

## CFLRP collaborative governance assessment: Summary of findings for the Lakeview Stewardship CFLRP

The Southwest Ecological Restoration Institutes (SWERI) developed a collaborative governance assessment as part of the Collaborative Forest Landscape Restoration Program (CFLRP) Common Monitoring Strategy.<sup>1</sup> The collaboration indicator was designed to evaluate collaborative health, function, resilience, and perceived outcomes of collaborative work. The SWERI administered an online questionnaire to a subset of members of the Klamath-Lake Forest Health Partnership working within the Lakeview Stewardship CFLRP landscape (the Lakeview Stewardship CFLRP) in Spring 2023. We received 16 usable responses (27% response rate). 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 Lakeview Stewardship CFLRP?

The majority of respondents had favorable perceptions of the Lakeview Stewardship CFLRP's collaboration dynamics overall. For example, strong majorities of survey takers agreed with statements indicating that Lakeview Stewardship CFLRP's collaborative environment

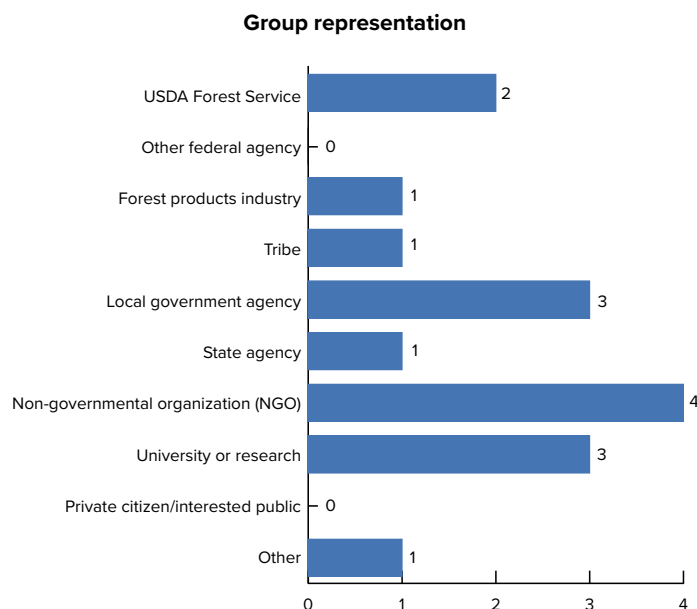


Figure 1: Respondents' self-identified representation with associated organizations (n=16).

was conducive to having the right people involved to determine shared problems, identify shared strategies to solve problems, and agree to the shared purpose of the project. Survey respondents agreed that there were strong leaders who worked well across organizations and entities, communicated a collaborative vision, and motivated others to work together. Respondents felt that the process has helped build trust, relationships, and mutual respect



Photo credit: Lakeview Stewardship CFLRP prescribed fire workshop with private landowners (Source: US Forest Service).

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

of others' positions and interests (Figure 2), and they felt that participants were committed to the process. Mutual commitment, especially among those with decision-making authority, is critical for collaborative durability. The longevity of the Lakeview Stewardship CFLRP, now in its second decade, reflects this strength.

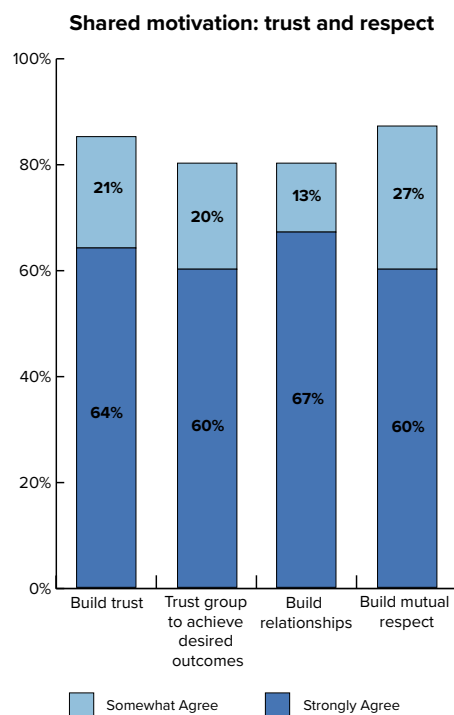


Figure 2: Percentage of respondents who either “Somewhat Agree” or “Strongly Agree” that the collaborative process has helped build trust, relationships, and mutual respect, as well as the extent to which participants trust the group to achieve desired outcomes.

## What disruptions have affected collaborative progress and performance?

Biophysical disturbances and frequent turnover reportedly diminished the collaborative’s capacity to achieve restoration objectives. Since its selection for CFLRP funding in 2012, the Lakeview Stewardship CFLRP project area has been affected by multiple large wildfires. The collaborative’s capacity to adapt following disturbance may have been improved by flexible arrangements (like ability to identify alternate planning units or amend the scope of work to meet changed conditions); learning from experience with fire through adaptive management planning and monitoring; and strong working relationships with the USFS.

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

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

- Increased opportunities for landscape-scale and cross-boundary planning, and enhanced communication;
- Increased work accomplished on adjacent lands, increased support for local employment or training, and reduced wildfire risk; and
- Improved or maintained restoration pace and scale, reduced fuel hazards, restored old growth, improved habitat, and improved watershed function.

## Recommendations to improve the collaborative process and performance

Respondents provided a few recommendations to improve the collaborative’s process and performance, including:

- Expanded decision space to inform the monitoring process. For example, providing non-USFS partners with more opportunities to inform monitoring questions.
- More inclusive stakeholder engagement. For example, increased collaborative engagement with local governments. For stakeholders who have been invited but have not engaged, an analysis of stakeholder interests, power, or conflict may generate insights to improve participation.
- Increased communication, such as more frequent meetings and quarterly accomplishment reporting.

## Next steps

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