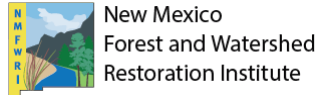


# Collaborative Governance Assessment Report

## FOR THE ROGUE BASIN 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 through time. The collaborative assessment is intended to assess whether CFLRP is encouraging an effective and meaningful collaborative approach, a component within the CFLRP Common Monitoring Strategy. We developed an online, confidential survey that was administered to CFLRP project participants. 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 were 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 (PL 108-317), 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 administered 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).

### **Ecological Restoration Institute (ERI), Northern Arizona University (NAU)**

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 credit: Rogue Forest Partners Collaborative. Credit: Terry Fairbanks.

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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.

**Acknowledgments:** The authors would like to acknowledge Hannah Brown for her insightful feedback on an earlier draft and Angela Hollingsworth for designing the layout of this report. We thank Lindsay Buchanan and Bryce Esch, USDA Forest Service, for their support in coordinating and facilitating regional webinars to introduce the assessment to regional and project-level CFLRP leads. We would also like to thank all the participants for taking the time to fill out the survey, as well as Terry Fairbanks and Bella Witherspoon for their support in survey recruitment and administration. We would like to thank the Institute for Research in the Social Sciences, especially Kate Oviatt, Juliet Lee, Prasiddha Shakya, and Brendan Brundage, for data analysis and interpretation support. Funding for this white paper was provided by CFRI and ERI through the Southwest Forest Health and Wildfire Prevention Act. The survey portion of this project and survey administration is supported by funding from the Arizona Board of Regents through the Technology, Research and Innovation Fund (TRIF).

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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. Do participants perceive the collaborative exhibits characteristics generally associated with healthy, well-functioning, and resilient collaboratives?
2. To what extent do participants feel the project is meeting process, socio-economic, and ecological goals?
3. What challenges or disruptions affect collaborative performance and durability? How did collaborative groups respond to those disruptions?
4. What do participants need or recommend to improve the process?

The SWERI administered an online survey to members of the Rogue Basin CFLRP in Spring 2023 (April 24 – June 5, 2023).

At the time of the survey, a majority of respondents felt that there was a representative cross-section of interested and affected entities in the collaborative, and that they share similar interests and concerns. 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. A majority of respondents felt the collaboration between the CFLRP and the USDA Forest Service (Forest Service) met their expectations during the monitoring phase. 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 emphasized that there were strong leaders who worked well across organizations and entities, communicated a collaborative vision, and motivated others to work together. Respondents also felt that the CFLRP had adequate funding, knowledge, and facilitation skills to carry out tasks and accomplish work. The majority felt there were mechanisms of accountability between the collaborative and the Forest Service.

However, respondents noted several areas for improvement. Only a slight majority felt there were neutral spaces to discuss controversial issues. Around half of the respondents indicated collaboration between the Rogue Basin CFLRP and the Forest Service met their expectations during planning and implementation. While participants agreed that there were opportunities

to co-develop knowledge and information, only a slight majority felt information was shared equally, and that participants were committed to adaptive management and had the flexibility to respond to changing conditions. A relatively large proportion of respondents felt there could be improvements to protocols for accountability between CFLRP members, and that the protocols could be fairer and more transparent. A slight majority felt participants knew how and when to inform Forest Service decisions and felt the Forest Service was responsive to collaborative feedback. Notably, less than half of the respondents felt the Rogue Basin CFLRP had met their expectations, suggesting some room for documenting and aligning expectations for collaborative engagement and outcomes. These areas for improvement were generally reiterated in the open-ended section on recommendations to improve the collaborative process, which included the following two themes: 1) support diverse and inclusive representation and engagement throughout the process; and 2) enhance shared learning, monitoring, and adaptive management.

Survey results suggested that the Rogue Basin CFLRP has started to make progress on a number of social and economic goals, as well as a few ecological goals during the first year of CFLRP funding. However, limited agency capacity for collaborative engagement, frequent turnover, and biophysical disruptions had reportedly challenged progress and performance. Open-ended feedback on appended questions also yielded insight into what contributed to the CFLRP's success as well as what enhanced optimal collaboration and growth. 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.



Potential Operational Delineations (PODs) workshop for Rogue Forest Partners Collaborative. Credit: Terry Fairbanks.

## 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”<sup>1</sup> through a competitive funding program administered by the USDA Forest Service (Forest Service). In 2021, CFLRP coordinators, Forest Service 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.<sup>2</sup>

One core component of the CFLRP Common Monitoring Strategy relates to monitoring collaborative governance.<sup>3</sup> 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 Forest Service Washington Office requested assistance from the Southwest Ecological Restoration Institutes (SWERI) in developing and deploying an assessment tool to track collaborative governance.<sup>3</sup> 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 while drafting of the CFLRP Common Monitoring Strategy to directly inform the components of the collaborative governance 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 Forest Service 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 members of the Rogue Basin CFLRP in the Spring of 2023 during their first year of funding. This report summarizes findings from the collaborative governance assessment. We briefly highlight the approach, followed by a baseline assessment of survey results, as well as insight from open-ended questions on disruptions, recommendations to improve the collaborative process, and appended questions. See [Appendix 1](#) for a brief that summarizes findings.

## Approach

We developed an online survey to assess:

1. Do participants feel the collaborative exhibits characteristics generally associated with healthy, well-functioning, and resilient collaboratives?
2. To what extent do participants feel the project is meeting process, socio-economic, and ecological goals?

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

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

<sup>3</sup>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).

3. What challenges or disruptions affect collaborative performance and durability? And how did collaborative groups respond to those disruptions?
4. What do participants need or recommend to improve the process?

## 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?), as well as perceived 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 Foundation<sup>4</sup>; and 3) a survey administered to Forest Service 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 Likert scales. 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 USDA Forest Service 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.<sup>5</sup> See [Appendix 2](#) for the appended questions developed specifically for the Rogue Basin CFLRP.

Coordinators for the Southern Oregon Forest Restoration Collaborative provided support in recruiting participants and administering the survey through the CFLRP project listserv in Spring 2023. The survey was open for 6 weeks. We received 22 usable responses, representing just over 39% of those who were contacted to take the survey. 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. In [Appendix 2](#), we present results from the appended question set that was developed in coordination with key points of contact affiliated with the Rogue Basin CFLRP. For scale items (e.g., strongly disagree to strongly agree, progress scales), figures depict the percentage of survey participants who disagreed to agreed with each statement. For clarity, we describe strong majority results as greater than or equal to 60% agreement and slight majority as greater than 50% agreement.

### Introductory questions

The majority of participants represented non-governmental organizations (NGO) and the Forest Service ([Figure 1](#)). The most frequently reported motivations for being involved in the CFLRP were to restore forest resiliency, reduce wildfire risk to the communities, and to increase the pace and scale of work ([Figure 2](#)). Overall, participants expressed that they were engaged in the project during the past 12 months, with 72.7% reporting that they were moderately to highly engaged, 27.3% reporting low engagement, and 0% reporting that they were not engaged at all ([Figure 3](#)).

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 (63.6%) indicated the CFLRP project has been collaborative to very collaborative, 31.8% indicated the CFLRP project was somewhat collaborative, and 4.6% felt the project was not collaborative ([Figure 4](#)).

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

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

### 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.*

A strong majority of respondents (68.4%) 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 (Figure 5). However, open-ended responses did indicate that there is a need to be more inclusive of Tribes and tribal interests, and although there is a strong core group supporting this collaborative, some stakeholders felt left out. A strong majority of respondents (78.9%) agreed to strongly agreed that participants worked together to identify shared interests and concerns, while only a slight majority (52.6%) felt the collaborative process created a neutral space for CFLRP participants to openly discuss controversial issues (Figure 5).

A strong majority of respondents indicated that participants had a shared understanding of the key problems that impact their landscape (75%), the purpose of the CFLRP project (80%), and the strategies to solve problems (70%), (Figure 6).

A minority of respondents felt that the level of collaboration between the Rogue Basin CFLRP and the Forest Service met their expectations during planning (47.4%), and only half indicated that collaboration between this CFLRP and the Forest Service met their expectations during implementation (50%) (Figure 7). A strong majority indicated that the level of collaboration between these groups met their expectations during monitoring (66.7%) (Figure 7).

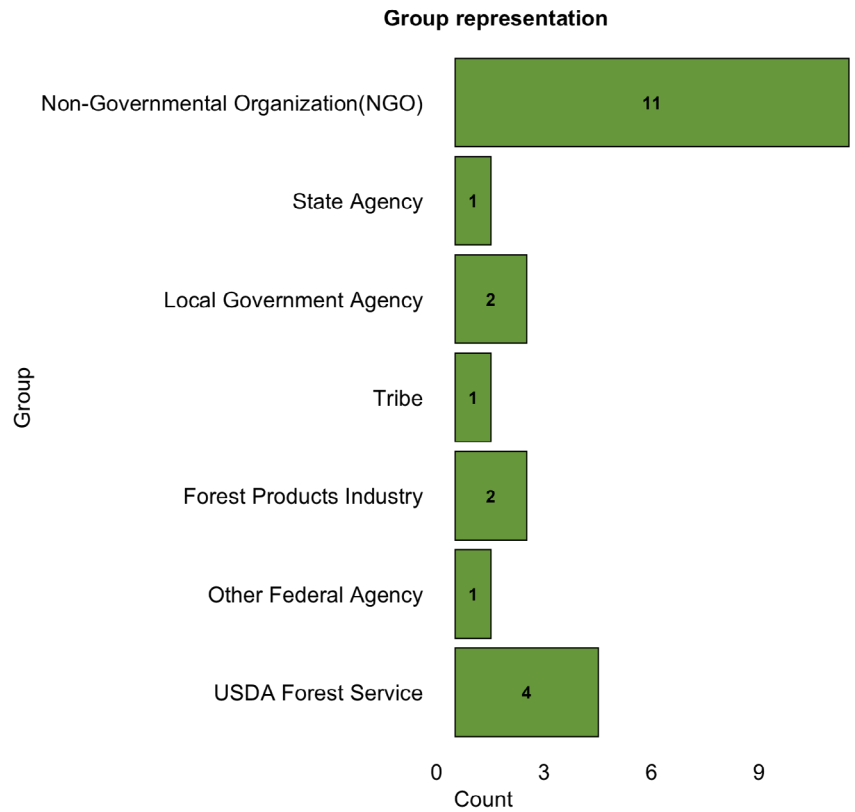


Figure 1: Respondents’ self-identified representation with associated organizations. Figure does not show the categories for which there were zero respondents, which were: “Others,” “Private Citizen/Interested Public,” and “University or Research.”

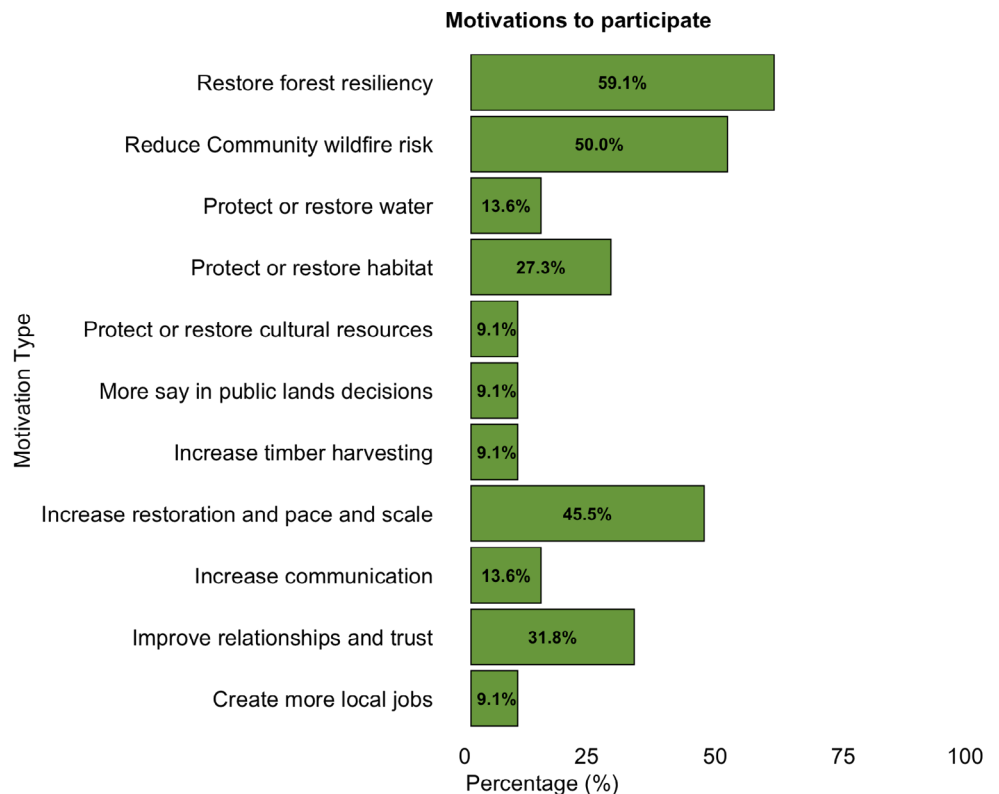


Figure 2: Percentage of respondents who identified the associated motive as reason for their participation in the collaborative. Figure does not show the categories for which there were zero respondents, where were: “Maintain access to public lands,” “Improve recreation opportunities,” and “Avoid litigation.” Note - respondents were able to select multiple motives.

### Shared Motivation

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

A strong majority of participants agreed the collaborative process helped build mutual respect of others’ positions and interests (77.7%), relationships (77.8%), and trust in other members of the CFLRP (76.4%) (Figure 8). Also, a strong majority of participants trusted in the group’s ability to achieve desired actions and outcomes (72.2%) (Figure 8). All respondents indicated that they were committed to the collaborative process (100%), while a strong majority felt Forest Service staff (64.7%) and other members of the collaborative (75%) were committed (Figure 9).

### 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.

A strong majority of respondents agreed that the Rogue Basin CFLRP had leaders who maintain and communicate a common vision and direction (83.3%), motivate others to work together (82.4%), and work well with other people (88.9%) (Figure 10).

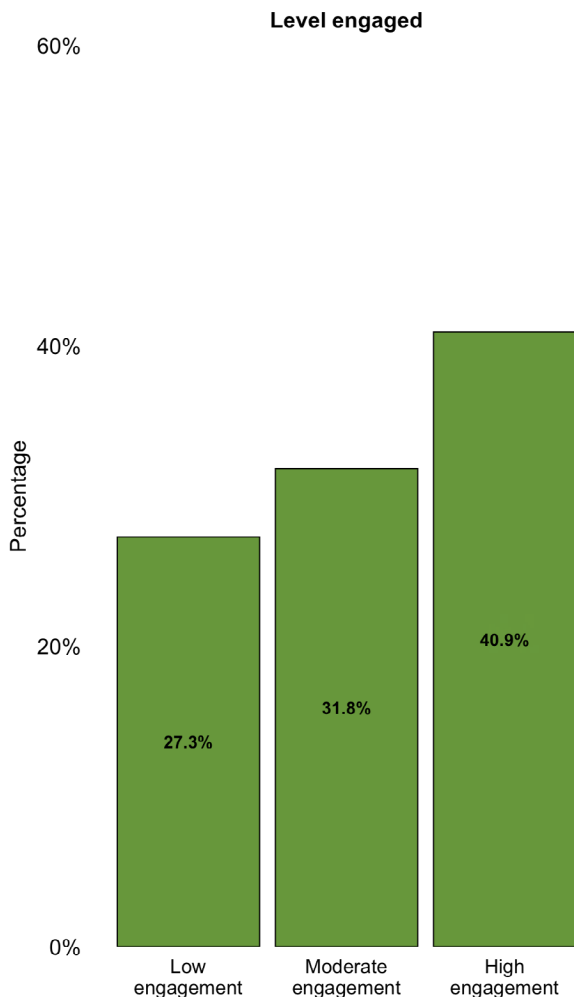


Figure 3: Percent of respondents who rated their involvement in this project as “Not engaged,” “Low engagement,” “Moderate engagement” or “High engagement.” Zero respondents selected “Not engaged.”

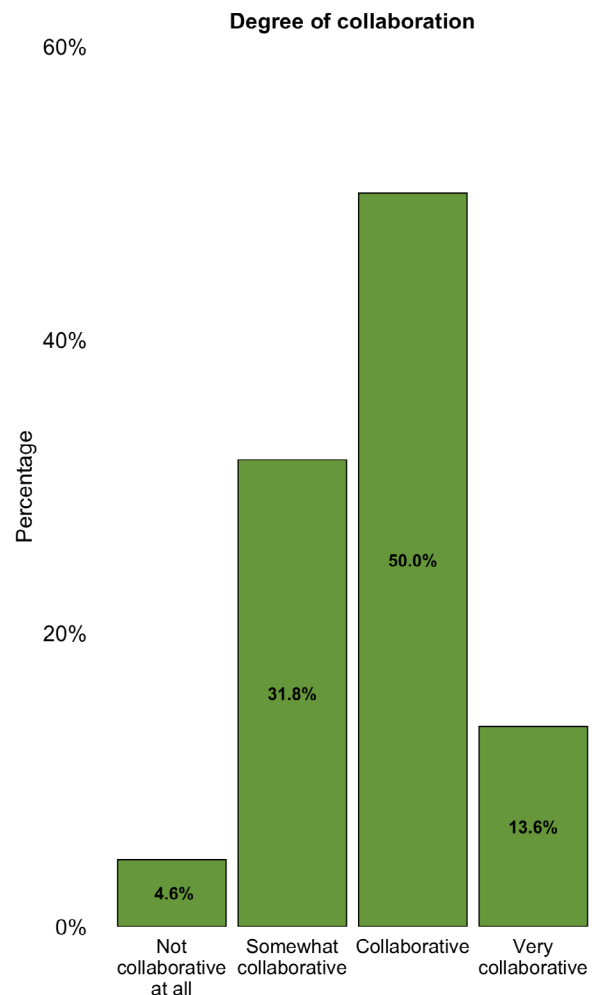


Figure 4: Percentage of respondents who reported this project to be “Not collaborative,” “Somewhat collaborative,” “Collaborative” or “Very collaborative.”

### 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.*

For the Rogue Basin CFLRP, a strong majority of respondents somewhat to strongly agreed that the CFLRP process provided opportunities to co-generate knowledge to learn and solve problems together (76.4%) (Figure 11). Yet, only a slight majority agreed that participants are committed to informing adjustments to management practices based on learning and feedback (e.g., adaptive management; 56.2%), and that knowledge and information was shared equally among participants (56.3%), (Figure 11). A slight majority also felt that participants had the flexibility to alter course when forest conditions change (e.g., wildfire affects to a planning unit; 53.3%) and when the collaborative changes (e.g., new people or priorities within the CFLRP; 56.3%) (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.*

A strong majority of participants somewhat or strongly agreed that the project had adequate access to facilitation skills (73.7%), funds (66.7%), and technical expertise (78.9%) to get work done (Figure 12). However, no respondents strongly agreed and only 41.2% somewhat agreed that the group had adequate time to carry out tasks and accomplish their work (Figure 12).

### 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.*

**Principled engagement: collaborative environment**

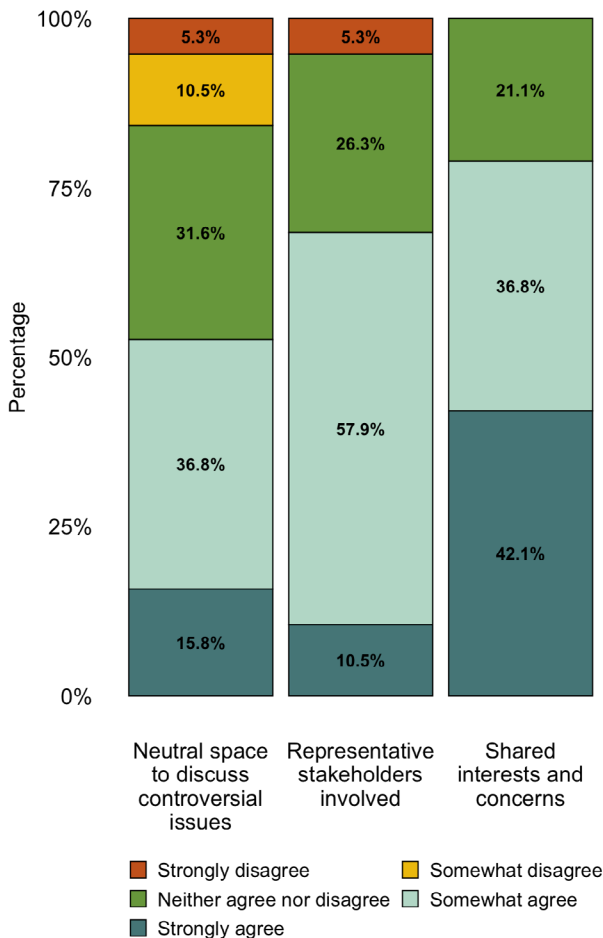


Figure 5: Percentage of respondents who disagreed to agreed that the collaborative is a neutral space to discuss controversial issues, representative stakeholders are involved, and stakeholders have shared interests and concerns.

**Principled engagement: agreement**

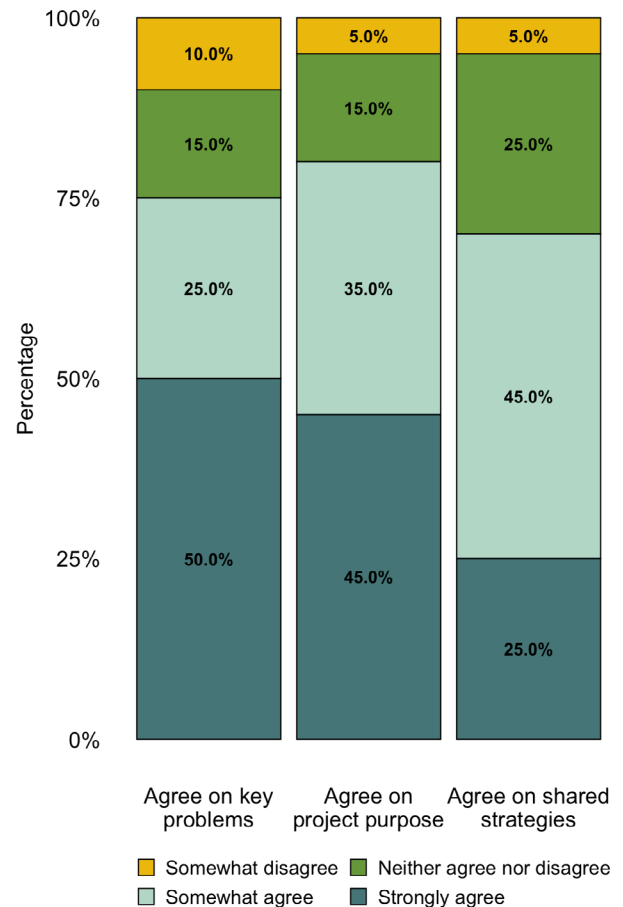


Figure 6: Percentage of respondents who disagreed to agreed on the key problems that impact the landscape, the purpose of the collaborative, and the strategies to solve problems.

A strong majority of survey respondents somewhat to strongly agreed that there were protocols in place that promote accountability between the Forest Service and CFLRP project participants (e.g., decision rules, charters, memoranda of understanding; 66.7%) and that those protocols were used appropriately (66.77%) (Figure 13). A slight majority agreed that the protocols promoted accountability among CFLRP participants (56.2%) and that they were fair and equitable (58.3%), while exactly half agreed that these protocols were clearly understood by participants (50%; Figure 13).

A strong majority of respondents agreed to strongly agreed that the Forest Service was clear with CFLRP project participants about the decisions they make and why they make them (64.7%), and that they were responsive to collaborative input (68.8%) (Figure 14). However, only half of the respondents somewhat agreed that project participants understood when and what collaborative input was useful to inform Forest Service decisions (50%) (Figure 14).

## Outcomes

We assessed perceived progress on process, socio-economic, and ecological outcomes for the Rogue Basin CFLRP. Notably, the assessment was administered during the first year of this collaborative, and thus several socio-economic and ecological outcomes may not be realized for several years after implementation.

A strong majority of respondents agreed to strongly agreed that the collaborative process enabled planning across boundaries (64.7%) and at the landscape-scale (66.7%), enhanced communication among participants (88.2%) and decision making (64.7%), and minimized conflict among stakeholders (64.7%) (Figure 15). However, less than half somewhat to strongly agreed that the process has included diverse interests, perspectives, and knowledges (44.4%) and reduced or improved outcomes of litigation (46.2%) (Figure 15).



Figure 7: Percent of respondents who disagreed to agreed that the Forest Service collaborates during planning, implementation, and monitoring stages.

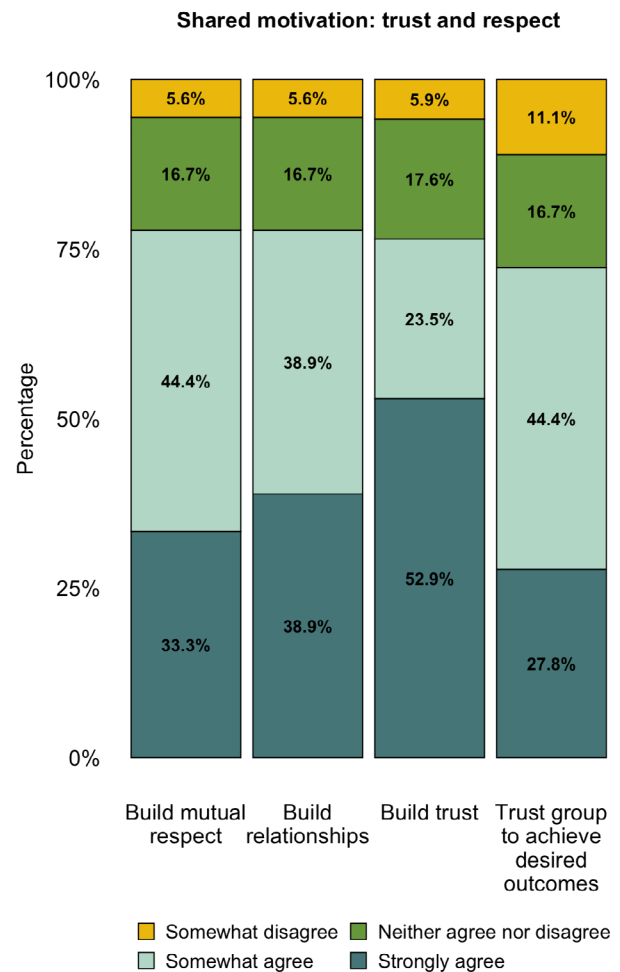


Figure 8: Percentage of respondents who disagreed to agreed that the collaborative process has helped build mutual respect, relationships, and trust, as well as the extent to which participants trust the group to achieve desired outcomes.

A strong majority reported moderate to substantial progress in meeting the ecological goal of reducing fuel hazards (60%) and half agreed there has been progress towards improving habitat for focal species (50%) (Figure 16). However, less than half reported moderate to substantial progress in meeting the other ecological goals of improving the use of planned or unplanned wildfire (e.g., prescribed or managed; 40%), maintaining or improving the pace and scale of restoration (40%), maintaining or improving watershed function (e.g., aquatic habitat, water quality, soil productivity; 38.5%), contributing to treatment or control of invasive aquatic or terrestrial species (27.3%), and contributing to the restoration of old-growth stands (46.2%) (Figure 16). The strong majority of respondents reported the project had made moderate to substantial progress in the socio-economic goal of accomplishing more work on adjacent lands (e.g., tribal, state, private lands; 75%) and a slight majority reported progress on supporting local employment or training opportunities (e.g., forest products industry, youth/citizen science; 53.3%) (Figure 17). However, less than half of the respondents reported moderate to substantial progress

in the socio-economic goals of offsetting treatment costs with restoration byproducts (e.g., woody biomass; 30.8%), and reducing the risk of wildfire to communities (46.7%) (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. Based on that list, limited agency capacity for collaborative engagement (81.2%), frequent turnover (75%), and biophysical disturbances (e.g., wildfire, insects, disease, etc.; 66.7%) were the most substantial challenges the Rogue Basin CFLRP faced at the time of this survey (Figure 18).

We asked respondents to identify additional disruptions that have impacted collaborative performance and durability in an open-ended question. Respondents provided more specific details regarding issues captured in the multiple-choice questions above (Figure 18). For

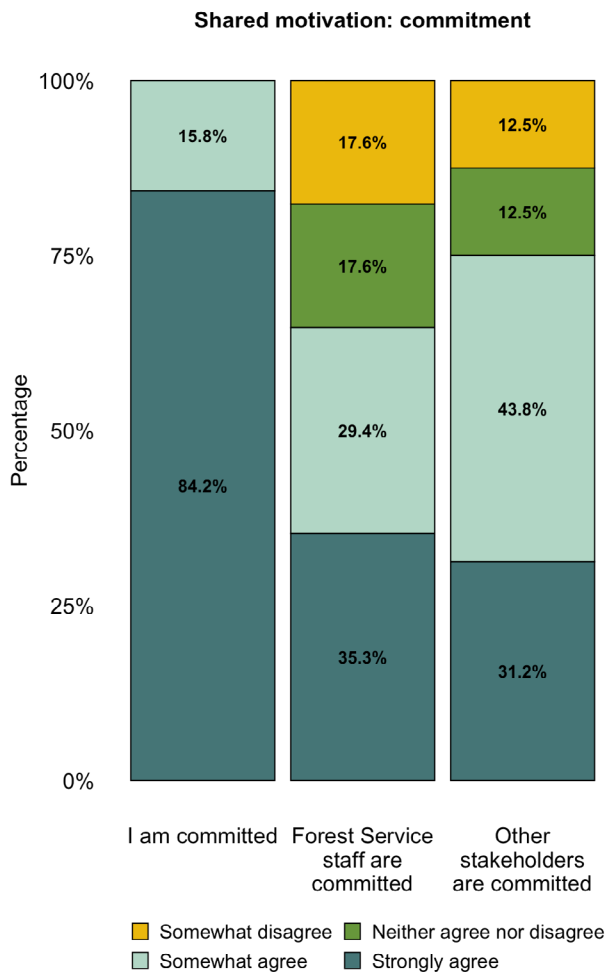


Figure 9: Percentage of respondents who disagreed to agreed that they, the Forest Service, and other stakeholders are committed to the process.

Figure 10: Percent of respondents who disagreed to agreed that the leaders communicate a common vision and direction, motivate others to work together, and work well with others.

instance, two respondents acknowledged specific types of biophysical disruptions as especially challenging, including wildfire and the compounding effects of insect-driven mortality:

*Widespread insect-driven mortality is limiting management options and driving high severity disturbance. But our collaborative has historically not grappled with this issue and now must.*

Limited Forest Service capacity was also a major disruption; respondents noted that frequent turnover, difficulties hiring and keeping staff, low morale, and burnout among agency staff that were stretched too thin, were key challenges.

Along with providing insight into what disruptions affect the Rogue Basin CFLRP, respondents were prompted to highlight how the collaborative has taken action to respond to disruptions. Respondents noted they were working to mitigate biophysical risks through mechanical

treatments and prescribed burning. Members of the Rogue Basin CFLRP and Oregon State University have come together to host workshops and working groups to address wildfire risk and recent mortality concerns, and develop a 20-year strategy for landscape resilience to wildfire. However, a respondent noted that the lessons learned from these working groups and workshops had not yet been integrated into project planning and implementation:

*An intense dry site conifer mortality and potential for developing complex heavy fuel loads has been addressed in committee and with partners in workshops, yet the CFLRP project have not yet had or taken time to integrate the knowledge of the pattern and broader climate adaptation needs into NEPA [National Environmental Policy Act] and project adaptive management.*

A next step, according to respondents, was to integrate lessons learned into collaborative action. Many respondents recognized the collaborative’s increased engagement with partners as a response to disruptions.

**Knowledge, learning, and adaptive management**

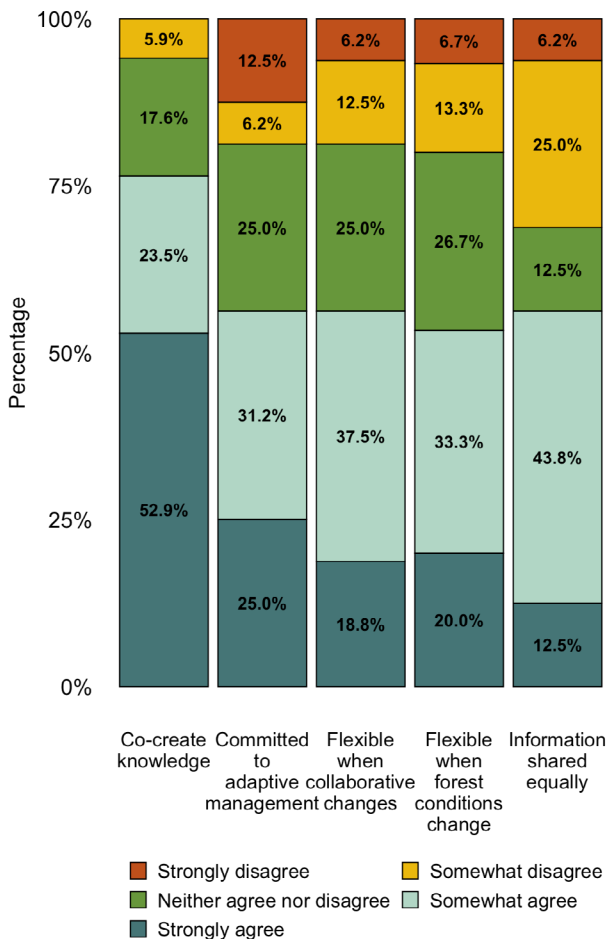


Figure 11: Percent of respondents who disagreed to agreed that knowledge and information is co-generated by participants, shared equally, and used by participants to adjust management practices.

**Resources**

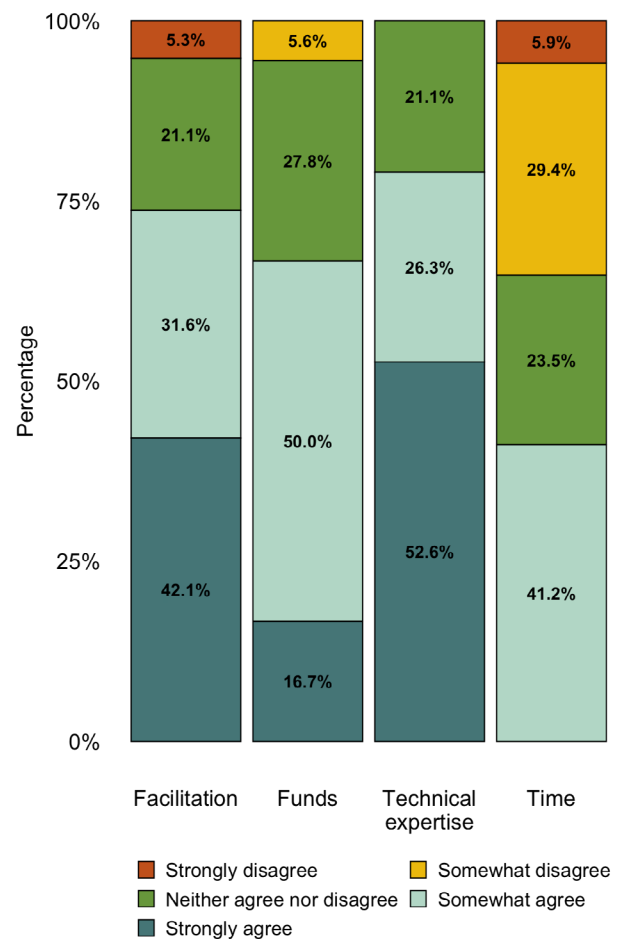


Figure 12: Percent of respondents who disagreed to agreed that the collaborative has adequate facilitation skills, funds, technical expertise, and time to accomplish work.

For one, this meant the continuation of dialogue in a way that is “inclusive and open to challenges.” For others, increased engagement explicitly led to increases in capacity. One respondent explained how they are increasing capacity by relying on partners, which allows them to leverage additional resources. It was also noted that there had been recent action by partners to increase the capacity of industry to meet changing needs:

*Roseburg Forest Products (directly to the north of us on the Umpqua NF) recently expanded their sawmill operations. We’re hoping local sawmill owners follow suit.*

Further, the Forest Service was in the process of hiring for vacant positions, and the collaborative group used the CFLRP as an opportunity to prioritize all work and funding within the Rogue Basin to increase capacity to get work accomplished.

### Recommendations to Improve the Collaborative Process

We asked participants to suggest recommendations to improve collaborative process, durability, and performance. Based on open-ended responses (n=13) and the quantitative data reported herein, we identified two key themes for improvement. These were: 1) diverse and inclusive representation and engagement throughout the process; and 2) shared learning, monitoring, and adaptive management.

Diverse and inclusive representation and engagement throughout the process

Several respondents recommended that the collaborative seek more inclusion of interested and affected entities throughout the collaborative process, i.e., from planning to implementation and monitoring. In particular, respondents suggested the collaborative would benefit from more input and involvement from Tribes:

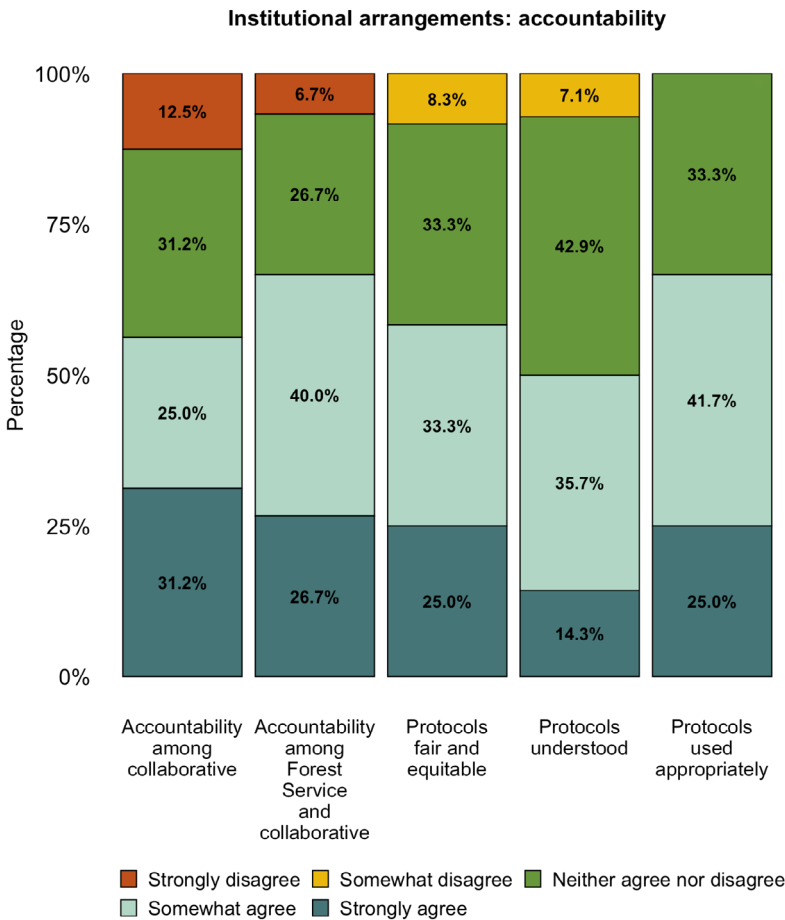


Figure 13: Percent of respondents who disagreed to agreed that protocols promote accountability among participants, between Forest Service and the collaborative, and that protocols are fair and equitable, understood, and are used appropriately.

### Institutional arrangements: transparent and responsive

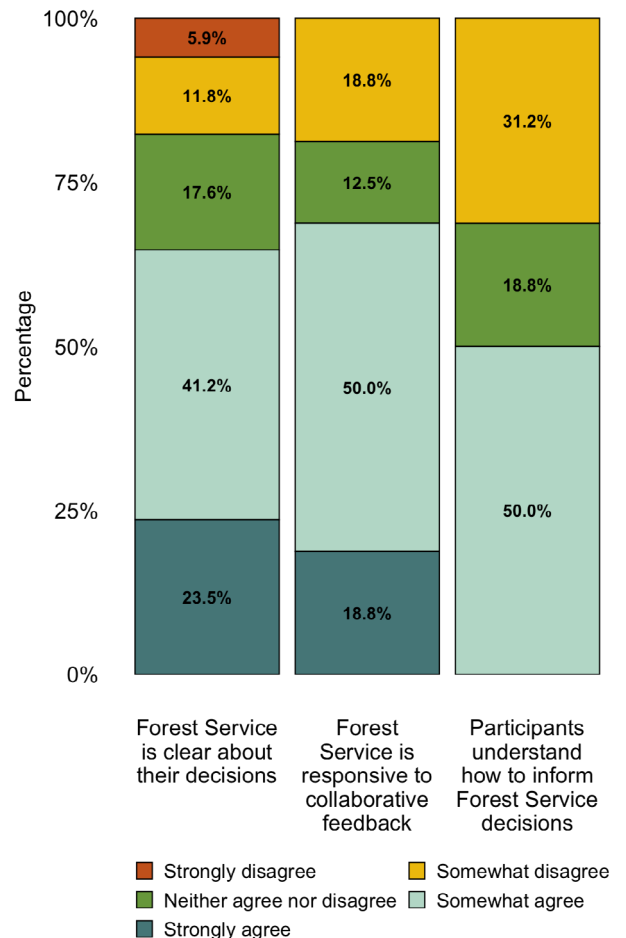


Figure 14: Percent of respondents who disagreed to agreed that the Forest Service is clear about their decisions, the Forest Service is responsive to feedback, and they understand how to inform Forest Service decisions.

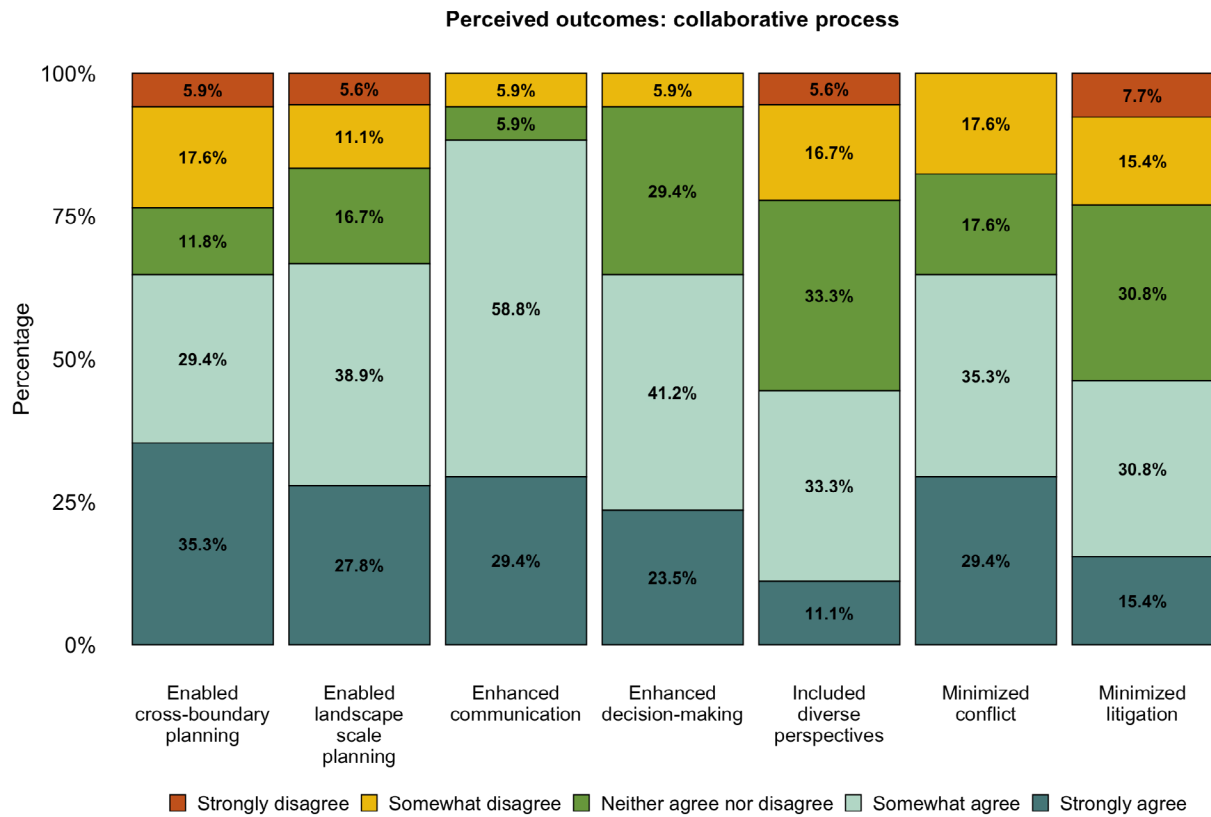


Figure 15: Percent of respondents who disagreed to agreed that the collaborative process has impacted the function and capacity of the collaborative.

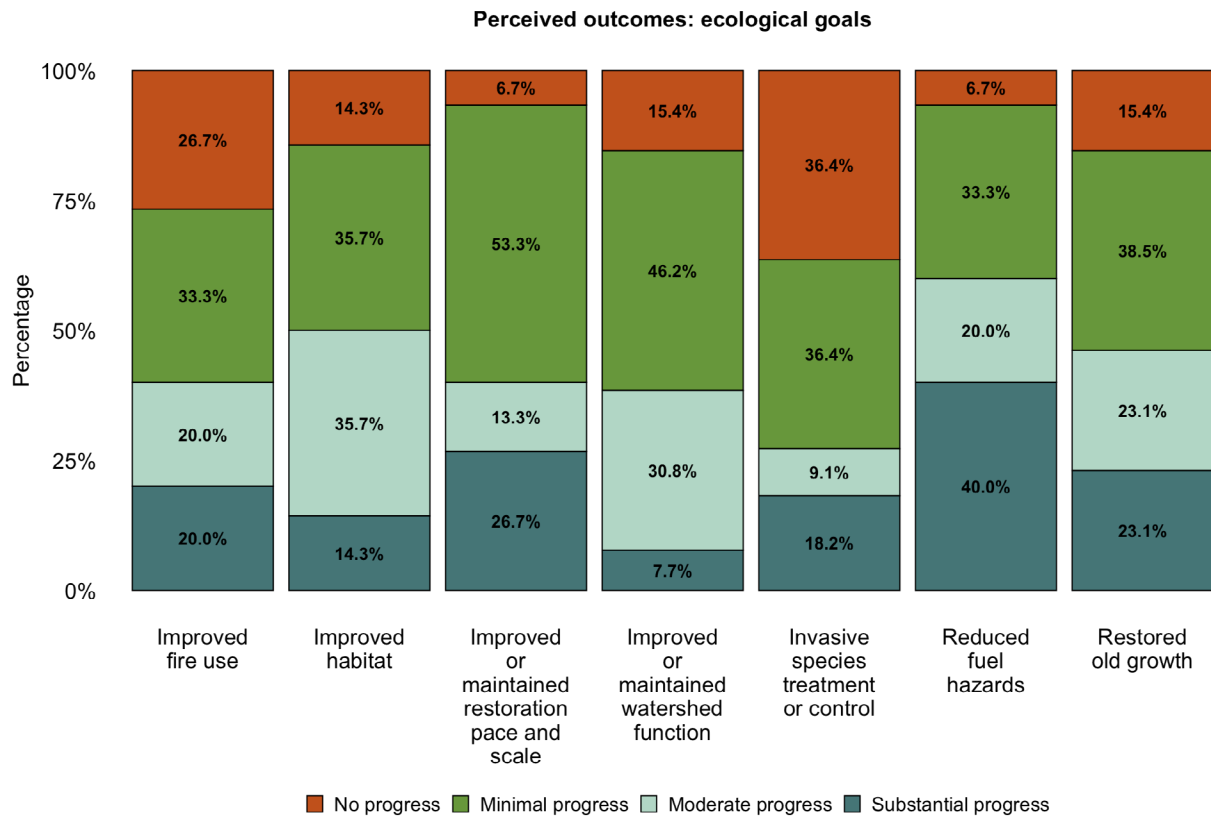


Figure 16: Percent of respondents who reported “No progress,” “Minimal progress,” “Moderate progress,” or “Substantial progress” towards ecological goals. Note - several participants did not respond to these questions or chose the option “Don’t know/not applicable,” and thus were removed from this analysis.

*Include parties and stakeholders groups from across the focal landscape, include Tribal leaders in planning decisions.*

*Include Tribes in planning, implementing and monitoring projects (co-investment/co-management with ITEK and Tribes).*

*A larger and more diverse collaborative would also be helpful. In particular, more direct engagement with Tribes.*

One respondent suggested the group deploy a steering committee and heed recommendations from the National Policy Consensus Center survey to increase inclusion of interested and affected parties. In addition, respondents recommended greater collaborative engagement and commitment to the process from Forest Service staff and leadership:

*To continue to garner involvement from FS [Forest Service] staff at the project level and the forest leadership level.*

There was also interest in broader collaborative engagement between the Rogue Basin CFLRP and the Forest Service regarding funding decisions and work priorities:

*More direct communication and consultation between Forest Service leadership and collaborative partners about making decisions about funding allocations and work priorities within the CFLRP landscape.*

Engaging meaningfully throughout the process requires collaborative resources. One respondent noted the importance of funding to support collaborative capacity building activities, most of which cannot use CFLR funds:

*We need to invest in collaborative capacity to plan, monitor, conduct outreach, and participate in the process of collaborating. It doesn't happen for free and time itself is a major barrier to entry.*

Many of these needs were reiterated in the local appended question responses created for the Rogue Basin CFLRP (See [Appendix 2](#)). Finally, respondents suggested better communication and documentation regarding the collaborative process for engagement to all members of the CFLRP.

The survey represents a snapshot in time, and the Rogue Basin CFLRP has taken several actions to more meaningfully incorporate Tribal rightsholders into project activities since survey administration closed. For example, they have partnered with the Lomakatsi Restoration Project, which leads training and workforce development for Tribal citizens. They have also developed high school classroom curriculum that considers other ways of knowing (e.g., traditional ecological knowledge) and aims to hire Indigenous instructors. The Klamath Bird Observatory as a part of the Klamath Siskiyou Oak Network has also helped identify restoration needs to protect and cultivate traditionally and culturally important food sources and ecosystems.

Along with this work, the Rogue Basin CFLRP has sought ways to better support under-resourced, frontline communities in capacity building and restoration activities. Specifically, the Rogue Basin has begun to focus on communities who have vulnerabilities that may make them disproportionately at risk from climate variability and change. They have used standardized assessments and tools including the Social Vulnerability Index (SVI), the Climate and Economic Justice Screening Tool (CEJST), the EPA's Environmental Justice Screening and Mapping Tool (EJScreen), The National Wildfire Quantitative Risk Assessment expected Net Value Change (eNVC) map, and the PNW Quantitative Wildfire Risk

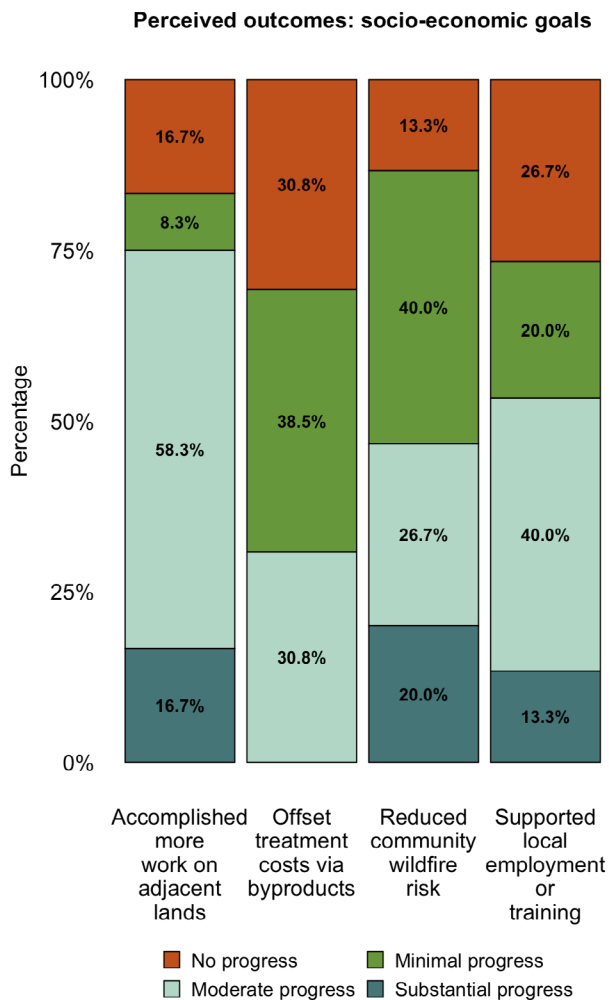


Figure 17: Percent of respondents who reported “No progress,” “Minimal progress,” “Moderate progress,” or “Substantial progress” towards socio-economic goals. Note - several participants did not respond to these questions or chose the option “Don’t know/not applicable,” and thus were removed from this analysis.

Assessment, in addition to place-based assessments of community vulnerability to target grant funding to these communities. Importantly, the Rogue Basin CFLRP has made sure to let communities shape how information is captured and view this work as on-going and iterative so that new knowledge can be incorporated over time.

Shared learning, monitoring, and adaptive management

Respondents recommended improvements to effectiveness monitoring, resources to support monitoring and adaptive management, and additional opportunities to share lessons learned more broadly. For example, a respondent noted the need for effectiveness monitoring across scales, and requisite funding to support the collection, analysis, and learning about monitoring outcomes in order for the monitoring to be useful:

*Well-designed long-term monitoring of ecological effectiveness at multiple scales including landscape, and the capacity funding to conduct, analyze, report, and share the data resulting in adaptation of treatment planning and implementation to improve outcomes.*

Others recommended broader peer-learning and communities of practice to share both successes and

challenges of collaborative work in order to learn and continue making progress towards cross-boundary landscape-scale restoration:

*Champion the CFLRP success stories and use them as learning opportunities in the larger context of landscape resiliency work. Expose the CFLRP's initial shortcomings, but promote collaboration as a means of mitigating them.*

Other Recommendations

One respondent suggested little progress had been made toward increasing the pace and scale of on the ground work, and recommended funding be prioritized for implementation. Another respondent acknowledged the group was considering ways to enhance diverse and inclusive participation, and felt that as the group evolves, they should revisit their inclusion criterion and/or rules for sustained engagement:

*We heard from some local stakeholders who currently feel peripheral to the process. We're currently discussing how to best include/expand on our governance without getting too bogged down. It seems like a fairly pivotal time as we move from the very early stages of being a CFLR to creating a solid foundation for the years ahead.*

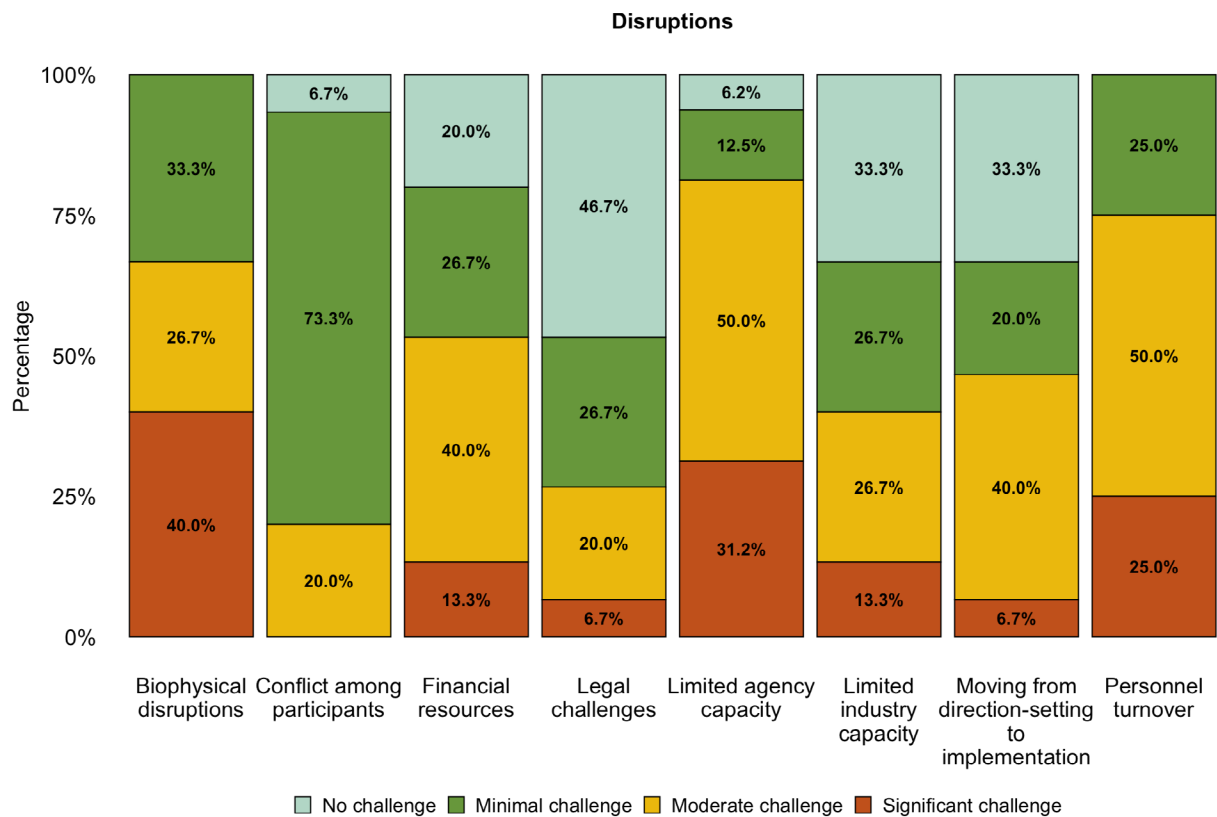


Figure 18: Percent of respondents who reported each disruption posed “No challenge,” “Minimal challenge,” “Moderate challenge,” or “Substantial challenges” to collaborative performance and durability.

Finally, a respondent brought up the importance of wildfire mitigation on non-industrial private lands. More specifically, they recommended that:

*Metrics for project work implemented in Southern Oregon on private lands is handled internally by the agencies who administer those programs. I advocate for including those treated acres into the broader regional strategy as leverage.*

## Discussion and Conclusions

The Southwest Ecological Restoration Institutes (SWERI) deployed an online survey to the Rogue Basin 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).

A majority of respondents felt that there was a representative cross-section of interested and affected entities involved in the collaborative and they share similar interests and concerns. 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. A majority of respondents agreed the collaboration between the CFLRP and the USDA Forest Service (Forest Service) met their expectations during the monitoring phase. Respondents also agreed that the process has helped build trust, relationships, and mutual respect of others' positions and interests, and that participants were committed to the process. Mutual commitment, especially among those with decision-making authority, is critical for collaborative durability. The Forest Service retains decision-making authority in treatment planning and implementation on Forest Service-managed land. The agency also gives substantial discretion in decision-making to local units; thus, it is often up to Forest Service unit-level line officers to make collaboration a priority by providing staff, resources, etc., or not ([Beeton et al., 2022](#)).

Survey respondents agreed there were strong leaders who 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 also agreed that the Rogue Basin CFLRP had adequate funding, knowledge, and facilitation skills to carry out tasks and accomplish work. Finally, the majority agreed there were mechanisms of accountability between the collaborative and the Forest Service.

However, respondents noted several areas for improvement. Only a slight majority agreed there were neutral spaces to discuss controversial issues. Around half of the respondents indicated collaboration between the Rogue Basin CFLRP and the Forest Service met their expectations during planning and implementation. While knowledge and information was reportedly co-developed, only a slight majority agreed information was shared equally, participants were committed to adaptive management, and the collaborative had the flexibility to respond to changing conditions. A number of activities can be used by collaboratives to support social learning and adaptive management, 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](#)). A relatively large proportion of respondents indicated there could be improvements to protocols for accountability between CFLRP members, and that the protocols could be fairer and more transparent. Only a slight majority agreed that participants knew how and when to inform Forest Service decisions and felt the Forest Service was responsive to collaborative feedback. Notably, less than half of the respondents indicated the Rogue Basin CFLRP had met their expectations, suggesting some room for documenting and aligning expectations for collaborative engagement and outcomes. The Forest Service Collaboration Cadres has developed a resource on aligning expectations among collaborative members.

Areas for improvement were generally reiterated in the open-ended section on recommendations to improve the collaborative process, which included the following two themes: 1) support diverse and inclusive representation and engagement throughout the process; and 2) enhance shared learning, monitoring, and adaptive management. Since the survey closed, the Rogue Basin CFLRP has begun to address diverse representation through partnerships with Tribal organizations and analysis of the vulnerabilities that members of the community face. This work is iterative, and will continue to develop over time. Early and often engagement between the Forest Service and collaborative members can help members understand Forest Service decision making, authority and accountability, where in the process collaborative participants can inform decision-making, and why actions are taken or not. Codifying procedures and protocols in documents and decision-making processes can help institutionalize roles, commitments, and expectations among parties (Beeton et al., 2020). These recommendations were further reiterated in the appended question set (Appendix 2).

Survey results also indicated that the Rogue Basin CFLRP has started to make progress on a number of process, socio-economic, and ecological goals of the CFLRP, despite this being the first year of CFLRP funding. Respondents reported enhanced communication, minimized conflict, enhanced decision making, increased landscape-scale planning, and enhanced planning across boundaries. A majority of respondents also reported progress on reducing fuel hazards and improving habitat for focal species, as well as more support for local employment and training and the accomplishment of more work on adjacent lands. Many of the desired outcomes of the CFLRP may take years to realize as the Rogue Basin CFLRP was just authorized for funding in 2022.

Limited agency capacity for collaborative engagement, frequent turnover, and biophysical disruptions like wildfire and disease were the most substantial challenges the Rogue Basin CFLRP faced at the time of the survey. 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). Turnover can also undermine relationships and trust, slow progress, and lead to lost institutional knowledge (Beeton et al., 2022; Coleman et al., 2020). This CFLRP might want to consider whether partners have the capacity to deal with turnover and limited agency capacity, what the collaborative has done to address these challenges, and/or what other support

is needed to overcome these challenges. Hand-over memos, onboarding workshops, and job requirements that incentivize collaborative engagement can help with transitions and waning commitment to engage (Beeton et al., 2022).

This report provided a baseline assessment of collaborative health and performance of the Rogue Basin CFLRP. 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. CFLRP collaborative governance assessment: summary of findings



# CFLRP collaborative governance assessment: Summary of findings for the Rogue Basin Landscape Restoration Project

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.<sup>1</sup> 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 Rogue Basin Landscape Restoration Project in the spring of 2023, the first year of funding for the CFLRP project. We received 22 usable responses, representing 39% of those who were contacted to take the survey. 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 the collaborative process and progress.

### Findings

What has worked well for the Rogue Basin CFLRP?

A strong majority of respondents felt that there was a representative cross-section of interested and affected entities involved in the collaborative and they share similar interests and concerns. A strong majority also indicated that

they agreed about key problems impacting their landscape, strategies to solve problems, and the purpose of their collaborative restoration project. A majority of respondents felt the collaboration between the CFLRP and the Forest Service met their expectations during the monitoring phase. 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. Respondents emphasized that there were strong leaders who worked well across organizations and entities, communicated a collaborative vision, and motivated others to work together (Figure 2). Moreover, a strong majority of respondents felt that the Rogue Basin CFLRP worked together to co-create knowledge and information and had adequate funding, technical expertise, and facilitation skills to carry out tasks and accomplish work. Finally, a strong majority felt there were mechanisms of accountability between the collaborative and the Forest Service, and that collaborative protocols were used appropriately.

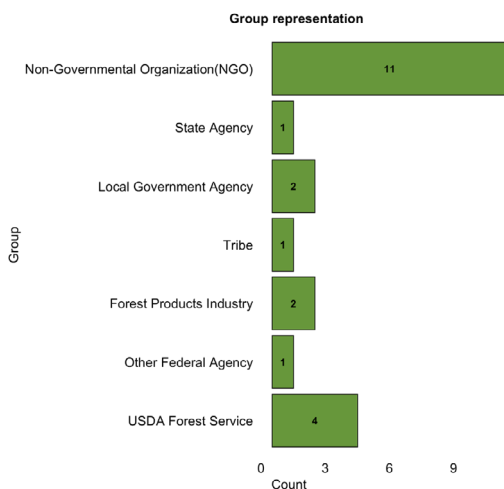


Figure 1: Respondents’ self-identified representation with associated organizations.

<sup>1</sup>USDA Forest Service Common Monitoring Strategy - <https://www.fs.usda.gov/restoration/documents/cflrp/CMS-Fact-Sheet-final-20221013.pdf>

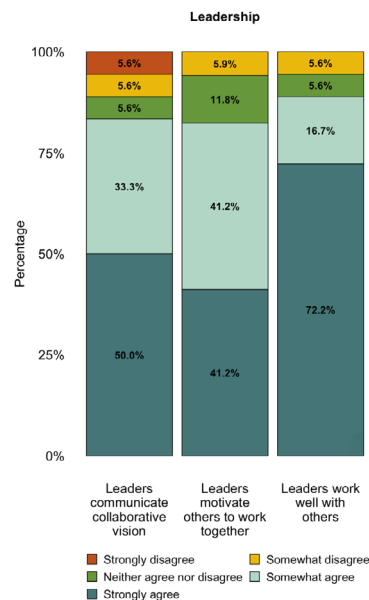


Figure 2: Percent of respondents who disagreed to agreed that the leaders communicate a common vision and direction, motivate others to work together, and work well with others.

What disruptions and challenges have affected collaborative progress and performance?

Respondents noted several areas for improvement. Only a slight majority felt there were neutral spaces to discuss controversial issues. Around half of the respondents indicated collaboration between the Rogue Basin CFLRP and the Forest Service met their expectations during planning and implementation. A slight majority felt information was shared equally, and that participants were committed to adaptive management and had the flexibility to respond to changing conditions. A relatively large proportion of respondents felt there could be improvements to protocols for accountability between CFLRP members, and that the protocols could be fairer and more transparent. A slight majority felt participants knew how and when to inform Forest Service decisions and felt the Forest Service was responsive to collaborative feedback. Notably, less than half of the respondents felt the Rogue Basin CFLRP had met their expectations, suggesting some room for documenting and aligning expectations for collaborative engagement and outcomes. Limited agency capacity, frequent turnover, and biophysical disruptions also posed challenges to collaborative progress and performance.

### Recommendations to improve the collaborative process and performance

These areas for improvement and challenges were generally reiterated in the open-ended section on recommendations to improve the collaborative process:

- Diverse and inclusive representation and engagement throughout the process – Participants particularly recommended the inclusion of tribes, more commitment from Forest Service staff and leadership, broader collaborative engagement in determining funding decisions and work priorities, and funding to support meaningful collaborative engagement from direction setting to implementation.
- Shared learning, monitoring, and adaptive management – Participants indicated the need for improvements to long-term effectiveness monitoring and the requisite funding and personnel to design, collect, analyze, and share data for adaptive management. They also suggested additional opportunities to share success and challenges in peer-learning venues.

Other recommendations included funding for implementation, iterative analysis of group representation, and the inclusion of private lands in wildfire mitigation strategies.

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

A majority of respondents indicated that the Rogue Basin CFLRP has moved toward achieving a variety desired collaborative process (Figure 3), ecological, and socio-economic goals, including:

- Enhanced communication and decision-making while minimizing conflict and enabling landscape-scale planning across boundaries.
- Reduced fuel hazards and improved wildlife habitat.
- Accomplished more work on adjacent lands and supported local economies through employment and training.

It is important to note that the assessment was administered during the first year of funding for the Rogue Basin CFLRP. Many of the desired process, socio-economic, and ecological outcomes may take time to achieve.

### Next steps

Results from this questionnaire provided a baseline assessment of collaborative governance among the Rogue Basin CFLRP. 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.

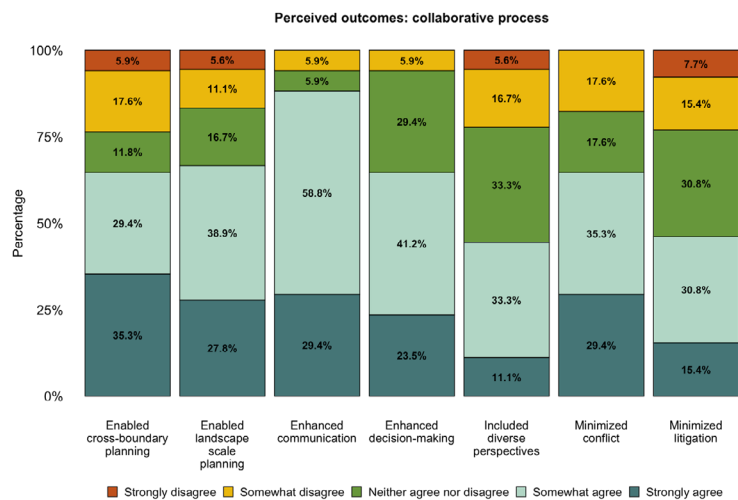


Figure 3: Percent of respondents who agree or disagree that the collaborative process has impacted the function and capacity of the collaborative.

## Appendix 2. Appended questions for the Rogue Basin CFLRP

The results to the following questions reported here were developed in coordination with local CFLRP project staff, coordinators, and partners affiliated with the Rogue Basin CFLRP. These questions were not part of the CFLRP Common Monitoring Strategy. We asked participants to include their preferred communication and engagement; a majority of respondents preferred monthly virtual meetings with quarterly in-person meetings and field trips (Figure A1). Other responses included periodic workshops, focused working groups, ad hoc meetings when needed, regular communication via email to share documents and information, and meetings with clear agendas and outcomes. In the past year, survey respondents attended 1-3 meetings (35%), 4-7 meetings (24%), or 8 or more (35%) (Figure A2). Notably, only 47% of respondents felt the Rogue Basin CFLRP had met their expectations (Figure A3), indicating some room for improvement in documenting and aligning expectations for collaborative engagement and outcomes.

### Contributions to CFLRP success

Participants were also asked what, if any, factors contribute to the success of this CFLRP. Respondents highlighted how longstanding working relationships and the leadership of a few key personnel supported the success of the collaborative. One respondent succinctly highlighted both of these factors in their response, stating that success could be attributed to:

*the fact that many of the partners have been working together for years through other collaboratives: Southern Oregon Forest Restoration Collaborative, Ashland Forest Resiliency, Rogue Forest Partners. That we have several key FS [Forest Service] people who have either 1) considerable history working on the forest and/or 2) are committed and engaged in the collaborative process.*

The recognition of the key personnel was reiterated by other respondents as well. Specifically, two respondents

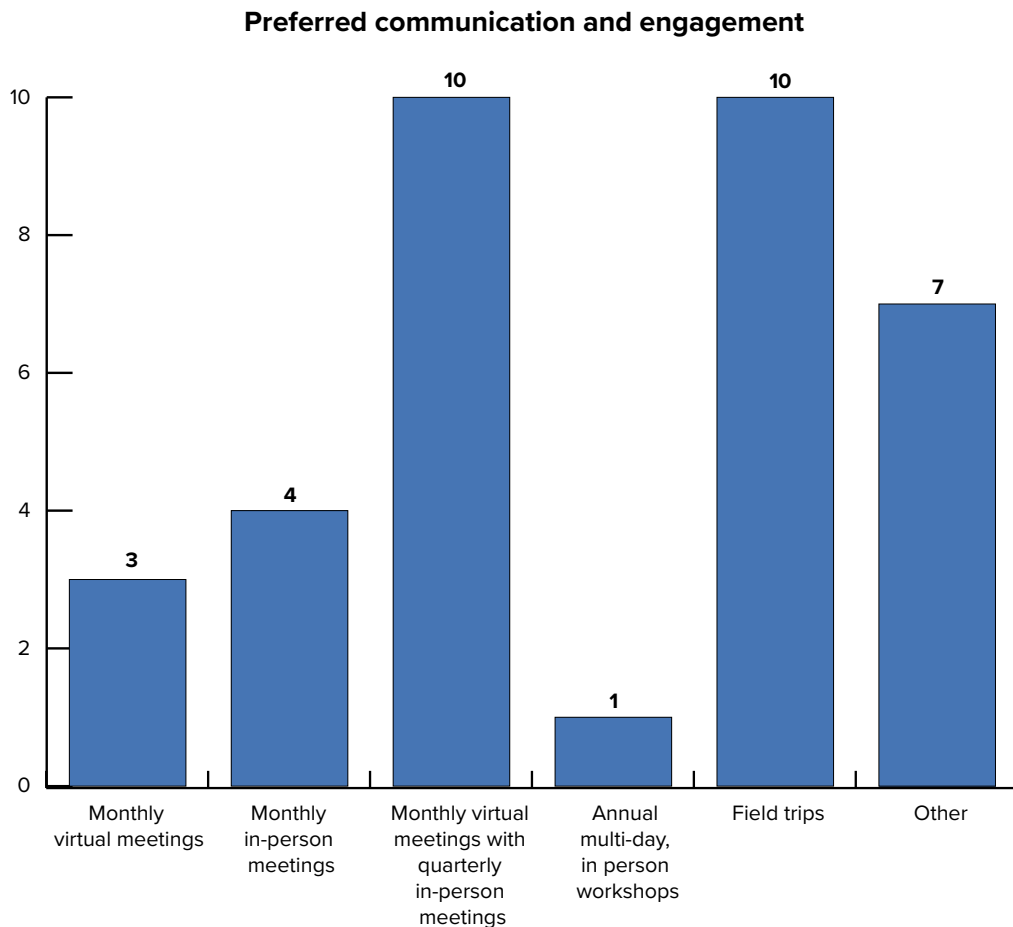


Figure A1: Number of respondents that indicated a preferred form of communication and/or engagement. Respondents could pick multiple options.

acknowledged that this collaborative had a core group of doers from both the Forest Service and partner organizations who drive the collaborative forward. A committed core group, two-way dialogue, open communication, and strong leadership all contributed to the success of the project.

Despite the emphasis on how long-standing relationships and key personnel have contributed to success of the CLFRP, there was one respondent who suggested leadership among the Forest Service was lacking. Furthermore, another respondent did not view the collaborative success as positive, saying:

*The project partners are not diverse - they have all the same viewpoint and don't represent the diversity of this area. They are not collaborating with actual stakeholders.*

This point reiterates respondents' recommendation for additional inclusion of diverse stakeholders.

### Optimal collaboration and growth

Respondents were asked what they thought was needed to support optimal collaboration and growth in the Rogue Basin CFLRP. Many respondents suggested that additional personnel and commitment to the process was needed. Several articulated the need to fill existing roles, particularly within the Forest Service. One respondent recommended additional capacity for planning and implementing projects. Other positions, if filled, would reportedly benefit the CFLRP:

*Professional facilitation of collaborative structure (outside all partner groups and agency) and key agency staff - CFLRP coordinator, Partnerships coordinator, Tribal Liaison, and TMA working together (all currently vacant).*

*We really need a dedicated Forest Service staff member focused on CFLRP success, working with our collaborative partners so that roles, timelines, opportunities, and threats are understood by all partners.*

With respect to collaborative capacity, one respondent noted the need for funding for coordinating the collaborative effort and funding for collaborative members to participate:

**Participant attendance to CFLRP project meetings in past year**

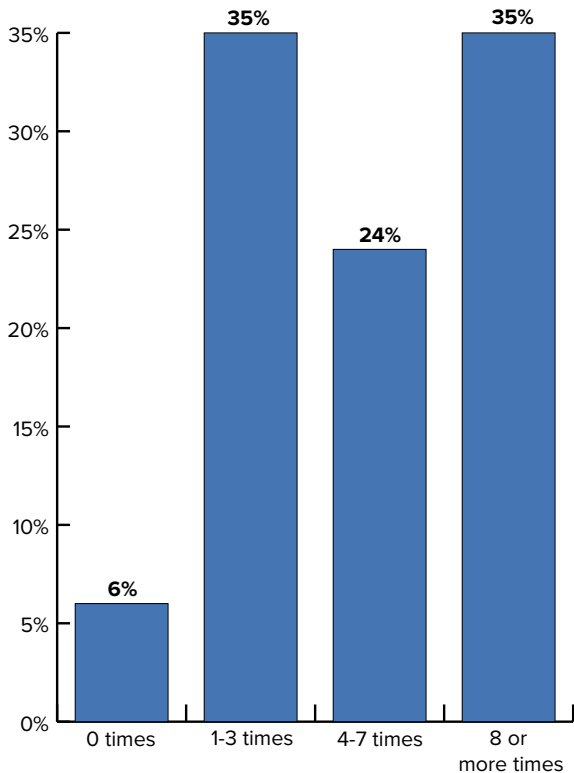


Figure A2: Percent of respondents who reported attending CFLRP project meetings or activities in the past year by number of events attended.

**This CFLRP project has met expectations**

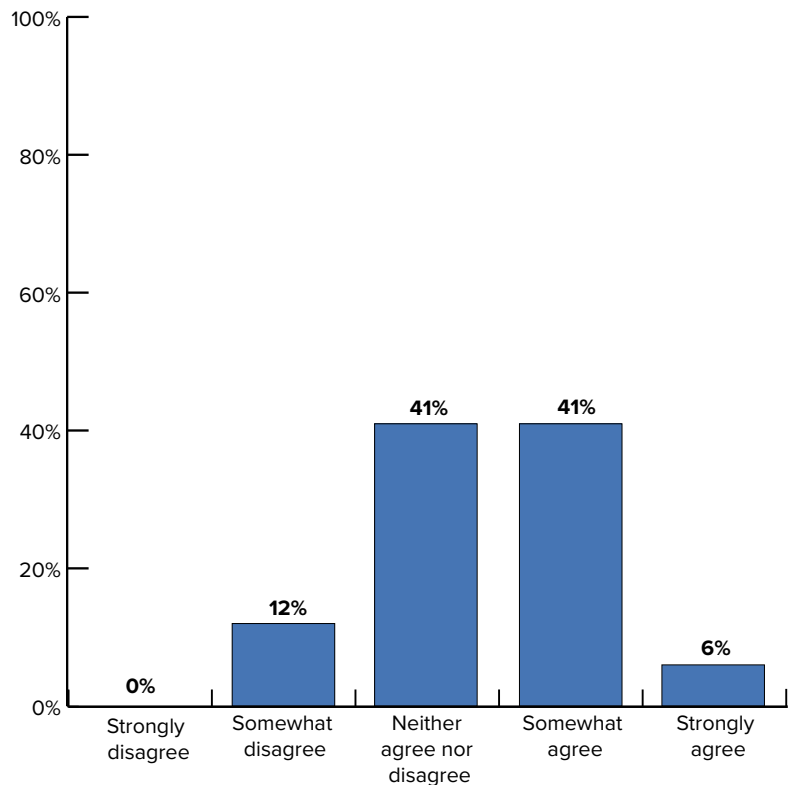


Figure A3: Percent of respondents who reported that this CFLRP has met their expectations.

*Added capacity and thus funding for outreach, coordination, agenda development, governance and meeting attendance, along with support for collaborative interest groups.*

In addition to added capacity, respondents recommended more opportunities to collaborate and inform decision making in planning and implementation. For example, one respondent wanted to see more openness from the Forest Service to collaborate:

*Capacity, collaboration and an openness on the part of the USFS to collaboration on planning and implementation.*

Another wanted to see more transparency from the Forest Service regarding the decisions they made, and more collaborative engagement with respect to how funds are allocated and priorities are set on Forest Service-managed lands. In this vein, one respondent noted the importance of continued open communications between the Illinois Valley Fire Resiliency Oversight Group, Rogue Forest Partners, and the Wild Rivers Ranger District. Other suggestions included: additional training on the best practices for collaboration, as well as on issues of diversity, equity, and inclusion of traditionally underrepresented groups; the need to revisit and potentially change the collaborative structure; and additional in-person meetings to support collaborative engagement and participation.

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