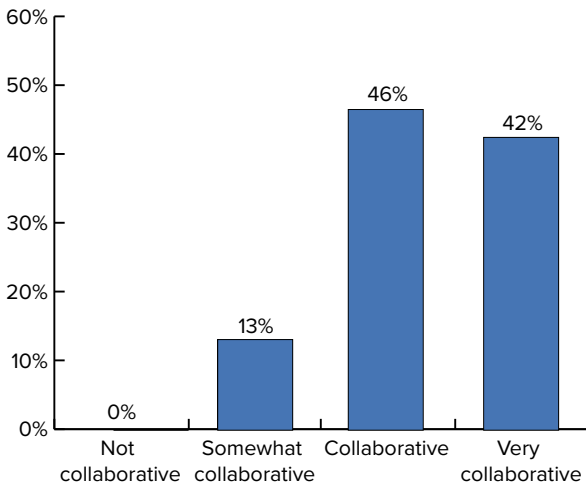


Figure 4: Percentage of respondents who reported this project to be “Not collaborative,” “Somewhat collaborative,” “Collaborative” or “Very collaborative.”

Principled engagement: collaborative environment

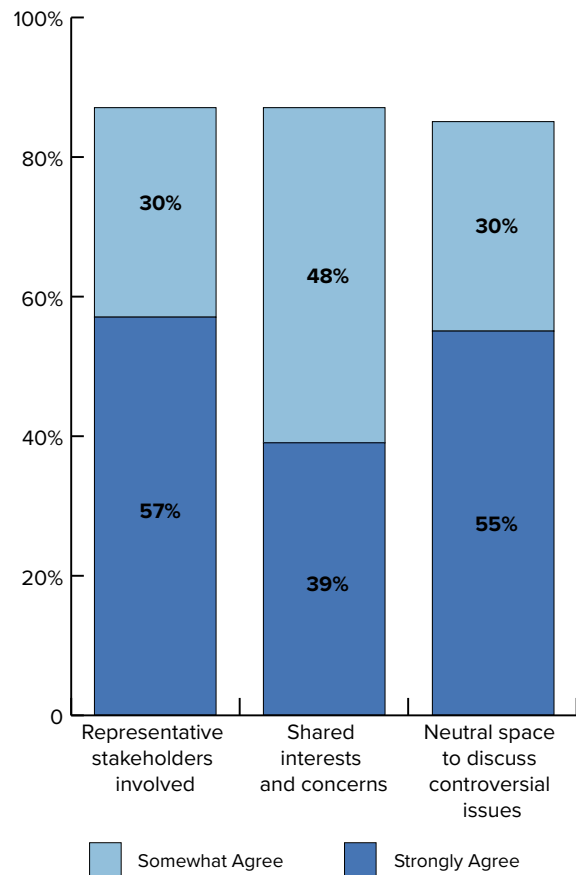


Figure 5: Percentage of respondents who either “Somewhat Agree” or “Strongly Agree” that representative stakeholders are involved, stakeholders have shared interests and concerns, and the collaborative is a neutral space to discuss controversial issues.

Capacity for Joint Action

Capacity for joint action includes four components: collaborative leadership, knowledge and learning, resources, and institutional arrangements that support fair governance.

Leadership

Leadership is a critical component for collaborative governance. Leaders are needed to convene partners, communicate a shared vision, and motivate people to work together.

Nearly all respondents agreed or strongly agreed that collaborative leaders work well with others (96%). A strong majority also agreed that leaders are able to communicate a collaborative vision (76%) and motivate others to work together (75%; Figure 10).

Knowledge and Learning

Collaboratives should engage in a knowledge generation and social learning process for joint action. Knowledge should be co-produced, equally available to all partners, and be used to implement adaptive management.

A strong majority of respondents somewhat agreed to strongly agreed that the CFLRP process provided

opportunities to co-generate knowledge to learn and solve problems together (70%), that knowledge and information was shared equally among participants (75%), and that participants were committed to adaptive management (77%). Yet, only a slight majority felt that participants had the flexibility to alter course when landscape conditions change (e.g., wildfire affects a planning unit, 57%). Less than half of the respondents indicated that participants had flexibility to adjust when the collaborative changes (e.g., new faces or priorities, 45%) (Figure 11).

Resources

To accomplish tasks and get work done, collaboratives often pool and share resources, including funding, personnel time, technical expertise, and facilitation, which, in turn, can support buy-in.

The slight majority of participants somewhat to strongly agreed that the project had adequate access to needed technical expertise (68%), and a strong majority agreed that the group had access to adequate facilitation skills (75%). Only 38% of respondents somewhat or strongly agreed that the group had adequate funds or time to carry out tasks and accomplish their work (Figure 12).

Principled engagement: agreement

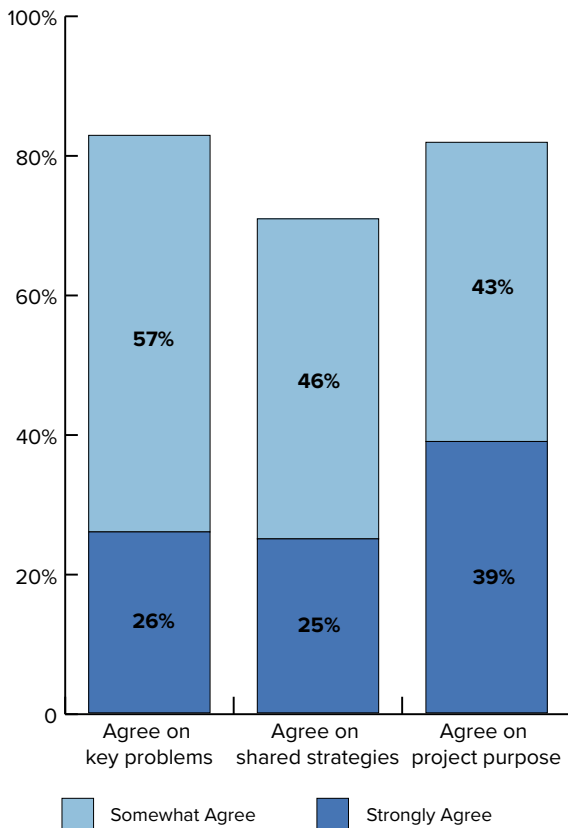


Figure 6: Percentage of respondents who either “Somewhat Agree” or “Strongly Agree” on the key problems that impact the landscape, strategies to solve problems, and purpose of the collaborative.

Collaboration with USFS

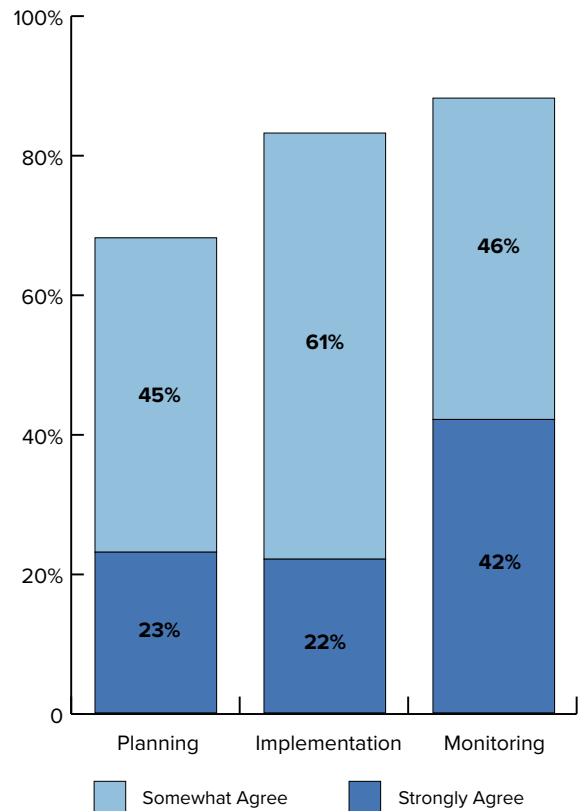


Figure 7: Percent of respondents who either “Somewhat Agree” or “Strongly Agree” that collaboration between CFLRP participants and the USFS met expectations during planning, implementation, and monitoring.

Institutional Arrangements

Institutional arrangements are the rules of the game. They include processes, protocols, and structures needed to manage collaboration over time. They should be clearly understood, perceived as fair and equitable, and include accountability mechanisms within and between entities.

A slight majority of survey respondents somewhat to strongly agreed there were protocols in place that promote accountability among CFLRP participants (69%) and between the USFS and CFLRP project participants (e.g., decision rules, charters, memoranda of understanding) (61%; Figure 13). A slight majority agreed those protocols were clearly understood among participants (53%), while a strong majority agreed collaborative protocols were fair and equitable (76%) and used appropriately (75%; Figure 13).

A slight majority of respondents felt that project participants understood when and what collaborative input was useful to inform USFS decisions (65%), and reported that the USFS was responsive to collaborative

input (58%). A strong majority felt the agency was clear with CFLRP project participants about the decisions they make and why they make them (72%, Figure 14).

Outcomes

We assessed perceived progress on process, socio-economic, and ecological outcomes for the Dinkey Collaborative. Notably, some participants did not respond to these questions or chose the option “don’t know/not applicable,” and were subsequently removed from this analysis (5-7 respondents or 20-28% of sample).

A strong majority of respondents indicated that the collaborative process had included diverse perspectives (84%), enhanced communication (79%), and minimized conflict (72%; Figure 15). A strong majority of respondents also reported that the project had made moderate to substantial progress on several ecological goals, including restoration of old growth forests (75%), improved habitat (70%), improved or maintained watershed function (77%), and treatment and/or control of invasive species (70%). Notably, all respondents indicated moderate to substantial progress had been made on reducing fuel

Shared motivation: trust and respect

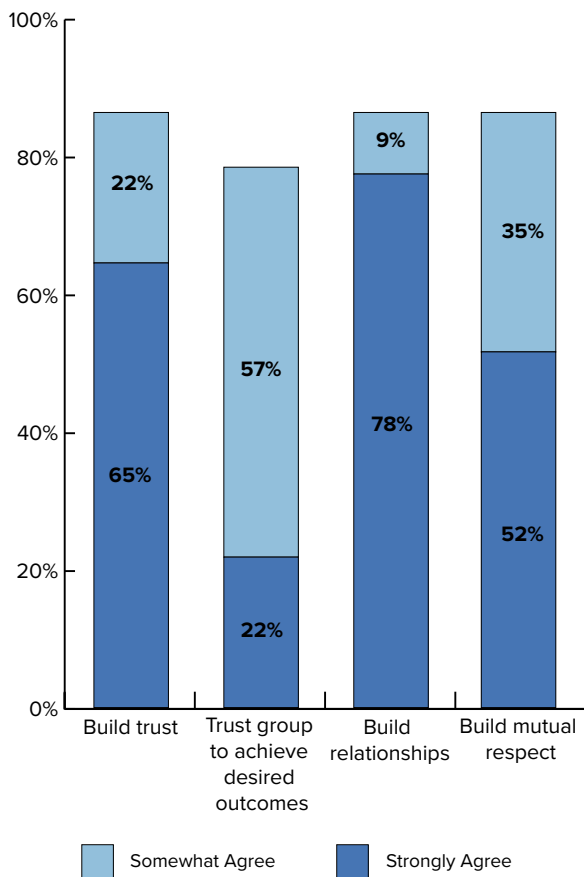


Figure 8: Percentage of respondents who either “Somewhat Agree” or “Strongly Agree” that the collaborative process has helped build trust, relationships, and mutual respect, as well as the extent to which participants trust the group to achieve desired outcomes.

Shared motivation: commitment

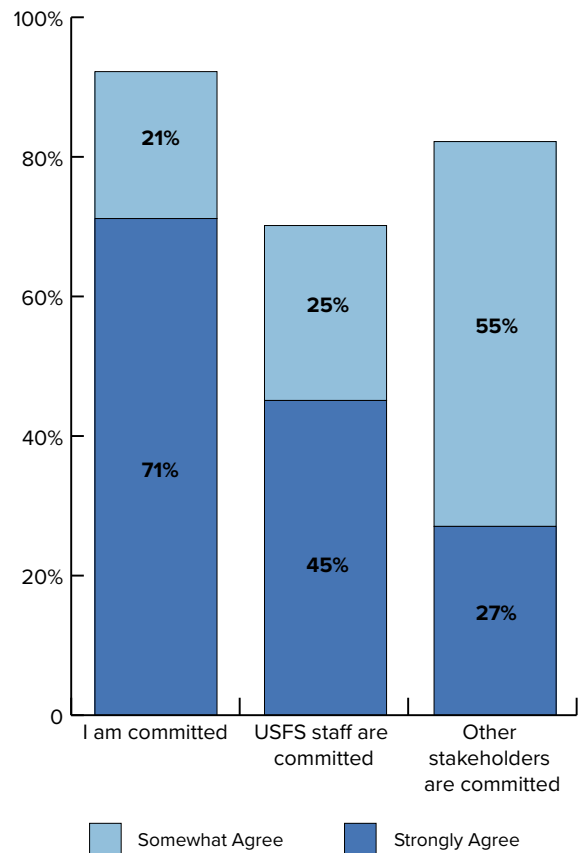


Figure 9: Percentage of respondents who either “Somewhat Agree” or “Strongly Agree” that they, the USFS, and other stakeholders are committed to the process.

hazards (Figure 16). A slight majority reported that the project made moderate to substantial progress on some socioeconomic goals, including reducing community wildfire risk (64%) and accomplishing more work on adjacent lands (54%). A strong majority reported moderate to substantial progress towards supporting local employment and training (82%). Yet, a only 27% reported even moderate progress on offsetting treatment costs via forest byproducts (Figure 17).

Disruptions

We developed a list of common challenges CFLRP project participants and other landscape-scale forest collaboratives reported in forest collaborative meeting breakout groups and in the literature. We also asked respondents to note additional disruptions that have impacted collaborative progress in a an open-ended, free-response question. Based on pre-identified list, the timing and amount of funding (93%), frequent personnel turnover (83%), biophysical disruptions (100%), and limited agency capacity for collaborative engagement (89%) were the most substantial challenges the collaborative faced

at the time of this survey (Figure 18). Among the open-ended responses, the COVID-19 pandemic was the most cited challenge to the performance and durability of the collaborative. One respondent even suggested that “the pandemic has virtually stopped the Dinkey Collaborative the last several years.” Another noted:

We were stronger as a collaborative 3-4 years ago. We lost momentum during the pandemic.

Covid-19 has reportedly affected the ability to get work done and to properly engage with partners.

Respondents also highlighted wildfires (e.g., the Creek Fire) have been disruptive to the collaborative’s ability to continue with work within the CFLRP footprint. In addition, other large landscape disturbances from drought and insect mortality have impacted progress, and shocked the community and Sierra National Forest staff. One respondent noted that limited capacity to implement prescribed fire on the Dinkey CFLRP has undermined progress:

Capacity for joint action: leadership

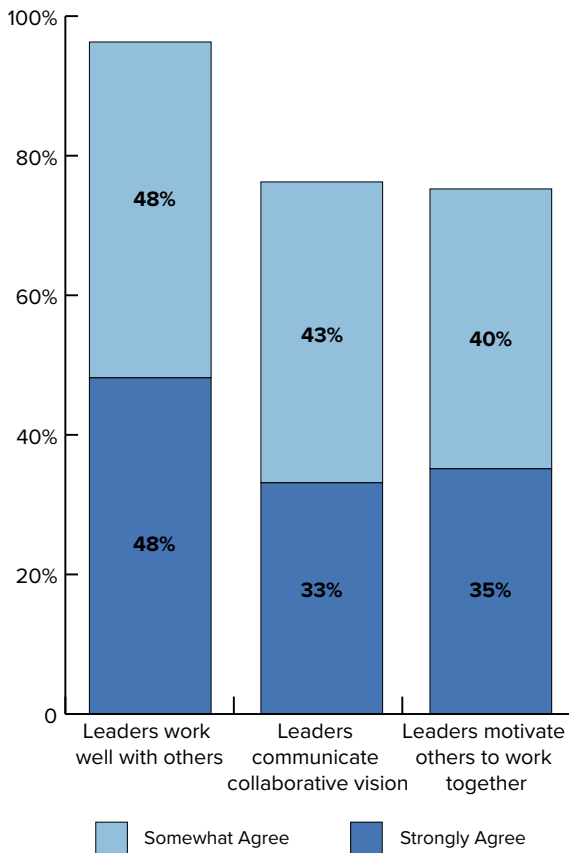


Figure 10: Percent of respondents who either “Somewhat Agree” or “Strongly Agree” that the leaders work well with others, communicate a common vision and direction, and motivate others to work together.

Knowledge, learning, adaptive management

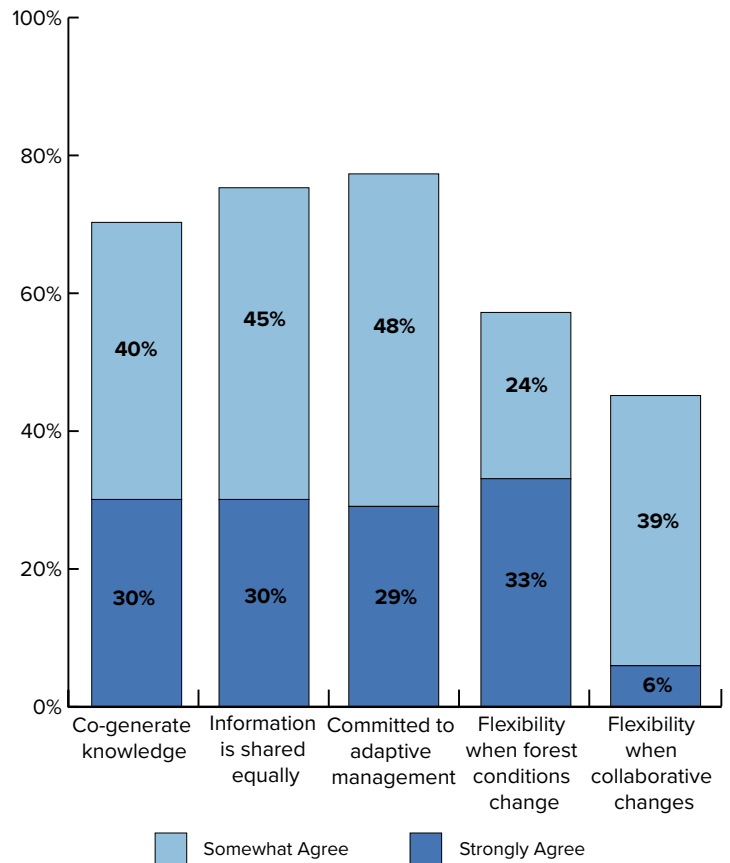


Figure 11: Percent of respondents who either “Somewhat Agree” or “Strongly Agree” that knowledge and information is co-generated by participants, shared equally, and used by participants to adjust management practices.

I would estimate that 90% of the logging proposed in the original CFLRP has been completed, but less than 15% of the prescribed fire that was proposed has been completed. This is a serious failing.

In response to open-ended questions, a few respondents reinforced challenges related to funding as barriers to accomplishing collaborative work, especially inconsistencies in the amount and timing of funding. The performance and durability of the collaborative was also challenged by personnel turnover, vacant positions, and/or departure of collaborative members. Specifically, one respondent noted that some Tribal partners dropped out of the Dinkey Collaborative due to unmet needs. Others reported that agencies and contractors lacked capacity to conduct the required surveys for environmental analyses and decision-making critical for accomplishing work on the ground.

Respondents noted that some stakeholders from the Dinkey CFLRP had formed a prescribed fire association to increase support for prescribed fire. Members have worked with local air quality and smoke permitting

entities to increase prescribed fire opportunities, and members helped present to forest leadership and provide letters of support to the Forest for projects and grants. Members suggested the need for more engagement with Cal Fire, researchers, and other partners to collectively determine the scale of beneficial fire (i.e., cultural burning, prescribed fire, managed fire) needed to protect remaining forests and restore forest resiliency.

Recommendations to Improve the Collaborative Process

Based on open-ended responses and the quantitative data reported herein, we identified three key themes for improvement. These recommendations include the following: 1) increase opportunities for collaborative meeting and engagement; 2) encourage engagement with non- or under-represented groups; 3) develop, preserve, and document of institutional knowledge; and 4) continue commitment to science-based management, monitoring, and adaptive management.

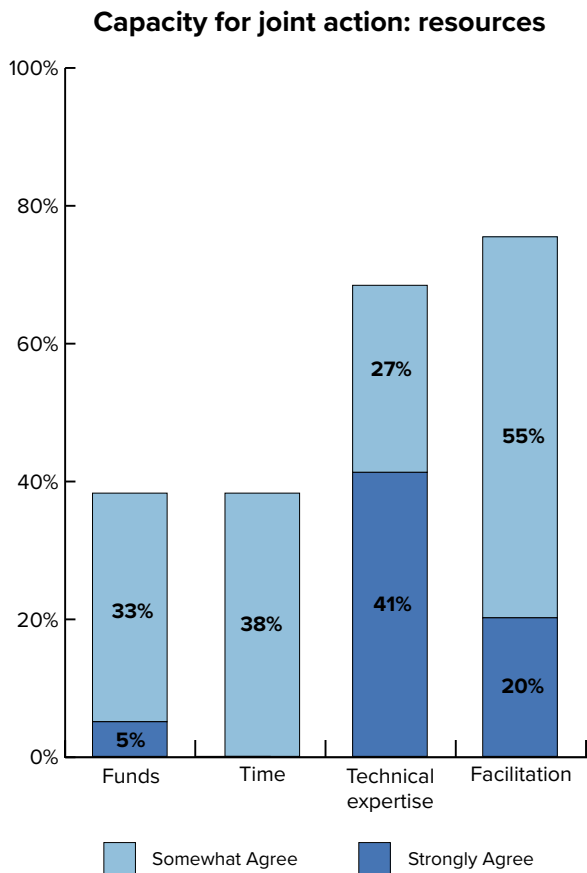


Figure 12: Percent of respondents who either “Somewhat Agree” or “Strongly Agree” that the collaborative has adequate: funds, time, technical expertise, and facilitation skills to accomplish work.

Capacity for joint action: process and accountability

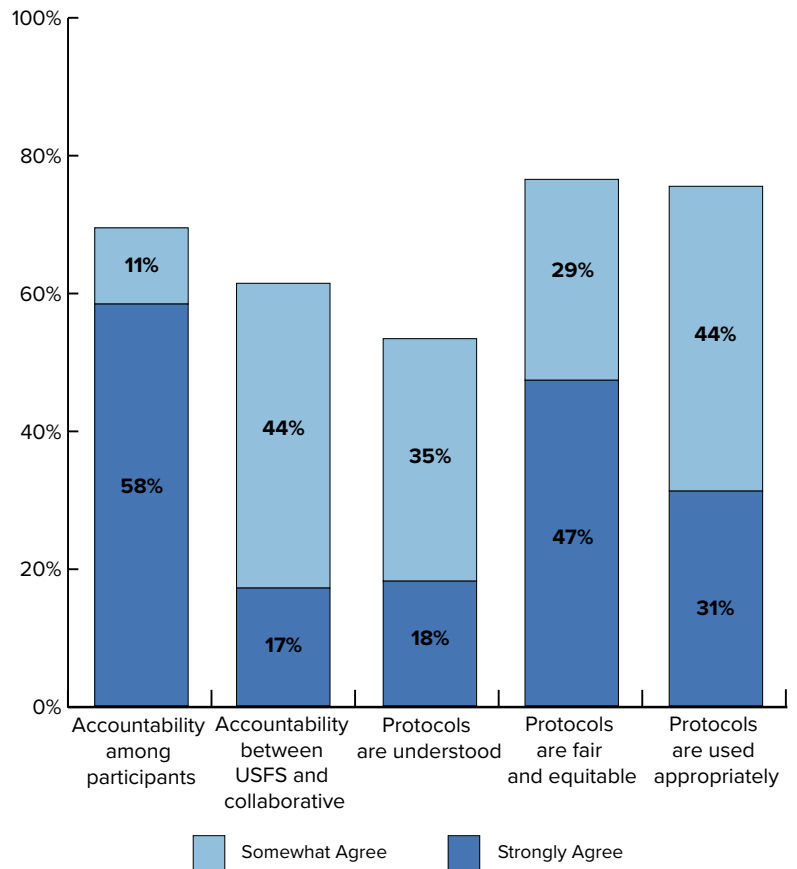


Figure 13: Percent of respondents who either “Somewhat Agree” or “Strongly Agree” that protocols promote accountability among participants, between USFS and the collaborative, and that protocols are understood, fair and equitable, and are used appropriately.

Opportunities for Collaborative Meeting and Engagement

Respondents noted the need to enhance opportunities for in-person meetings in order to regain the momentum lost during the COVID-19 pandemic, identify future goals (e.g., increase opportunities for beneficial fire), and re-establish or forge new relationships. Respondents indicated that face to face meetings and field trips were key components to support collaborative durability:

Face to face meetings and field trips are really beneficial. Hopefully with Covid fading, we will be able to get back to having regular face to face and field trips. Chats during breaks, during lunch, on field trips really help the Collaborative process work.

Still, a few respondents noted how the pandemic introduced alternative opportunities for participation, including virtual meetings, and suggested the need to maintain hybrid options for those who can't regularly

attend to maintain inclusivity and keep people apprised of collaborative activities.

I do like being able to participate virtually. I think for people who may not be able to make it to the meeting in person, a virtual option keeps the collaborative stronger, rather than leaving some people out of the loop.

Engagement with Non- or Underrepresented Groups

Survey respondents recommended increased engagement with non- or under-represented groups. This issue also came up during the presentation of summary findings to the group on August 17, 2023. Generally, respondents noted the need to maintain a broad representation of perspectives, knowledges, and viewpoints. One member indicated that the Dinkey Collaborative was not as diverse as it once was. Some participants recommended more engagement with Tribes and private property owners adjacent to USFS-managed lands. Notably, engagement and outreach should be tailored in locally and culturally appropriate ways, for example:

Find ways to engage Native American Tribes in the collaborative. An invitation to a meeting or field trip doesn't go nearly as far as, say, requesting time on the agenda to meet with Tribes during a Tribal Council or General Council meeting.

In this vein, participants suggested the group should develop and disseminate outreach materials specifically targeted to non- or under-represented groups to facilitate engagement.

Preservation and Documentation of Institutional Knowledge

Respondents noted that Dinkey Collaborative members jointly co-developed knowledge and utilized existing science to guide sound forest management for the CFLRP project. However, challenges of turnover and limited capacity to engage have underscored the need to clearly document and institutionalize local knowledge, agreements, and recommendations. Documented institutional knowledge can be used to help onboard new participants. For example, a new collaborative participant recommended onboarding documents and processes:

There is a need to create an introductory template for new employees and/or participants first joining a CFLRP. As a new employee, trying to learn and understand the CFLRP can be daunting when information is obtained by searching from various sources. Having a handy reference for newcomers could help increase pace and scale.

**Capacity for joint action:
USFS responsiveness and transparency**

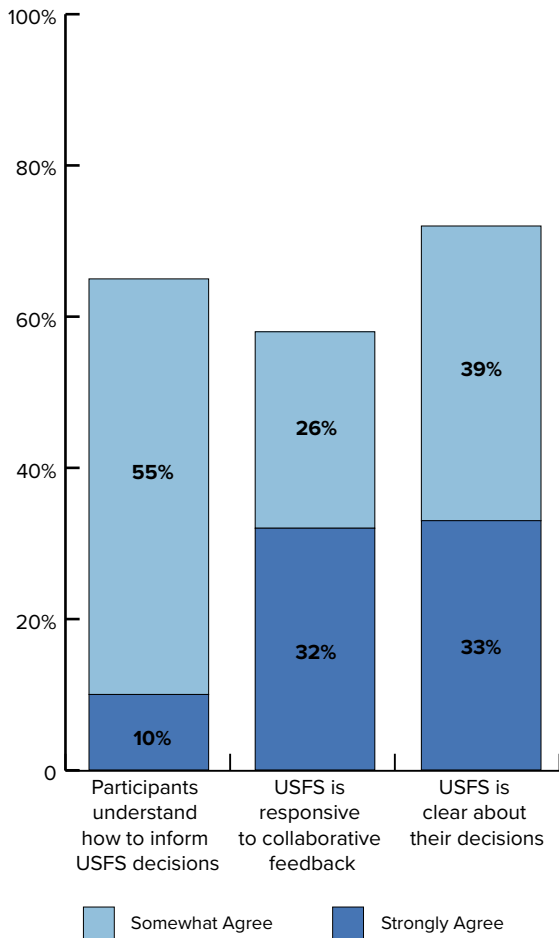


Figure 14: Percent of respondents who either “Somewhat Agree” or “Strongly Agree” that they understand how to inform USFS decisions, the USFS is responsive to feedback, and the USFS is clear about their decisions.

Perceived outcomes: collaborative process

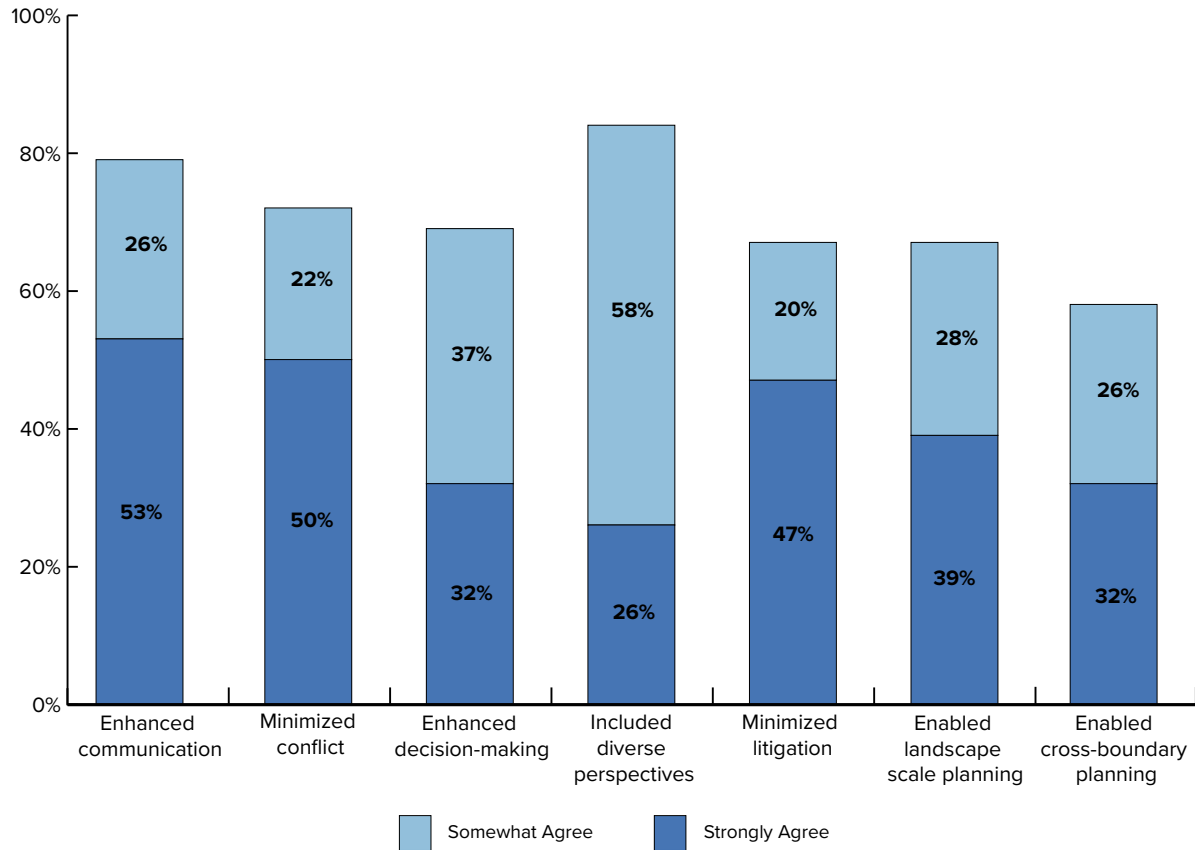


Figure 15: Percent of respondents who either “Somewhat Agree” or “Strongly Agree” that the collaborative process has impacted the function and capacity of the collaborative.

Perceived outcomes: ecological goals

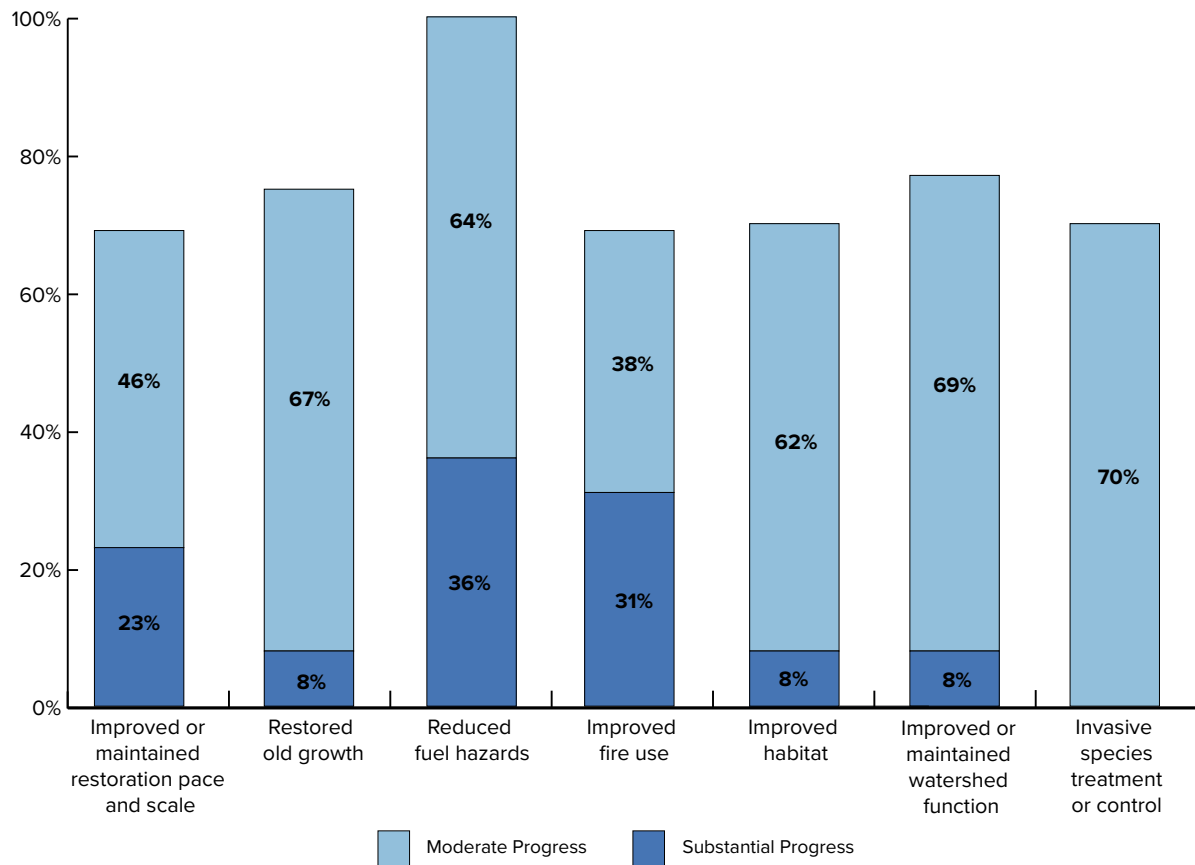


Figure 16: Percent of respondents who reported “Moderate progress” or “Substantial progress” towards ecological goals. Note - several participants did not respond to these questions or chose the option “Don’t know/not applicable,” and thus were removed from this analysis.

Continue commitment to science-based management, monitoring, and adaptive management

Participants also noted the need to continue the collaborative’s dedication to science-based management, monitoring, and adaptive management to build on the knowledge and understanding that has been jointly developed over the years. Specifically, one respondent recommended working with collaborative members and relevant partners to collectively determine the scale of beneficial fire (i.e., cultural burning, prescribed fire, managed fire) needed to protect remaining forests and restore forest resiliency, and identify solutions to getting more work done. One respondent aptly noted that effective multi-party monitoring and adaptive management requires responsive, transparent, and flexible decision-making, and recommended the collaborative continue making improvements, and contribute resources to, that process.

Discussion and Conclusions

The Southwest Ecological Restoration Institutes (SWERI) deployed an online survey to the Dinkey CFLRP in the spring of 2023 to assess collaborative health, function, and resilience, as well as perceived outcomes of collaborative work. Specifically, we assessed: whether the CFLRP project exhibited characteristics generally associated with healthy, well-functioning, and resilient collaboratives; the extent to which the project has made progress on meeting process, socio-economic, and ecological outcomes; what challenges or disruptions affected collaborative performance and durability; and actionable recommendations to improve the collaborative process from respondents’ perspectives. The assessment serves as the collaboration assessment for the CFLRP Common Monitoring Strategy (question #12).

The majority of respondents indicated that they agreed about key problems that have impacted their landscape, strategies to solve problems, and the purpose of their collaborative restoration project. Also, respondents overwhelmingly agreed that the process has helped build trust, relationships, and mutual respect of others’ positions and interests even when they are different from their own. A majority agreed that they themselves, other organizations, and the USDA Forest Service (USFS) were all committed to the process. Mutual commitment, especially among those with decision-making authority, is critical for collaborative durability. The USFS retains decision-making authority in treatment planning and implementation on USFS-managed land. The agency also gives substantial discretion in decision-making to local units; thus, it is often up to USFS unit-level line

officers whether or not to make collaboration a priority by providing staff, resources, etc.(Beeton et al., 2022).

Survey respondents strongly emphasized that their leaders worked well across organizations and entities, communicated a collaborative vision, and motivated others to work together. Often, groups benefit from multiple collaborative leaders who represent a diversity of interests across organizational and institutional levels, and provide a variety of functions (e.g., coordination, expertise/experience) (Emerson and Gerlak, 2014; Ryan and Urgenson, 2019). Having diversity and redundancy in leadership roles is critical for continuity through personnel turnover.

Respondents felt the Dinkey CFLRP had adequate technical expertise and facilitation skills to carry out tasks and accomplish work. A majority of respondents agreed that participants worked together to co-generate knowledge and solve problems. Knowledge and information were reportedly shared equally among participants. A number of activities can be used by collaboratives to support social learning and

Perceived outcomes: socio-economic goals

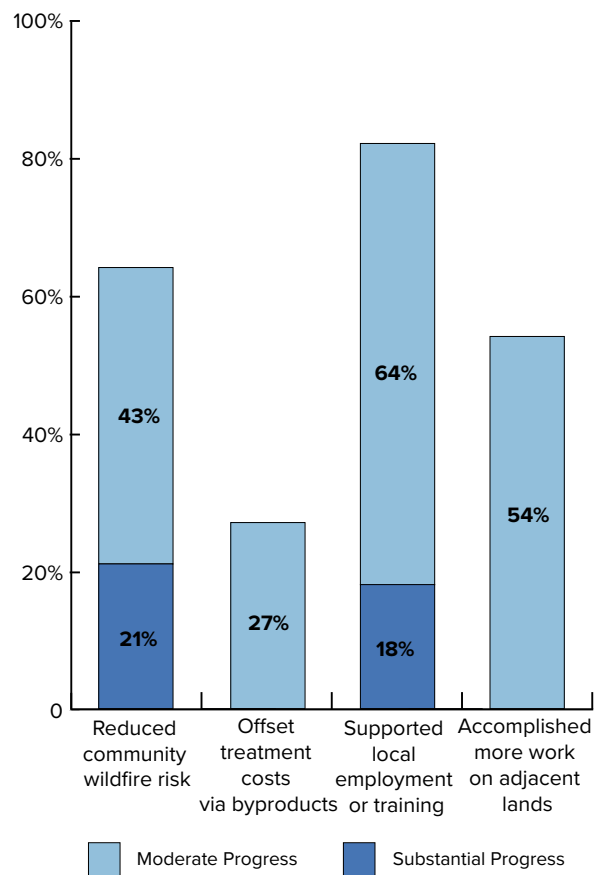


Figure 17: Percent of respondents who reported “Moderate progress” or “Substantial progress” towards socio-economic goals. Note - several participants did not respond to these questions or chose the option “Don’t know/not applicable,” and thus were removed from this analysis.

co-development of knowledge, including field trips, multi-party monitoring, and joint fact-finding missions. Field trips are a critical component of social learning because they provide opportunities for groups to let their guard down and come to common understandings. Field trips can help illustrate how restoration principles translate to operations on the ground and allow collaborative groups to provide feedback on restoration treatments. Joint fact-finding—where stakeholders work together to co-generate local knowledge and translate it into decision-making—provides opportunities to develop contextual understanding of local landscapes to support decisions. Documenting this learning and knowledge exchange is critical to maintaining transparency, equity, and institutional knowledge (Beeton et al., 2022; Cheng et al., 2015). Dinkey CFLRP project participants noted the face-to-face meetings, field trips, and developing and institutionalizing joint knowledge and understanding were key components to their collaborative performance and durability.

However, there were several areas for improvement. Respondents agreed that they lacked adequate funds and time to accomplish their work. A majority of respondents

did not agree that the collaborative had the flexibility to respond to changes in biophysical and collaborative conditions, particularly catastrophic wildfire, pest and pathogen disturbance, and persistent turnover. Many of these issues were reiterated in open-ended responses on the needs and recommendations to improve the collaborative process. Four themes emerged from these responses, including the need to: 1) increase opportunities for collaborative meeting and engagement; 2) encourage engagement with non- or under-represented groups; 3) develop, preserve, and document institutional knowledge; and 4) continue commitment to science-based management, monitoring, and adaptive management.

Survey results also indicated that the Dinkey CFLRP has made progress on a number of process, socio-economic, and ecological goals of the CFLRP. A majority of respondents agreed that the collaborative process had promoted all process-related outcomes surveyed, including enhanced communication and decision making, minimized conflict and litigation, inclusion of diverse perspectives, and planning at landscape scale and across boundaries. The majority of respondents reported that the project had made progress on several ecological

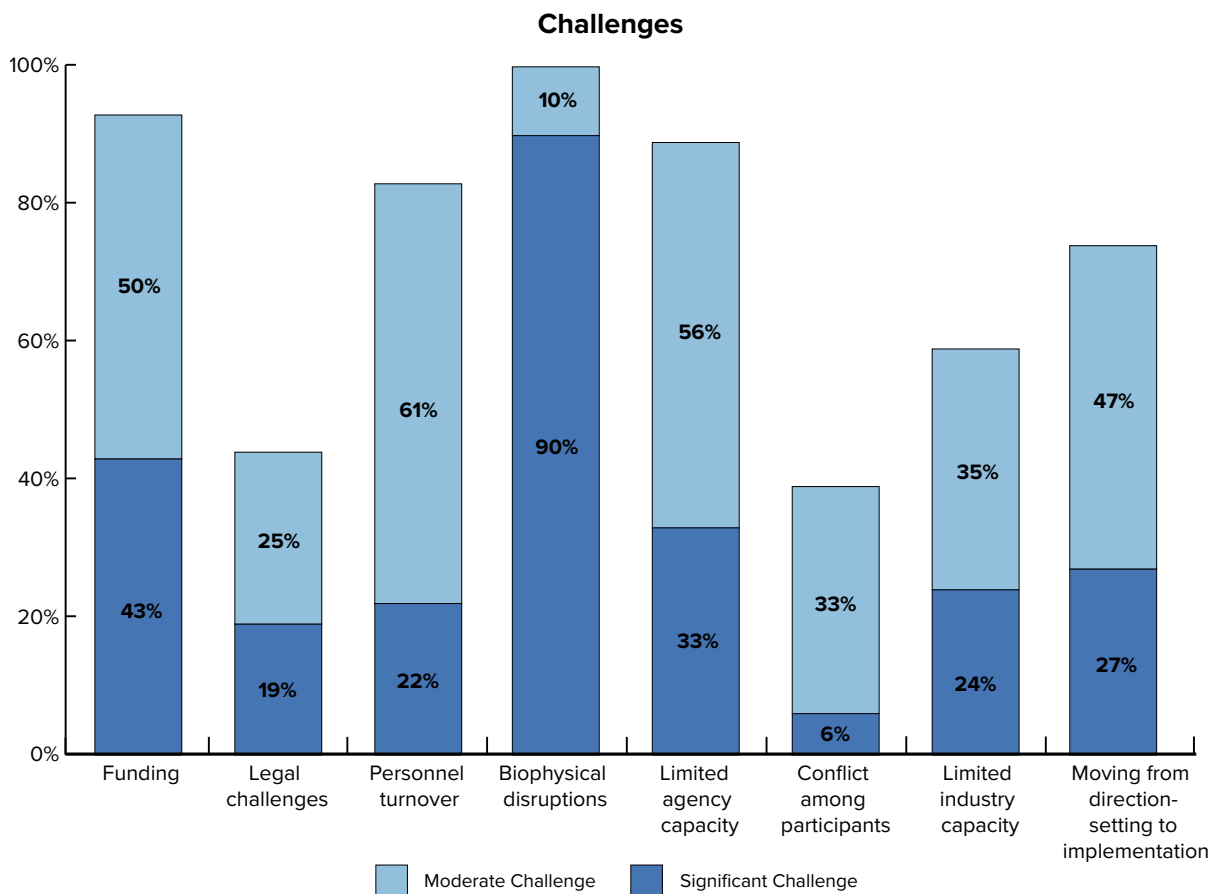


Figure 18: Percent of respondents who reported disruptions posed “Moderate challenges” or “Substantial challenges” to collaborative performance and durability.

goals, including improved or maintained restoration pace and scale, restoration of old growth forests, improved use of fire, improved habitat, improved or maintained watershed function, control of invasive species, and reduction of fuel hazards. A majority of respondents also reported progress on support for local employment and training, reduction of wildfire risk to communities, and completing more work on adjacent lands. However, a majority of respondents disagreed that progress had been made towards offsetting retreatment costs with restoration byproducts.

Biophysical disturbances, limited and inconsistent availability of funding, personnel turnover, the COVID-19 pandemic, and limited agency capacity for collaborative engagement were the most substantial challenges the Dinkey CFLRP faced at the time of the survey. Biophysical disruptions, such as the Creek Fire, dramatically altered the course of restoration work within the CFLRP footprint. Addressing these dynamic conditions and needs becomes increasingly difficult when funds are limited. Turnover can undermine relationships and trust, slow progress, and lead to lost institutional knowledge (Beeton et al., 2022; Coleman et al., 2020). Collaborative engagement is often not part of primary job duties for agency staff; when combined with vacant positions and multiple, sometimes conflicting mandates and priorities, agency staff may not have the capacity to engage to the extent that stakeholders expect or desire (Beeton et al. 2022). The Dinkey CFLRP might want to consider whether partners have the capacity to deal with turnover and limited agency capacity, what they have done to address these challenges, and/or what other support is needed to overcome these challenges. A strategy to deal with turnover is the development of onboarding documents and processes for new participants, which was suggested by survey respondents to help institutionalize knowledge and understanding jointly created by the Dinkey Collaborative.

This report provided a baseline assessment of collaborative health and performance of the Dinkey Collaborative. Collaboratives are dynamic - they continue to adapt and evolve as needs or priorities change, and in response to internal and external disruptions (Imperial et al., 2016). Thus, it is important to continue to self-assess collaborative progress, durability, and resilience, so that groups can identify what is working well, what may need some work, and what support and/or guidance is needed to address challenges to maintain performance. The SWERI will continue to engage in assessing collaborative health and performance of CFLRP projects. There will be multiple opportunities locally, regionally, and nationally for peer-networking and learning events to share

successes and challenges and learn together about how to encourage healthy, durable, and resilient collaboration.

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Appendix 1: Dinkey Collaborative CFLRP Collaborative Governance Assessment Brief



CFLRP collaborative governance assessment: Summary of findings for the Dinkey Collaborative

The Southwest Ecological Restoration Institutes (SWERI) developed a collaborative governance assessment as part of the U.S. Department of Agriculture Forest Service (Forest Service) Collaborative Forest Landscape Restoration Program (CFLRP) [Common Monitoring Strategy](#). The collaborative governance assessment was designed to evaluate collaborative health, function, resilience, and perceived outcomes of collaborative work. The SWERI administered an online questionnaire to members of the Dinkey Collaborative in Spring 2023. We received 25 usable responses, representing 15% of the population. Figure 1 illustrates what groups were represented in the questionnaire. The purpose of this brief is to:

- summarize high-level findings from the collaborative governance assessment; and
- document participants' recommendations to improve collaborative performance and progress.

Findings

What is working well for the Dinkey Collaborative?

The majority of respondents indicated that they agreed about key problems that have impacted their landscape, strategies to solve problems, and the purpose of their

collaborative restoration project. Also, respondents overwhelmingly agreed that the process has helped build trust, relationships, and mutual respect of others' positions and interests (Figure 2). A majority agreed that they themselves, other organizations, and the USDA Forest Service (USFS) were all committed to the process. These findings have positive implications for the Dinkey Collaborative. Mutual commitment, especially among those with decision-making authority, is critical for collaborative durability. Respondents strongly emphasized that their leaders worked well across organizations and entities, communicated a collaborative vision, and motivated others to work together. Respondents felt the Dinkey Collaborative had adequate technical expertise and facilitation skills to carry out tasks and accomplish work. A majority of respondents agreed that participants worked together to co-generate knowledge and solve problems. Knowledge and information were reportedly shared equally among participants. A number of activities can be used by collaboratives to support social learning

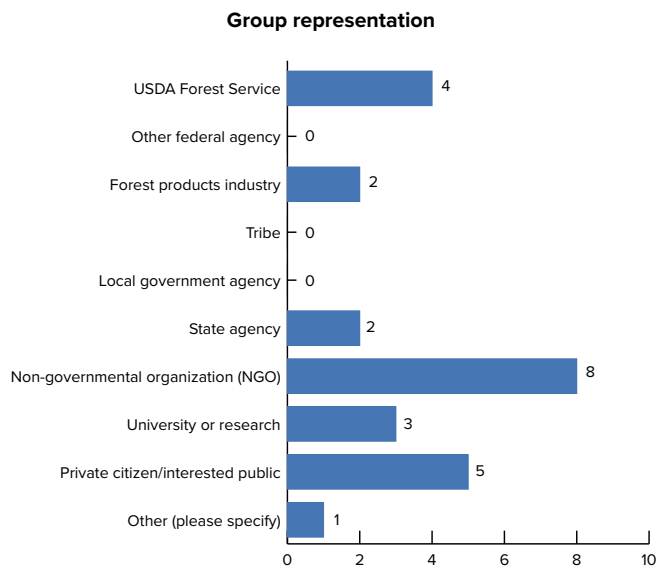


Figure 1: Respondents' self-identified representation with associated organizations (n=25).

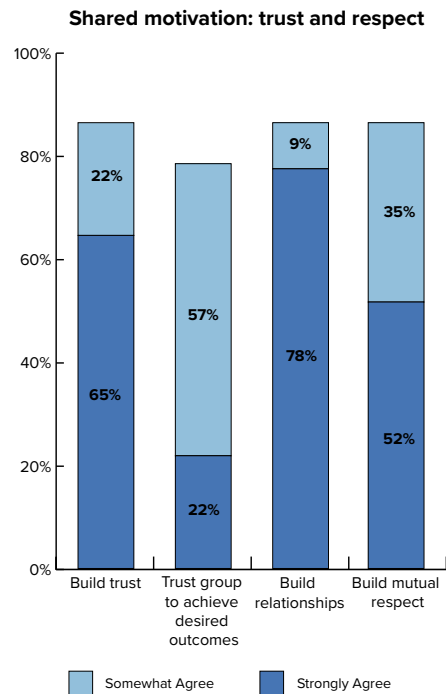


Figure 2: Percentage of respondents who either "Somewhat Agree" or "Strongly Agree" that the collaborative process has helped build trust, relationships, and mutual respect, as well as the extent to which participants trust the group to achieve desired outcomes.

and co-development of knowledge, including field trips, multi-party monitoring, and joint fact-finding missions. Dinkey CFLRP project participants emphasized face-to-face meetings, field trips, and developing and institutionalizing joint knowledge and understanding were key components to their collaborative performance and durability.

What disruptions have affected collaborative progress and performance?

Biophysical disturbances, limited and inconsistent availability of funding, personnel turnover, the COVID-19 pandemic, and limited agency capacity for collaborative engagement were the most substantial challenges the Dinkey Collaborative faced at the time of the survey. Biophysical disruptions, such as the Creek Fire, dramatically altered the course of restoration work within the CFLRP footprint. Addressing these dynamic conditions and needs becomes increasingly difficult when the timing and availability of funds is uncertain. Turnover can undermine relationships and trust, slow progress, and lead to lost institutional knowledge.

Progress towards desired process, socio-economic, and ecological outcomes

Respondents reported progress on collaborative process, socio-economic, and ecological outcomes, including:

- enhanced communication and decision making, minimized conflict and litigation, inclusion of diverse perspectives, and planning at landscape scales and across boundaries;
- improved or maintained restoration pace and scale, restoration of old growth forests, improved use of fire, improved habitat, improved or maintained watershed



Source: Juliana Birkhoff

function, control of invasive species, and hazardous fuel reduction; and

- support for local employment and training, reduction of wildfire risk to communities, and completing more work on adjacent lands.

Recommendations to improve the collaborative process and performance

Respondents provided a number of recommendations to improve the collaborative process and performance, including:

- **Increase opportunities for collaborative meeting and engagement**, preferably in-person and hybrid meetings and field trips, to regain the momentum lost during the COVID-19 pandemic, identify future goals, and re-establish or forge new relationships.
- **Increase engagement with non- or unrepresented groups**, including Tribes and private landowners with property adjacent to USFS-managed lands.
- **Support the preservation and documentation of institutional knowledge**. Dinkey Collaborative members have jointly co-developed knowledge and utilized existing science to guide sound forest management. Yet, turnover and limited capacity to engage have underscored the need to clearly document and institutionalize local knowledge, agreements, and recommendations. In particular, respondents emphasized the need for onboarding documents and processes to bring new members up to speed.
- **Continue commitment to science-based management, monitoring, and adaptive management** to build on the knowledge and understanding that has been jointly developed by the collaborative and partners. Effective multi-party monitoring and adaptive management requires responsive, transparent, and flexible decision-making, and participants recommended the collaborative continue making improvements, and contribute resources to, the collaborative adaptive management process.

Next steps

Results from this questionnaire provided a baseline assessment of collaborative governance among the Dinkey Collaborative. The SWERI will continue to engage in assessing collaborative health and performance of CFLRP projects, the goal of which is to identify where capacities lie and areas for improvement to target investments and activities that support resilient and durable collaboration.

Appendix 2: CFLRP Collaborative Governance Assessment Presentation to Dinkey Collaborative

CFLRP Collaborative Governance Assessment: Summary of findings for the Dinkey CFLRP

Tyler Beeton, Ch’aska Huayhuaca

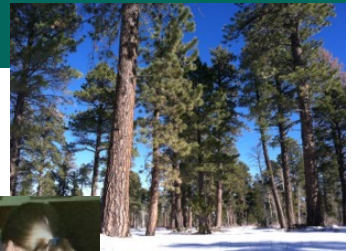
Colorado Forest Restoration Institute, Colorado State University,
tyler.Beeton@colostate.edu;

August 17, 2023 – DLRP Dinkey Collaborative Meeting



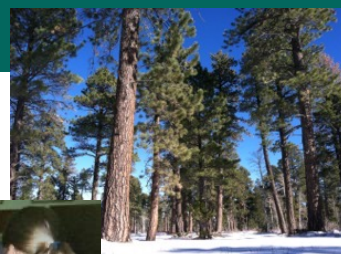
Objectives for Today

1. Brief reminder of what we are monitoring and why
2. Document what is working well
3. Identify where some work may be needed
4. Document challenges impacting progress and performance
5. Identify recommendations to improve the collaborative process and performance
6. Next steps and deliverables
7. Discuss if/how results resonate you and how to operationalize recommendations



Objectives for Today

1. Brief reminder of what we are monitoring and why
2. Document what is working well
3. Identify where some work may be needed
4. Document current challenges impacting progress and performance
5. Identify recommendations to improve the collaborative process and performance
6. Discuss if/how results resonate you
7. Next steps and deliverables



Background and Context CFLRP Common Monitoring Strategy

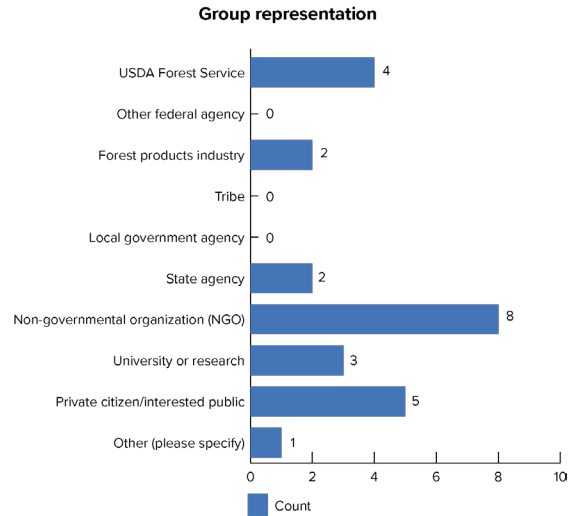
- 2021 – USFS led a collaborative process to develop national common monitoring strategy
- Core set of social, ecological, and economic indicators
- Meant to:
 - supplement but not replace local multi-party monitoring plans
 - Provide standardization across projects
- This survey addresses core monitoring indicator question 12: *How well is CFLRP encouraging an effective and meaningful collaborative approach?*



CFLRP Governance Assessment - Approach

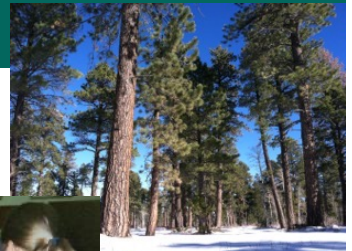
Online Confidential Survey

- Survey: ~20 minutes to answer
 - Collaboration dynamics – theory and practice of collaboration
 - Collaboration outcomes
 - Disruptions/challenges
 - Recommendations to improve collaborative process
- Distributed to the Dinkey Collaborative CFLRP in February 2023
- 25 usable responses – 15% of contact list
- Results inform:
 - Program-wide evaluation
 - Project-level progress and performance
- GOAL - Understand what is working well, what needs improvement, and how to maintain collaborative progress and performance through time



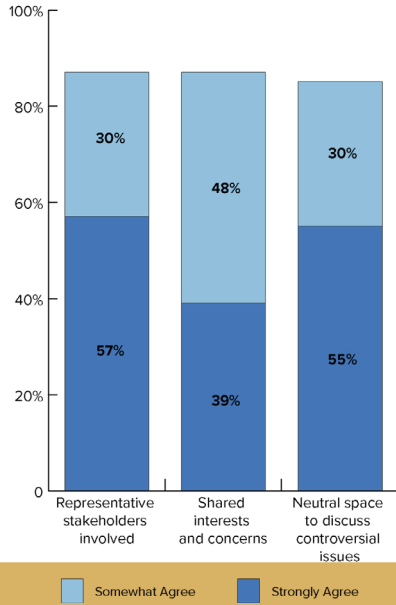
Objectives for Today

1. Brief reminder of what we are monitoring and why
2. Document what is working well
3. Identify where some work may be needed
4. Document current challenges impacting progress and performance
5. Identify recommendations to improve the process
6. Discuss if/how results resonate you
7. Next steps and deliverables



Collaboration dynamics – Principled engagement

**Principled engagement:
collaborative environment**

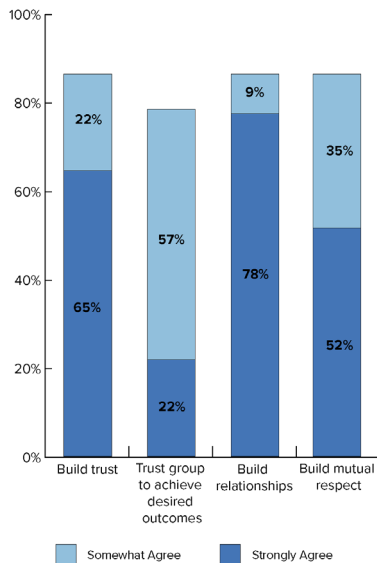


Strong majority of respondents

- Representative cross-section of those who have stake and interests in actions
- Space to identify shared interests and concerns
- Neutral space to discuss controversial issues

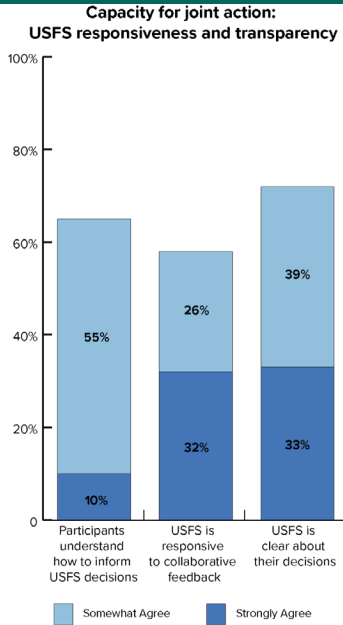
Collaboration dynamics – Shared motivation

Shared motivation: trust and respect



- Social capital – the “glue” that holds groups together
- Survey respondents
 - Process has built trust, relationships, and respect
 - Trust in ability to achieve desired outcomes

Collaboration dynamics – Accountability, responsiveness, and transparency



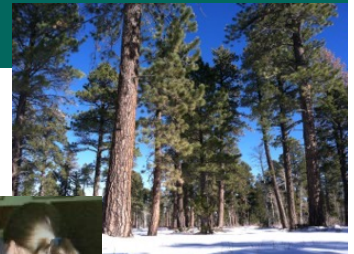
Capacity for joint action requires measures of accountability within the collaborative and between entities

Principles of good governance – clear understanding of protocols, responsiveness, and and transparency

Some work to increase awareness or understanding of decision-space and enhance responsiveness to collaborative

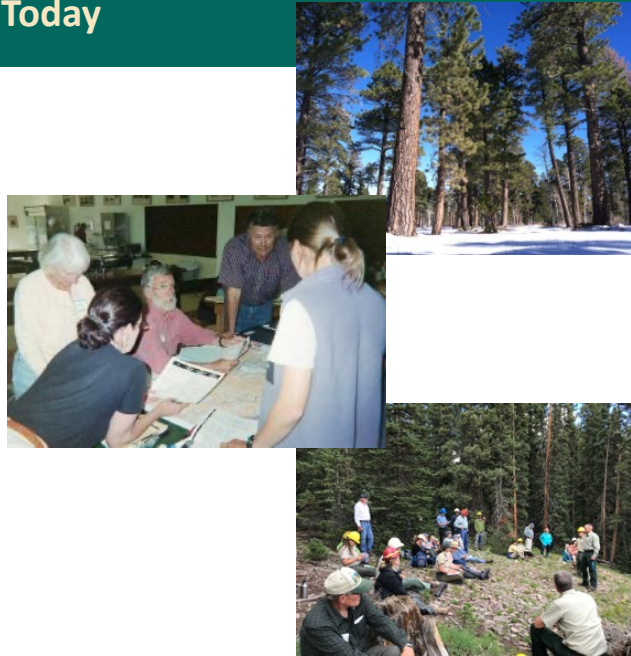
Objectives for Today

1. Brief reminder of what we are monitoring and why
2. Document what is working well
3. Identify where some work may be needed
4. Document current challenges impacting progress and performance
5. Identify recommendations to improve the process
6. Discuss if/how results resonate you
7. Next steps and deliverables



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Challenges or disruptions

- Wildfires that take attention, resources, and options away from group
- Timing, amount, consistency of funding
- Turnover, vacant positions, and disengagement among entities
- Limited agency capacity to engage
- COVID-19 pandemic diminished momentum

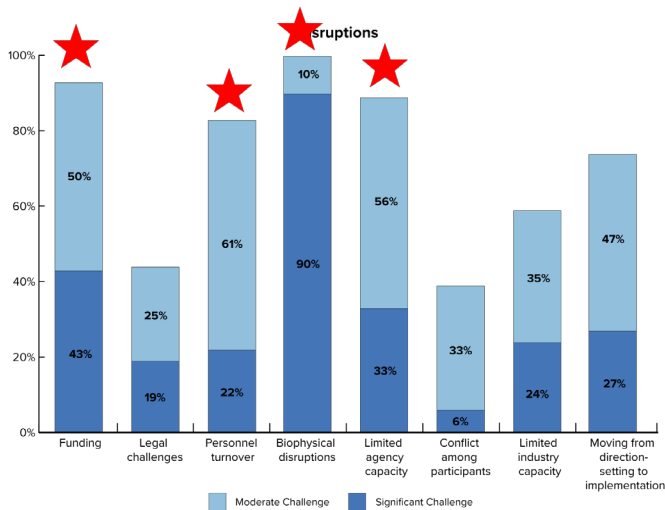
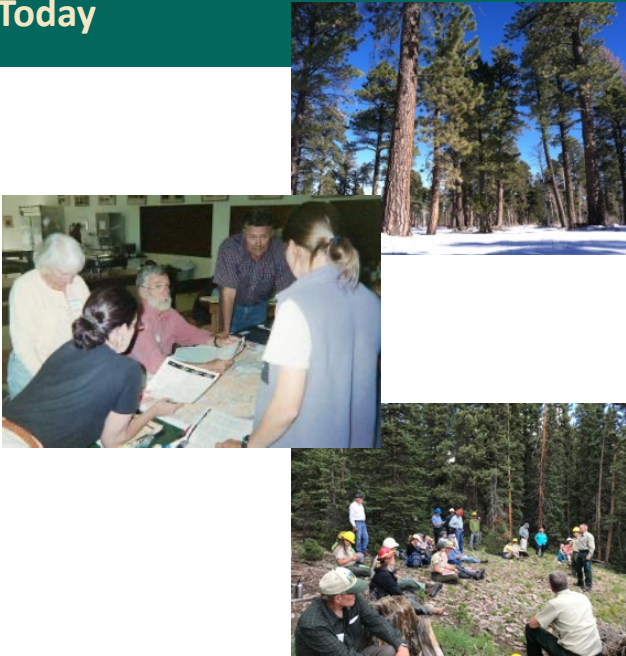


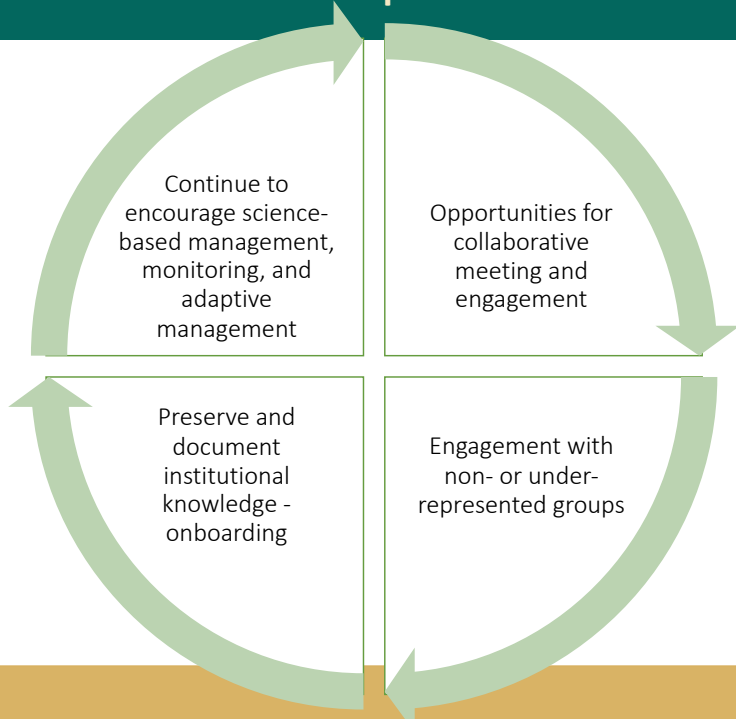
Figure 18: Percent of respondents who reported disruptions posed "Moderate challenges" or "Substantial challenges" to collaborative performance and durability.

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Recommendations to improve the collaborative process



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Enhance opportunities for in-person meetings:

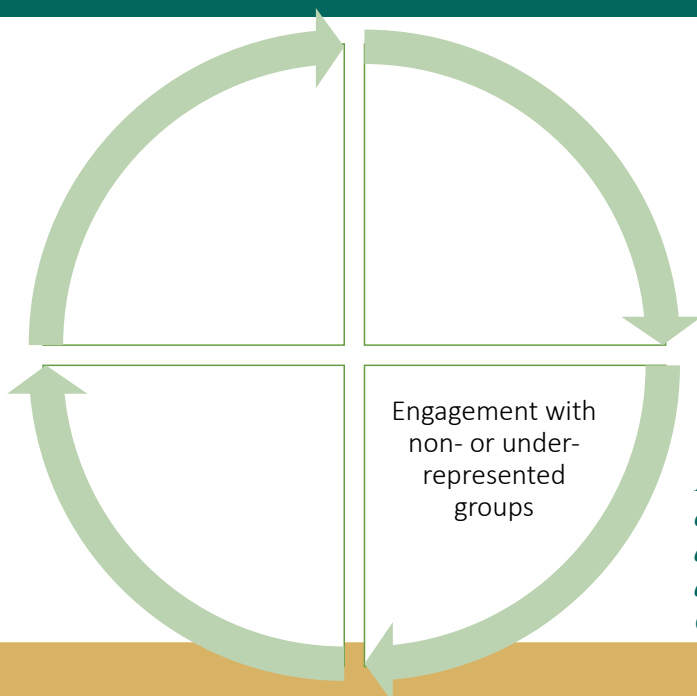
- To identify future goals
- Re-establish and forge new relationships
- Regain momentum

Face to face and field trips are key components to collaborative durability

Maintain hybrid options for those who can't attend to maintain inclusivity.

Face to face meetings and field trips are really beneficial. Hopefully with Covid fading, we will be able to get back to having regular face to face and field trips. Chats during breaks, during lunch, on field trips really help the Collaborative process work.

Recommendations to improve the collaborative process



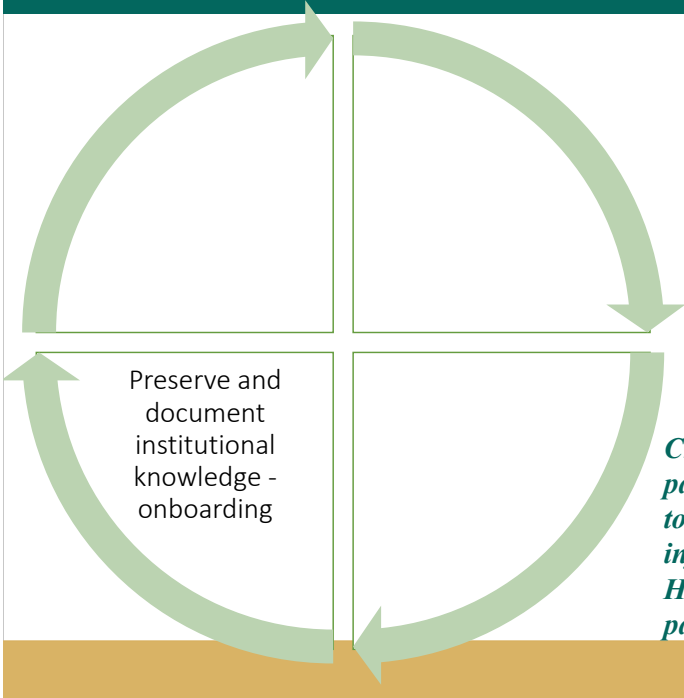
Maintain broad representation of perspectives, knowledges, and viewpoints

Engage with Tribes and private property owners adjacent to USFS-managed lands

Engage in locally and culturally-appropriate ways.

Find ways to engage Native American Tribes in the collaborative. An invitation to a meeting or field trip doesn't go nearly as far as, say, requesting time on the agenda to meet with Tribes during a Tribal Council or General Council meeting.

Recommendations to improve the collaborative process

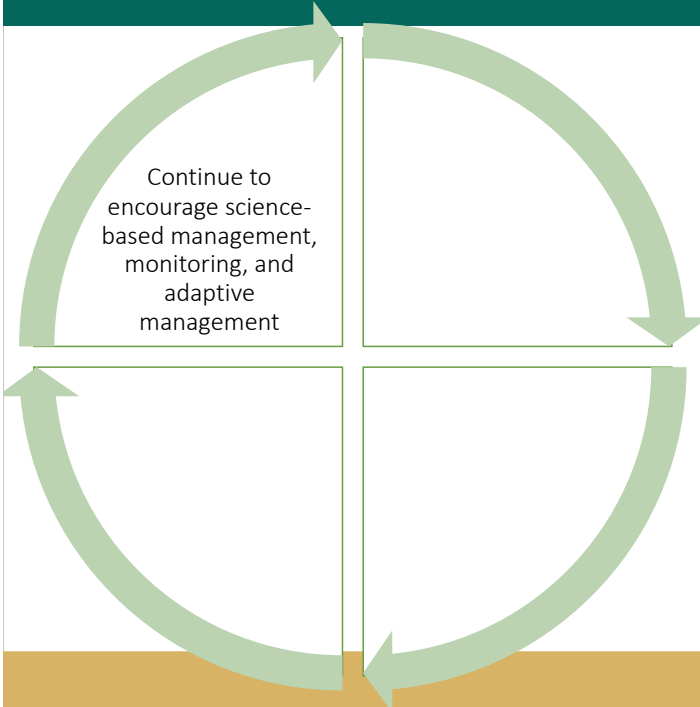


Document and institutionalize local knowledge, agreements, and recommendations

- Onboarding for new participants
- Don't reinvent the wheel – build from existing knowledge and understanding developed

Create an introductory template for new employees and/or participants first joining a CFLRP. As a new employee, trying to learn and understand the CFLRP can be daunting when information is obtained by searching from various sources. Having a handy reference for newcomers could help increase pace and scale.

Recommendations to improve the collaborative process



Collaborative science-based management, monitoring, and adaptive management

- Encourage science-based and research-focused management and monitoring
- Closing adaptive management loop requires responsive, transparent, and flexible decision-making

Continue to make improvements to transparent decision-making, effectiveness monitoring and closing the adaptive monitoring loop.

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What should you expect next

Short-term – for collaborative discussion and annual reporting

- Presentation slide deck
- Larger technical report
- 1-2 page brief on survey findings and discussion today

Longer-term

- Peer-learning sessions with new CFLRP cohort!

Happy to engage in follow-up conversations and/or provide support if/when needed!

Iterative process – needs, capacities will change – we will continue to invest in evaluating collaborative progress and performance!



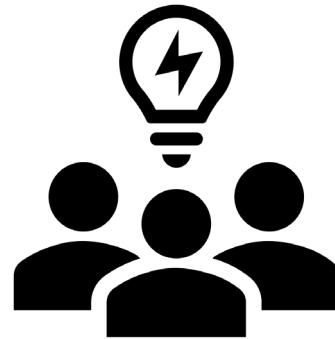
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6. Discuss if/how results resonate you and how to operationalize recommendations



Discussion Time

- Do these results resonate with you? What might we be missing?
 - What else is working well, you want to highlight?
 - Other challenges?
- Which of recommendations are actionable? Which are feasible and desirable?
 - What changes might you make in light of these results and how might you go about implementing them?
 - Where might you need help implementing these recommendations?



Appendix 3: CFLRP Collaborative Governance Assessment Appended Questions for the Dinkey Collaborative

The results to the following questions reported here were developed in coordination with the Dinkey Collaborative Steering Committee and facilitator. These questions are not part of the CFLRP Common Monitoring Strategy.

Current project engagement

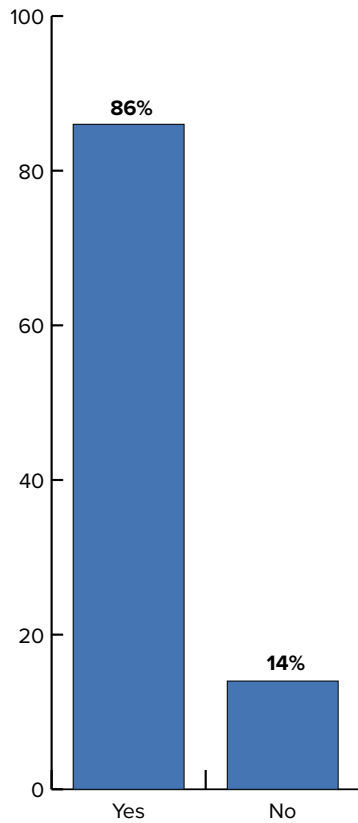


Figure A1: Percent of respondents who reported that they are currently engage with the Dinkey CFLRP.

Respondents were asked if they were currently engaged with the Dinkey CFLRP; a majority (86%) were currently engaged and 14% were no longer engaged with the Dinkey CLFRP (Figure A1). In addition, respondents were also asked to indicate which work groups or committees within the Dinkey CLFRP that they were currently engaged with (Figure A2). Of the ten available options, the Steering Committee (7), Landscape Planning (7), Fire (6), and Ecological Monitoring groups (5) were the highest represented groups.

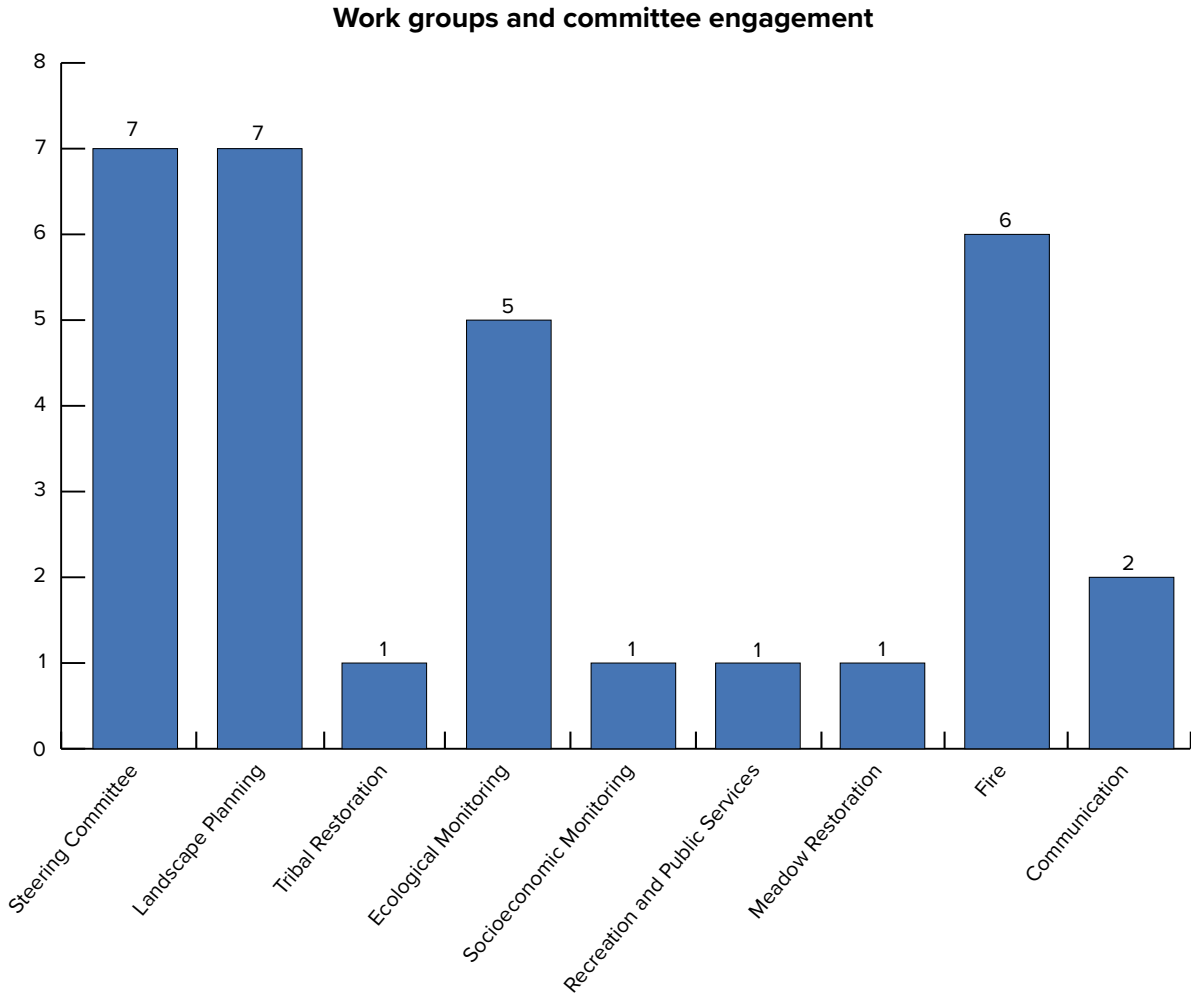


Figure A2: Number of respondents who reported current engagement with a specific collaborative work group or committee.

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