



# COLLABORATIVE FOREST LANDSCAPE RESTORATION PROGRAM 2020 COLLABORATION INDICATOR SURVEY RESULTS

---

## ABOUT THIS SURVEY

What follows are the results of an online survey administered in 2020 by the National Forest Foundation (NFF). The purpose of this survey was to gather information on the Collaborative Forest Landscape Restoration Program (CFLRP) collaboration indicator, one of five national indicators designed to report on whether the CFLRP is meeting the legislation's intent. Additional questions were added to contribute to other products capturing lessons learned from CFLRP. The NFF hopes that these survey results can be used to enhance the CFLRP.

## ACKNOWLEDGEMENTS

We at the NFF express our grateful appreciation to the following people:

- The collaborative partners and agency staff who participated in this survey.
- The CFLRP Coalition, the USDA Forest Service, and the Colorado Forest Restoration Institute for assisting the NFF with this survey.
- Our partners, for distributing the survey to their networks.

## METHODS

The NFF distributed the survey by sending it via an email announcement to 216 email addresses included in the most current list of participants in the 23 CFLRP collaboratives. The NFF also sent the survey link via an email announcement to the 3,671 subscribers of NFF's Conservation List. Conservation List subscribers receive regular outreach regarding NFF's conservation efforts and are generally a mix of Forest Service employees and partners. At least two of NFF's partners circulated the link to the announcement through online newsletters.

The first seven questions were asked in similar surveys administered by the NFF in 2012 (in partnership with the CFLRP Coalition) and 2014, therefore, we are able to show trends in responses to these questions. Additional comments associated with the first seven questions came from the 2020 survey only. The first 13 questions were required and received 106 responses. The last 13 questions were optional. Criticisms in the comments were anonymized to protect the survey participant.

## FOR MORE INFORMATION

If you have questions, comments, or concerns about the survey and the results, please contact Ben Irey, Conservation Connect Program Manager, National Forest Foundation, 406-830-3369, [birey@nationalforests.org](mailto:birey@nationalforests.org).

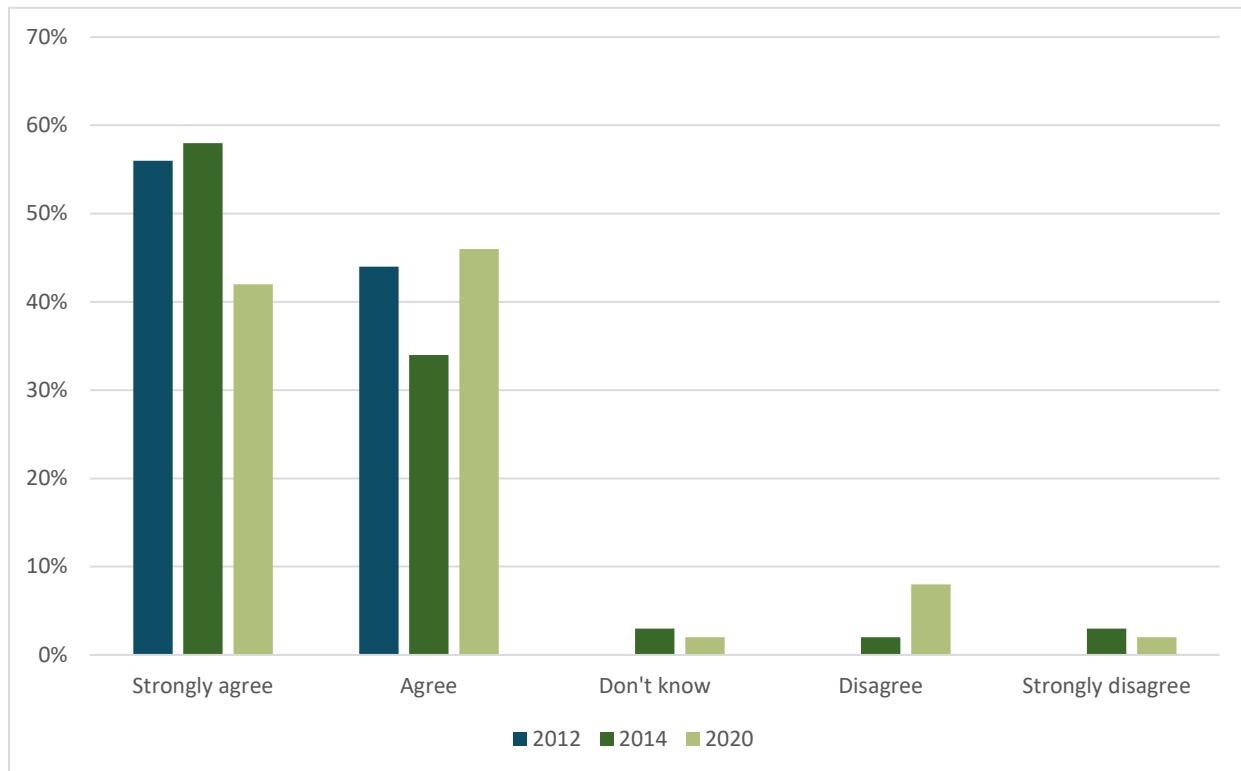


**QUESTION 1: PLEASE SELECT THE CFLRP PROJECT(S) WITH WHICH YOU ARE AFFILIATED. \*2020 SURVEY PARTICIPANTS SHOWN BELOW**

<b>Project:</b>	<b>Number of Survey Responses:</b>
Accelerating Longleaf Pine Restoration	4
Amador-Calaveras Consensus Group Cornerstone Project	8
Burney-Hat Creek Basins Project	5
Colorado Front Range	12
Deschutes Skyline	4
Dinkey Landscape Restoration Project	7
Four Forest Restoration Initiative	17
Grandfather Restoration Project	5
Kootenai Valley Resource Initiative	1
Lakeview Stewardship Project	3
Longleaf Pine Ecosystem Restoration and Hazardous Fuels Reduction	3
Northeast Washington Forest Vision 2020	4
Ozark Highlands Ecosystem Restoration	2
Pine-Oak Woodlands Restoration Project	2
Selway-Middle Fork Clearwater	1
Shortleaf-Bluestem Community Project	1
Southern Blues Restoration Coalition	12
Southwest Jemez Mountains	5
Southwestern Crown of the Continent	7
Tapash Sustainable Forest Collaborative	2
Uncompahgre Plateau Collaborative Restoration Project	15
Weiser-Little Salmon Headwaters Project	9
Zuni Mountain Project	9
<b>TOTAL NUMBER OF SURVEY RESPONSES: 106</b>	



## QUESTION 2: ORGANIZATIONS WITH A STAKE IN OUR CFLR PROJECT ARE ENGAGED IN THE COLLABORATIVE GROUP.



### Do you have any comments you'd like to share related to this question? (2020 Survey comments below)

1. A subset of stakeholders are very active.
2. The Payette Forest Coalition has brought together a diverse group since 2008.
3. Environmental groups that continue to litigate federal land projects are not engaged in the collaborative.
4. We have had excellent response and participation from collaborators and stakeholders in both these projects. I believe it would not have been possible to achieve the amazing results we have without participation from all stakeholders in collaboration in the areas involved. These include Tribal, county, state and federal agencies, as well as private landowners.
5. We are always looking for a variety of members.
6. My experience with this CFLRP project was that there was a lot of engagement from outside organizations and they stayed actively engaged throughout the project.
7. Not all are equally engaged, and different USFS units have different levels of commitment despite all being within the CFLR boundary.
8. We have multiple robust working groups that are very active in planning, multi-party monitoring, and comprehensive restoration (restoration besides mechanical harvest and thinning).
9. Collaboration is the way to go for all to have a say.



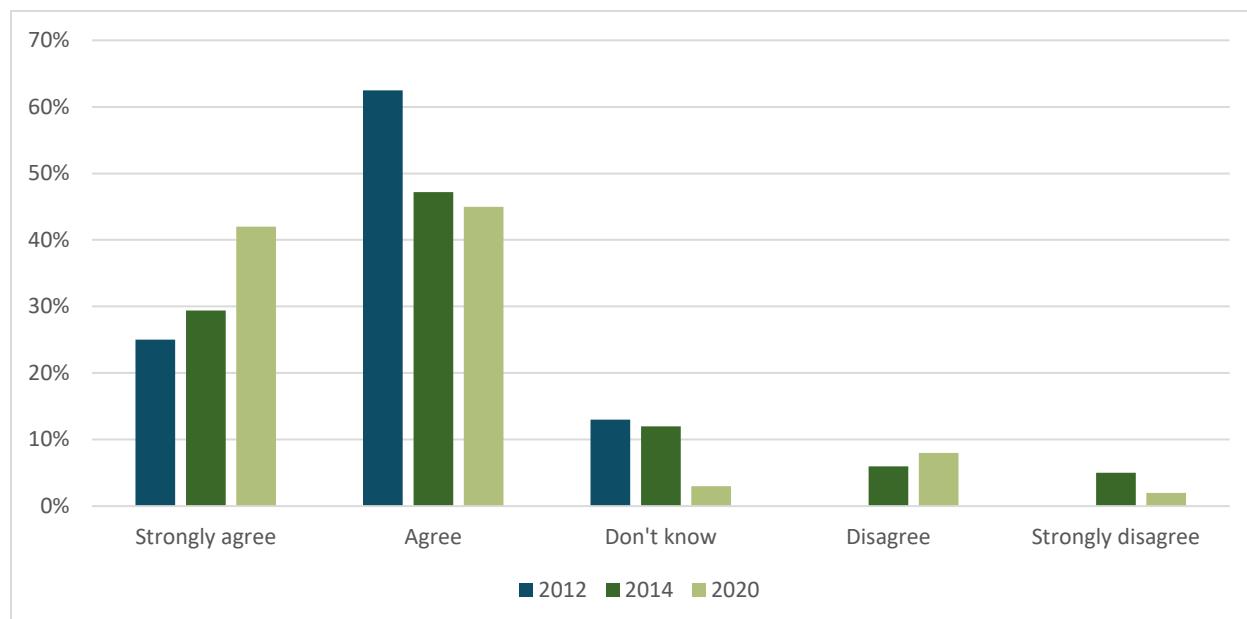
10. The agencies with a stake in the CFLRP are generally engaged. The Counties seem to be generally absent though.
11. Many of the same people have been involved since the beginning and are looking to rotate off and have others come on board. This has not been easy. We can improve upon our recruitment and mentoring efforts.
12. One of the main groups is in transition and will no longer be in existence.
13. Over time, participation probably dipped, but there was always really broad representation of perspectives and interests.
14. Lacking local community residents, recreation users, wildlife scientists and interests, forest utilization operators and businesses, and fire responders/managers. Overly focused on scientifically-trained tree-based forest management interests.
15. A few groups, particularly some of the serial litigants, continue to not be engaged even with numerous invitations to do so.
16. Communication about the CFLRP project is not generally known to other agencies besides USFS, or is kept at the highest level of other agencies.
17. Prior to the early days of our project, each agency, while well intended and doing good work, really lacked full planning and execution cooperation and tended to accomplish smaller scale projects rather than watershed level projects. Jurisdictional boundaries provided unrealistic barriers to real accomplishment. The true value of our project, first called the "Delta/Montrose Public Lands Partnership", was to bring all the agencies together, along with Universities and private companies and landowners to envision and plan large scale projects.
18. That is certainly the case for the planning phases of these projects. There is certainly a hole and no Forest Service process in place incorporating stakeholders on the implementation aspects.
19. They have been. Our nonprofit fiscal agent is closing its doors by the end of March 2020. The Colorado Forest Restoration Institute will be filling some of those roles, so hopefully the collaborative will stay robust.
20. Those organizations that participate, participate. I am not sure if outreach for more organizations to become participants is an ongoing thing or not.
21. The local communities are not engaged nor do I think they are welcomed.
22. Some groups participate more regularly than others.
23. Engagement level by organization widely varies.
24. Attendance at meetings is not consistent.
25. All stakeholders are deeply committed to restoring our forests and managing them for all the multi-use purposes that the present and future requires.
26. Some key players missing like loggers, small forest landowners, state fire, local government.
27. The litigation groups that continue to not participate in the collaborative are the ones that continue to file lawsuit after lawsuit on well thought-out projects with strong collaborative and public support and halt critical projects to help protect our national forests and communities in the WUI.
28. It has taken some time to get a livestock industry representative involved. Currently there is a moderately steep learning curve about how the collaborative and the Forest Service deal with their input because the livestock permitting process has so many



internal processes and seems to be a red-flag element for collaborators and outside organizations.

29. The meetings are during work days and hours that still stifles participation for some interested groups.
30. No.
31. We have excellent representation from a wide variety of interests.
32. Not enough stakeholders are aware or engage on a regular basis.
33. Need more environmental group's participation.
34. Our Stakeholder group represents a diverse set of interests. Members participate in sub-groups where they have a particular interest or expertise which works to provide the FS with consensus derived feedback.
35. Two primary environmental stakeholders in our area are not engaged because they appear (to me, as a participant), not to accept the basic premises of CFLR legislation and, despite a very heavy emphasis on using a "neutral" scientific approach to various CFLR or independently-sponsored research, not to accept the results or to raise valid questions that might support additional scientific inquiry.
36. I like the wide diversity of participating organizations so it really is a collaboration of diverse interests.
37. The USFS carried 98% of the water on this one. The collaborating partners comment, weigh-in with their opinions, and then help take the credit. But, make no mistake, our CFLRP successes have been primarily USFS-driven.
38. I am also involved closely with the South Lassen Watershed group that is very similar to, if not also an official CFLRP.

### **QUESTION 3: IMPLEMENTATION OF TREATMENTS IS IN ALIGNMENT WITH OUR CFLRP PROJECT OBJECTIVES.**



**Do you have any comments you'd like to share related to this question? (2020 Survey comments below)**

1. Our CFLRP is failing to strategically apply treatments and we have to continuously work to uphold old/large tree retention and push back against mistletoe sanitation.
2. There is a big difference in the amount of non-commercial work that gets accomplished vs. the commercial treatments. Some areas that need treatment are not getting attention due to the lack of commercial value.
3. The PFC has six projects in process in size up to 80,000 acres.
4. Treatments used are limited. For example, grazing is a tool that provides ecological, economic and social benefits and is sustainable, unlike other restoration tools used. However, grazing is not acknowledged in these CFLR projects. Also local collaboratives formed in response to the CFLRP have goals that are not fully aligned with the purpose of PL 111-11 and the Forest Service pursues lowest cost contract bids and is not pursuing the development of local businesses/opportunities in the surrounding local rural communities.
5. The landscape scale of restoration projects has been and will be vital to effective work throughout the country. Ours are excellent examples of such work.
6. I was involved with the native plant and the noxious weed treatment programs and not only were they totally in alignment with our CFLRP objectives, but they became somewhat of a model for other forests to use, whether they had a CFLRP project on their forest or not. Everyone worked so well together and we really leveraged resources to help meet objectives.
7. Treatments are moving toward alignment with the CFLR priorities - the initial years showed our treatments were insufficient, but we are adaptively changing prescriptions.
8. We have had one project that did cut large old trees (as per the NEPA and the respective forest plan) that is the closest example of not meeting the CFLRP objectives. This project has been used as an example to move projects within the respective NEPA document more in line with stakeholder expectations for CFLRP projects.
9. Some of the larger federal projects are still working thru the NEPA process and have not yet begun full implementation. So, this question is difficult to answer directly.
10. It's a mixed bag, trending in a bad direction. While responsive and engaged early on the Forest has ignored the CFLRP collaborative on another project, choosing to bypass public and scientific assessment to rapidly push through a controversial timber sale. The Forest failed to engage the collaborative on the design and development of said project, then ignored input on how the project could be improved and our requests for collaboration, and then steamrolled the project through. The Forest's approach is to focus on stand level treatments to generate volume rather than to restore landscape ecological resilience by applying forest, fire and landscape science to identify treatment location and type. It appears their hope is that logging tons of stands will add up to a landscape affect, instead of examining landscape conditions and designing projects that restore its ecological resilience.
11. Mostly in alignment; still need to get more up-front on locating projects with FS.

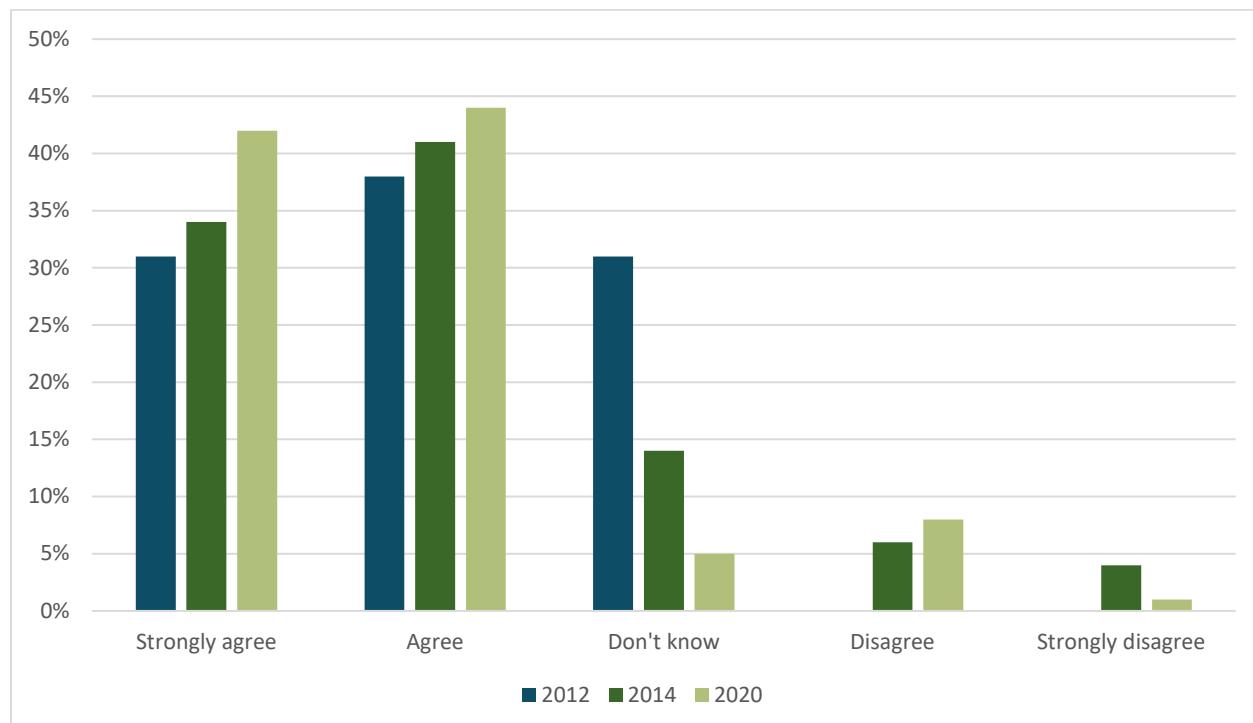


12. One exception being invasive species control, specifically on the Forest Service lands. This is due in combination to lack of NEPA to allow use of herbicides, and lack of Grants & Agreements capacity to obtain work crews.
13. To date, some projects have been less innovative than I would expect of CFLRP projects. These may include shelf NEPA projects created before CFLRP, and then rolled into it.
14. Yes, but we are adjusting as we gain new insight through monitoring.
15. Other than recent blockage by a group that seems to only desire the stoppage of ALL forest thinning.
16. CFRI has compiled annual monitoring results that show that treatments are aligning with objectives.
17. At the stand- and project-levels, treatments are aligned with CFLRP project objectives. Our CFLRP did some comparison between historic forest conditions and CFLRP treatments, and showed that treatments were moving stands towards achieving desired conditions.
18. Not yet in implementation
19. We have addressed most of our project objectives. However, vegetation treatments, a primary goal of CFLRP remain difficult to implement particularly outside the WUI due to lack of planning support for completing NEPA and due to lawsuits that delay projects.
20. USFS seems to be working on their lands, but without general information about the project - it is not known how this aligns with the objectives. It is very much unclear how any work by other partners align with the CFLRP project.
21. There is one sale in our CFLRP footprint that is an example of treatments being out of alignment with CFLRP objectives.
22. The contractor continues to struggle with funding and infrastructure to be able to treat the number of acres expected by the CFLRP.
23. The objectives of the collaborative group are not in alignment with the tenets of the agency and its mission.
24. There were some objectives established early on that were not met mostly as a result of site specific need. For example, we anticipated doing a lot more seeding but not all of our treatment areas needed reseeding after treatment.
25. Our CFLRP's first phase is not performing up to expectations because there are no businesses to use the wood.
26. There is room for improvement in implementation.
27. Virtually all focus has been on Forest Service and virtually all that focus seems to be on further constraining the Forest Service professional. Very little effort on protecting local communities from catastrophic wildfire. Group seems to be more concerned about protecting owls rather than people and rural communities.
28. Through the consensus process in the collaborative it has become apparent how accepted some science is held relating to some subject matter areas. It also has become apparent that some elements such as the Watershed Condition Framework has become absolute policy. It is important that the Washington Office understand the importance of tool books rather than RULE books for treatments on such a diverse area of lands.



29. We have a strong monitoring program thru CSU's Colorado Forest Restoration Institute.
30. We have to keep watch. It's not willful changes. It's misunderstanding, and the game of "telephone". We often ask for creative solutions, which are not what FS employees are expecting. So they try to be helpful by doing things the old way. It takes communication at all levels for such a large agency to actually change.
31. It is in perfect alignment, however the restoration thinning is not to the scale we hoped it would be.
32. CFLR members are coming to terms with what our local environment can support with regard to objectives.
33. Getting to the use of prescribed fire has taken a lot of work but thanks to dedicated Forest personnel and collaborative members they have made it happen to the great benefit of the forest. The CA drought made people really make changes to the plan but through the group dedication they have kept their vision but made needed changes.
34. The District's landscape is in the best condition I have ever seen it in all of the years I have worked for the agency.
35. Slightly agree
36. I selected agree because I think the majority of the focus is, however I also think local implementers are also focusing on objectives (e.g., mistletoe) that when implemented conflict with the Objectives of CFLRP.

#### **QUESTION 4: PROJECT IMPLEMENTATION IS MOVING THE LANDSCAPE TOWARDS MORE RESILIENT ECOSYSTEMS.**



**Do you have any comments you'd like to share related to this question? (2020 Survey comments below)**

1. Only about 12,000 acres have been thinned in the seven year project history, falling far short of the 50,000 acres/year goal. Many acres of prescribed and wildfire are doing good work, however.
2. We're making a difference and we're doing a little more than keeping pace with the ever changing forest, slowly transitioning it to a more resilient ecosystem. We're moving at a pace, however, that will take some significant time to 'catch up' to ensure 'landscape scale' changes are made. The pace & scale of projects is on an upward trend, however, which is encouraging for the future.
3. The PFC has replaced culverts which hindered fish migration with larger culverts with natural creek bottoms to allow fish to migrate upstream.
4. The one-time management actions do result in a temporary improvement, but the projects do not have components that are sustainable for the longer term. As a result, fire management costs will never be reduced as a result of the actions, and local rural economies will fizzle as soon as the CFLR actions are complete. Proper land management cannot be successful if they are relying on a one-time action as a permanent solution. Using tools such as grazing as well as a planned periodic timber harvest could achieve sustainability. Current CFLR decisions do not consider all resource uses and contributions to CFLR objectives on a project area (such as grazing), so unless all contributions to a system are considered, the decision is not completely informed and may not be the best management strategy.
5. Our largest project to date has been held up by litigation from an out-of-state organization which refuses to collaborate. Otherwise I would select "Strongly Agree".
6. These projects are helping to remove a full stand replacement event from the fire regime. In these forests full stand replacement means back to grassland and a 6-800 year plus cycle to restore forest and watershed. While grassland can be useful it not nearly as productive as healthy forest nor does it lead to good watershed conditions for multiple use areas.
7. Project implementation is also moving the landscape towards more resilient watersheds, helping to protect the water supply to millions of residents along the Colorado Front Range.
8. I guess this remains to be seen.
9. Yes, but not fast enough. We have been very successful with implementing fire and especially utilizing wildfires to meet objectives and re-introduce fire into the ecosystem. We have not harvested enough acres to get the structure, pattern and composition in place across the landscape, but where the mechanical harvest treatments have been accomplished, they are leading to a much improved portion of the landscape.
10. Projects on state and private ownerships have moved into implementation. We're getting close to having a NEPA decision for a project, so implementation is hopeful for later in 2020 or 2021.
11. Sadly, no. The Forest is now preparing old-school logging projects, aiming to remove the most volume possible, instead of relying on spatially-explicit empirically-based



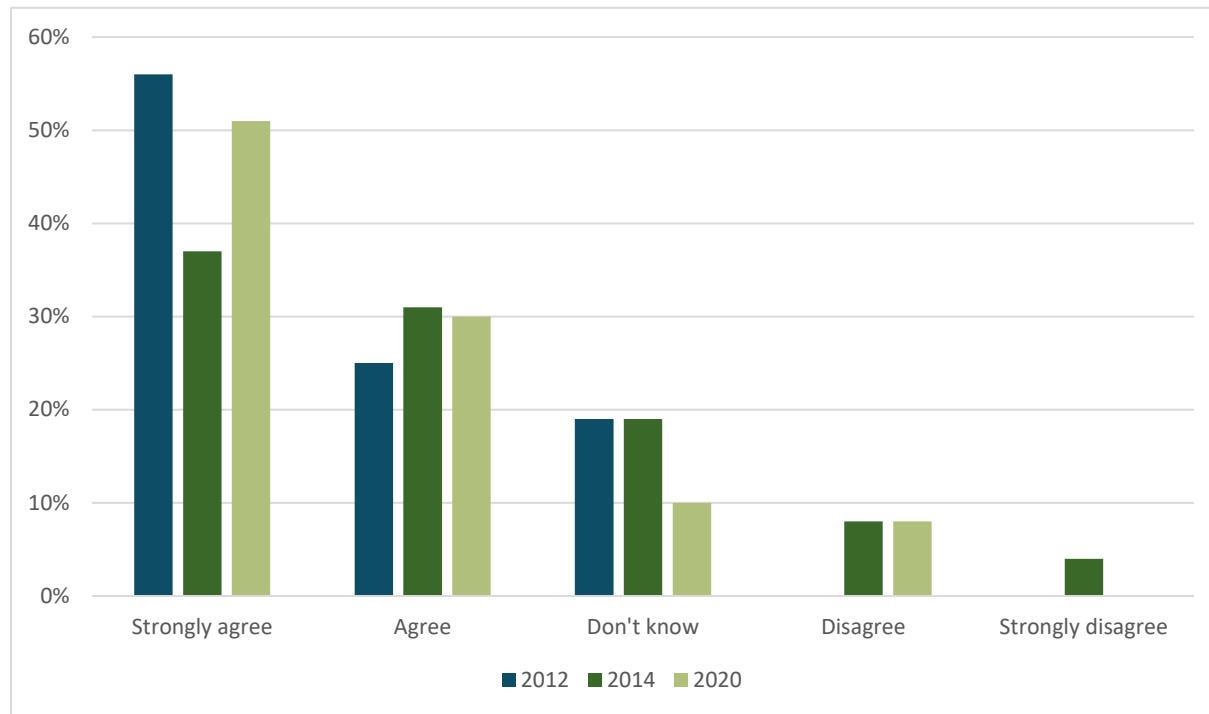
- landscape assessment to identify treatment areas and restore the stand and landscape patterns that increase resilience to natural disturbances. It appears the Forest's principle interest and concern is increasing logging volumes.
12. For one timber sale, they have done a bunch of huge clearcut patches. Not restoring vegetation patterns that support ecological resilience, just removing all the trees entirely in large areas with no regard to pattern! Where trees exist, they're evenly spaced like it's the 1980's, instead of modern forestry with variable density thinning with patches and openings. The Forest has been trained in ICO, but selects to ignore ecological principles in their project design."
  13. Not enough acres at landscape scales to affect change.
  14. 1) Very little fire has so far gotten back on the ground through the first round of CFLRP. As one USFS research scientist said about wildfires (& risk): "We can't suppress our way out of it; we can't cut our way out of it; we can only burn our way out one way, or another". 2) We still have very little data about the effect of treatments on wildlife, which is a key indicator of a resilient ecosystem. 3) Lastly the effects of climate change on our forests have not really been discussed, and may have very different implications about what is needed for a resilient ecosystem in the future, compared to historical data from the past.
  15. We still have a bunch of work to do. We are behind on the planned Rx burning.
  16. Without question. We see the effects of the CFLRP daily. More plants and forbs for animals. More animals. A healthier forest.
  17. Generally agree although pace is far slower than anyone had hoped/planned.
  18. ACCG does not implement projects.
  19. Maybe much of the landscape was already resilient, but places where treatments did occur enhanced it relative to future fires.
  20. CFRI has quantitative metrics for some larger-scale analyses that treatments are resulting in the kinds of forest structural patterns consistent with historic forest conditions and natural fire regimes.
  21. Not yet in implementation on our project
  22. However, the amount of area being treated through vegetation treatments is inadequate to achieve resilient ecosystems.
  23. USFS lands are being treated on a larger scale. How this aligns with partnership goals and targets on a cross-boundary scale is not clear.
  24. The acres that are treated are becoming more resilient, however the pace and scale continue to struggle to reach the intended goal of landscape scale resilience.
  25. I feel the Spotted Owl injunction has hindered the implementation that I believe is necessary to obtain a more resilient ecosystem.
  26. Yes, but a recent Mexican spotted owl centered lawsuit has left the Zuni Mountains CFLR particularly vulnerable. The lawsuit is particularly impactful on the ZM CFLR landscape. This is putting the up to two years of thinning and prescribed fire at risk.
  27. Unfortunately, the collaborative group believes that this is a "one and done" process and plan on us using fire only to maintain the forest.
  28. It is moving the landscape. With the extra funding we were able to do many treatments we would not have done otherwise. There are still many activities that could be done on the landscape and over time, many of these treatments will require maintenance.



29. just moving very slowly.
30. I've been involved for 3.5 years with the collaborative. We actively meet but I sense we are losing energy at times and need to stay focused on our mission.
31. Project prescriptions for resilient ecosystems have exponentially improved since our collaboratives convened. Early projects were significantly less progressive than the prescriptions our collaborative pushes for today, so this statement is more true with each passing project.
32. Problems with industry have delayed mechanical treatments but that hopefully will be resolved quickly. Fire treatments continue at an accelerated pace.
33. We had proof of the viability of our treatments a year ago when a wildfire was extinguished within a month, during the hottest time of the year, because of preventative treatments implemented in the forest earlier that year and the previous year.
34. At a snail's pace.
35. This is a continual process that means just because we have implemented a project successfully, in another small period of time (fire regime defined) maintenance has to continue.
36. Scale and rate remain critical problem areas that control because of insufficient expertise and personnel to accomplish these tasks. Even condition based rationale in NEPA is not sufficient to meet the needed pace and scale needed.
37. No
38. We are clearly headed in the right direction.
39. Not enough has occurred to increase the pace and scale across the landscape.
40. Slowly
41. We have completed over 800,000 acres of restoration treatments that are increasing resilience and putting our forest on a restored trajectory. We expected to be over 1 million acres at this point, however 800,000 isn't bad.
42. YES! And they are very engaged in spreading the word about what "resilient ecosystems" look like in our area and are pro-active in addressing issues or removing barriers to that effort.
43. The drought and beetle infestation made such an impact to work plans but the forest health long term has remained the focus. The group is very interested in science supporting actions.
44. CFLRP has advanced our ecosystem restoration head and shoulders beyond where it would have been otherwise without CFLRP.
45. More than doing nothing
46. Although the majority of lands involved are National Forest, it is projects with the additional partners that really makes the partnership landscape scale.



## QUESTION 5: MORE RESTORATION IS HAPPENING ON THE GROUND AS A RESULT OF THE COLLABORATION.



**Do you have any comments you'd like to share related to this question? (2020 Survey comments below)**

1. Absolutely not. The Forest Service's faulty contractor selection process has hamstrung implementation from the get-go. No amount of stakeholder cheerleading can get past this hurdle.
2. Projects include thinning, logging, resurfacing and removal of roads to reduce sediment, along with animal habitat improvement.
3. More restoration (management of forest land) is occurring as a result of the CFLRP. Collaborators are helping the Forest Service take action rather than do nothing, and the collaborative input helps make better decisions. However, the Forest Service needs to get back to actively managing our Forest lands even after the CFLR funding dries up. Collaboration can continue even without the CFLR program.
4. Many HMO and community projects have been started and are underway to reduce fire risk and improve the forest and watershed health as a result of the CFLRP reducing risks near those communities and having the intended forest and watershed impacts.
5. I think it's too early to make that a firm statement.
6. I'm not convince more acres are being treated but am eager to see the numbers, especially for non-USFS land.
7. I would say the social license we have created with our stakeholders has allowed us to do a lot of work---however, what is holding us back is not being able to get industry in place to handle increased acres of restoration treatments that have low value product



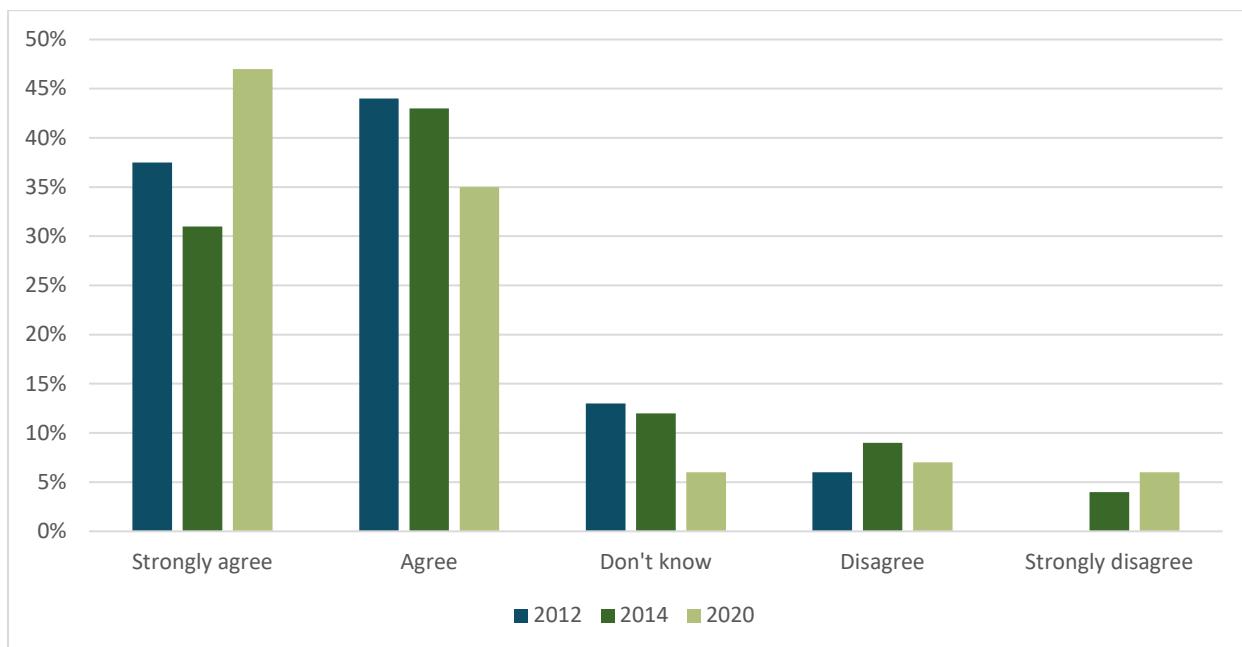
outputs. If we had the industry in place to handle our outputs that we have cleared through NEPA, I would have answered strongly agreed.

8. It seems like we're moving forwards getting accomplishments done on the ground. Thinking of the treatment tracker that TNC and partners are putting together, and DNR is working on one also. (GIS tool)
9. Unfortunately, it's more logging, not more landscape-scale restoration. The Forest is not responsive to the collaborative's interests, concerns, or recommendations. I predict increased polarization and conflict will continue to grow if the Forest's intransigence continues.
10. CFLR project jump started the Colville NF to achieve accelerated restoration in innovative/creative ways that may not have had the capacity for without the project.
11. Yes, a lot is happening, but not fast enough to affect landscape scale resilience.
12. Going forward the future looks brighter with continued collaboration.
13. ACCG is focused on administrative structure and procedures in detail rather than implementation. It does participate in the planning phase of USFS projects, but usually slows progress with continual demands for changes in environmental documents.
14. The Unc Mesas Restoration project was the first out of the gate and wouldn't have happened at all without collaboration.
15. Most major forest land management agencies and jurisdictions were already doing a lot of fuel reduction prior to 2010, but wouldn't have qualified as "restoration" ecologically. The Front Range CFLRP collaboration forced a conversation about what restoration looks like at multiple spatial scales.
16. 4FRI is the cornerstone of much of our forest's work, even though we're only in the planning stage at present.
17. USFS treatments don't seem to align with other agencies' opportunities, funding, and requirements.
18. Due to partial relocation I have been unable to continue my involvement with the project. I can only provide history.
19. Without the collaboration, little to no restoration work would be happening, however, the contractor's lack of experience and financial backing is slowing the progress.
20. Subject to narrow minded special interest groups obtaining an injunction that prohibit some restoration activities.
21. The CFLR investment and attention (both projects I'm connected to) has increased restoration on NFS lands and on adjacent lands.
22. The idea of the collaborative group was to get everyone to the table, work through the differences and come up with a plan that would benefit the environment. However, many in the collaborative group are diametrically opposed to the very mission on the Forest Service and are beginning to oppose treatments. This will only get worse in the future. As it stands right now, all forest in the Region have been given an NOI over their forest plans. This is only the beginning.
23. Without this collaborative, the Zuni Mountains would be one of the lowest priority projects in the Region. Because of this we continue to push through restoration.
24. The people charged with thinning the Forest are not living up to expectations.



25. I believe the collaborative process has helped the Forest Service become bolder in their use of prescribed treatments; because they know they have support from many stakeholders.
26. More restoration is occurring on the ground where the ACCG is not involved. To be fair, where the ACCG is involved it has shielded the Forest Service from lawsuits.
27. Although litigation continues to occur, often too simply to slow the pace of implementation, there appears to be no real fixes being explored to reduce frivolous claims, especially in the 9th Circuit arena. Often that court seems unable to understand the complexity of the laws and rules, especially adjustments for new science and holds anecdotal understanding and views.
28. We've broken through a lot of log jams.
29. The challenges of restoration are diverse, it takes a diverse set of stakeholders to get it done. The FS can't do it alone.
30. We have very dedicated forest staff and with support and actions of the collaboration members we have been able to achieve a lot.
31. More restoration is happening because we on the Unit have been making it happen through the additional CFLRP funding. Our collaborating partners are not the ones working on the ground to make this happen.
32. More is happening because of additional funds which is increasing capacity.  
Collaboration's effect is that the work is happening in high priority areas.
33. Both on the ground work and planning ahead for several next projects are active.

#### **QUESTION 6: THE COLLABORATIVE GROUP'S PARTICIPATION IMPROVES THE FOREST SERVICE'S DECISION-MAKING PROCESS.**



**Do you have any comments you'd like to share related to this question? (2020 Survey comments below)**



1. Without a doubt. The stakeholders have formed strong consensus positions on key restoration priorities, which has bettered the NEPA process and outcomes.
2. Input from the collaborative informs how contracting & prescriptions can be written to see the on-the-ground results that have been agreed upon (social license) through the collaborative. Changing the status quo of the way the USFS has operated in the past.
3. The collaborative input helps the Forest Service make better decisions. However, the Forest Service remains a hurdle to inclusion of new ideas and modern science in some cases (such as the benefits of livestock grazing to ecological health, economic and social benefits, as a strategy for sustainable fuel reduction, etc.).
4. It depends on what you mean by improve. If improvement = fast decision-making, then I'd say it hasn't improved. But if it means more effective decision-making in the long run, then yes it improves the FS decision-making because it involves multiple partners who now work together more collaboratively than in their silos. Each can bring resources to the table to get management done, extending the Forest Service's limited resources. By being in the same room, discussing our needs and desires, we can see one another and identify where partnership can happen. This takes time, but it is worth it.
5. The collaboratives help to improve input from communities and offer a sounding board for USFS decision processes. The collaboratives also serve to get work done in 'good neighbor' areas and improve working relations with smaller governmental entities that have felt overlooked in the past.
6. Having more brains at the table and getting outside input is always helpful!
7. Collaboration is our present and future, though it is definitely slower than a top-down approach. It produces a better product with greater support in the community.
8. We would not have been able to get to a just under 1 million acre NEPA analysis signed Record of Decision without the stakeholders. The balance to the decision helped us be successful there.
9. It seems like it, not sure if it streamlines anything.
10. If the Forest would be responsive to the collaborative's input, it would improve outcomes, but for example on one project, the Forest is refusing to share its prescriptions before its decision, preventing the collaborative from engaging in substantive discussion about project. The Forest has added controversial shaded fuel breaks adjacent to roadless areas where they'll have little effect, likely for political reasons. And the Forest is refusing to implement needed aquatic restoration projects supported by the collaborative.
11. Again, collaboration is the name of the game right now, can't ever go back.
12. Absolutely! The USFS has had to consider questions they didn't before with outside opinions, data, & experience.
13. The collaborative has been able to identify potentially problematic issues and offer solutions that all parties can support. The Forest Service has been able to incorporate these solutions into its decision making process.



14. The collaborative is ruled by amateur biologists with opinions set in stone. Frustrated USFS resource professionals spends endless hours mitigating these opinions rather than expediting the planning process and accelerating implementation. Very sad!
15. The collaborative's 'citizen science' and ongoing collaborative monitoring has definitely improved decision-making -- more transparent, evidence-based, and collaborative dialogue based.
16. A lot of new projects went through the NEPA process during the CFLRP timeframe without the collaborative's knowledge or participation. That was a failure. The main project set an important template but wasn't adopted for other projects.
17. I think the collaborative is necessary, even though it is occasionally a platform for the more strongly ideological groups to grandstand.
18. Agree, but it could improve it even more if the FS fully engaged the collaborative in decision making and stopped making some important decisions without any collaborative input.
19. It does not appear that partners' input is regularly sought or impacts the USFS decision making process. In some locations, local public opposition still occurs and when it doesn't it is not clear of partners had much impact on this.
20. The Forest Service bureaucracy was the first to withdraw from full cooperation due to concerns by their fiscal overseers that agency boundaries had to be strictly adhered to or risk accusation of financial irresponsibility.
21. Absolutely!!
22. It's a good check on the social license that's allowed to get these projects to fruition without unnecessary litigation.
23. While the collaborative group's participation has an overall positive impact on the Forest Service's decision-making process, there are times when the collaborative group can slow down the process or even push the Forest Service away from potential "good decisions" so that Forest Service shows that they are listening to the collaborative group.
24. The bureaucratic quagmire that the USFS has created for themselves cannot be overstated; it is nearly impossible for them to manage and restore the forest in its current structure. The CFLRP may help to create momentum to achieve some of these goals, but in the end, it is an agency that is underfunded, with too many people in upper management roles (not to mention the regional office staff), that are seemingly in positions to prevent work from happening.
25. The Collaborative participation should improve the FS decision making process; however, sometimes I feel that they give lip service to different groups and then do what they want to anyway.
26. I feel the collaborative's participation has positive impacts on the decisions made but not necessarily the process for arriving at those decisions.
27. This can vary from line officer to line officer, but the projects are best and strongest when the agency is a good listener, and conveys the desire to listen, learn, and follow through at all levels.
28. The agency does what it needs to do in the way of concessions to get something done on the ground. The agency operates under the premise of "Something is better than nothing." We are in no way managing the forest in ways that will see significant



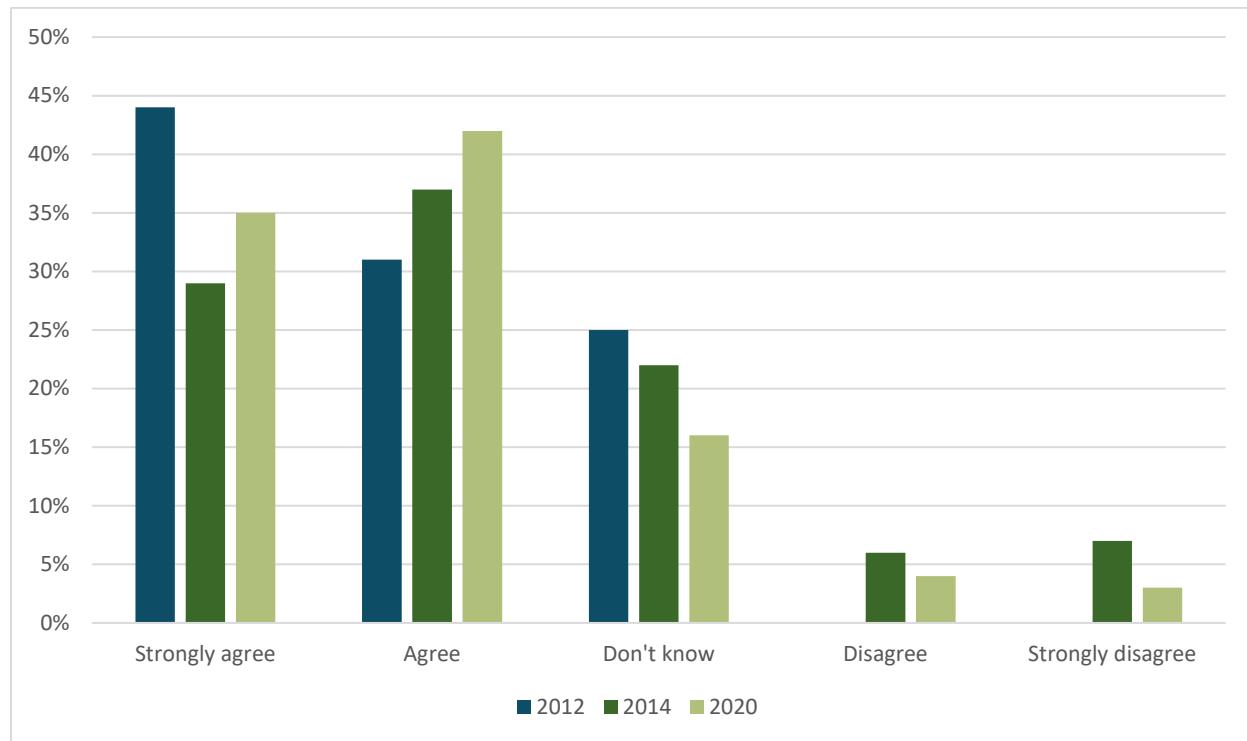
increases in health and resiliency and significant reductions in fuel loadings where fire can be safely re-introduced. If we were doing all of that under the collaborative, wouldn't there be a marked decrease in large landscape wildfires? California has been working with collaborative groups since 2000, but the severity and scale of wildfires continues to increase and industry and communities continue to decline. I would expect that the above trends would reverse if the decisions we made with the collaborative groups was making a difference.

29. Most of the group who was involved throughout the process was glad to be a part of the activity happening on the ground but perhaps didn't influence our decisions as much as they affirmed them.
30. Under the current MSO injunction our partners have helped the Forest Service find match making opportunities to keep the mill operating in the area. They have also helped drive funding decisions that keep work on the ground where this forest wouldn't get the opportunity without it.
31. During White Mountain Stewardship collaboration was excellent.
32. Collaboration keeps the USFS focused on what works and supports them with the social license to continue producing projects that are desired and needed to treat the landscape.
33. Absolutely sure of that. They have begun to ask the collaborative about other projects being planned which are not in the CFLRP, but they want the advice and support.
34. I marked this "don't know" because from a Forest Service perspective, if they avoid lawsuits it means the collaborative group's participation has improved their decision-making process.
35. From a resident in the WUI perspective the collaborative group's participation slows down the decision-making process and so the pace and scale of needed work.
36. This depends entirely on the decision maker's desire and how the staff is encouraged to accomplish their jobs. At times the interaction with collaborators to aid in the gathering and sorting of information adds to a groups work load. Some in the agency have a low threshold of work effort and don't work well with others if extra effort is required.
37. We bring in excellent scientists, and foster a cooperative environment for creative problem solving.
38. Due to the collaborative being a "Consensus" group one or two individual stakeholders can hold the rest of the group hostage and hinder efficiency and timeframes related to decision-making.
39. The FS must allow stakeholders to provide solutions to long standing challenges. The FS needs to ask for stakeholder help and listen more. Quit trying to provide all the solutions, let your stakeholders carry some of the load.
40. Questions are asked in a spirit of inquiry rather than criticism. Concerns are identified earlier and better described so FS can address better. Often different members of CFLR answer each other's questions or address concerns or the group decides to reach out to scientists, all of which smooth the way for FS decision-making. Also the CFLR has tolerance for limitations on FS decision-space as a result of learning about the Agency over the years.
41. Our forest really does listen and has made changes based on our feedback.



42. The participation daylights interests and brings issues to the table to inform the FS's decision makers. I don't think it has an effect on the process.
43. The collaborative gives partners from multiple backgrounds to have a say in process and with project details up-front. This is likely resulting in project consensus ahead of time rather than lawsuits after the project comes out.

### **QUESTION 7: THE COLLABORATIVE GROUP'S PARTICIPATION IMPROVES THE FOREST SERVICE'S PROJECT IMPLEMENTATION.**



**Do you have any comments you'd like to share related to this question? (2020 Survey comments below)**

1. Absolutely not. The Forest Service's faulty contractor selection process has hamstrung implementation from the get-go. No amount of stakeholder cheerleading can get past this hurdle.
2. While it appears the collaborative input does benefit the implementation phase, the Forest Service is still constrained by some arbitrary requirements or standards such as those in the Forest Plan or choice of government contracting approaches that prevent making the best management decisions or prevent taking actions that would more closely align with objectives of PL 111-11.
3. To a certain extent there is an applied pressure from CFLRP work to tie into ongoing work by USFS to maximize impacts environmentally and increase bang for the buck in their projects.



4. I can say that without their help with weed treatments, I don't know how that work would have gotten done. We were able to use contractors and to hire temporary employees to get acres treated. Due to a partnership, a seed warehouse was built because that showed the commitment of everyone involved to make it happen and to keep it going. We have 14 native plant species in production and those are being used on our forest as well as being purchased from other forests, agencies, and non-governmental entities.
5. Our collaborative group seems more interested in higher-level discussions and decisions than implementation-level prescription review.
6. We have the NEPA completed to allow for wood supply--in that regard, the collaborative has been successful in allowing for project implementation. However, we still have not accelerated the acres of mechanical harvest even with this in place. I see four things need to be in place to have successful mechanical harvest--1) wood supply, 2) regulatory alignment--as far as FS NEPA completion, the collaborative has helped immensely getting these two items completed. However, there is a second part to the regulatory issue where we have not had much collaborative movement--other regulatory items with zoning and permitting to assist with siting new mill infrastructure. The third item is economic incentives--there has been very little collaborative movement on this item. The fourth and final thing that is needed get to successful implementation that the stakeholders have had some movement on is workforce development---we are in process of creating a workforce training curriculum, but have not finished the deal there. As far as implementation outside of mechanical thinning--the stakeholders have helped with the social license and education for the increased burning we have done. The stakeholders have also helped with implementing comprehensive restoration projects as well as volunteer coordination.
7. Remains to be seen for Taneaum/Tapash.
8. More planning/strategic linkage with collaborative, less so w/implementation (although we have been improving implementation design a lot).
9. The USFS is still relatively independent when it comes to project implementation, and sometimes untimely in their communication in what they're doing. However their line officers have made an effort to include scientific recommendations from the monitoring group in their prescriptions.
10. Sometimes higher priority projects push back timing for project implementation.
11. A lot of the early field trips were critical to sharing perspectives about what stakeholders expected vs. what the Forest Service did. CFRI's monitoring data also helped shape Forest Service implementation.
12. Many conversations, documents, studies, and field trips involving stakeholders interacting with Forest Service managers have definitely changed FS managers' implementation of forest restoration treatments. We see this in both qualitative field assessments and CFRI's quantitative analysis.
13. Not yet in implementation but I'm ambivalent on this point. As above, I think the collaborative is necessary. But, I am worried about the good-faith aspect of collaboration and partnership "holding up", for lack of a better term, when the

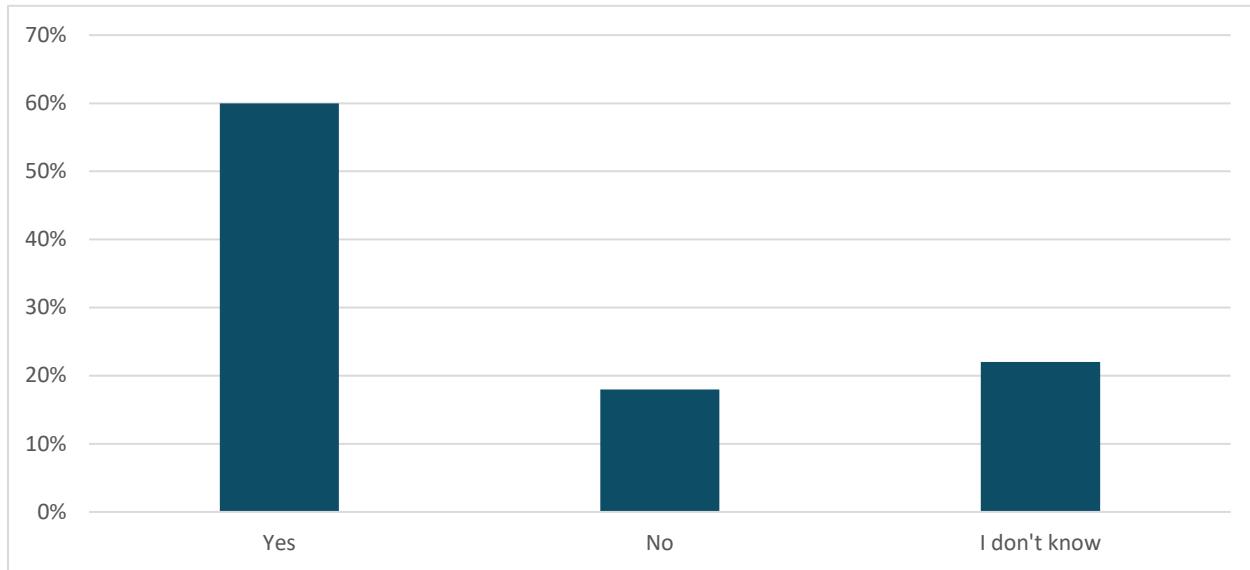


stakeholders of environmental groups start to see more radical change in implementation and perhaps finding it unsightly at times.

14. USFS rarely asks for partner input or coordination.
15. It's a good check on the social license that's allowed to get these projects to fruition without unnecessary litigation.
16. Part of the problem is that the collaborative group doesn't have "skin in the game" when it comes to implementation. The group should have some responsibility to assisting the Forest Service and the contractor in getting work done on the ground. More often than not, the collaborative group just complains about work not being done, but never is required or proposes any tangible ways to increase the implementation.
17. CFLRP is not a model that can scale up to meet the needs of the forest. In some ways, it overly complicates it, and is a major drain on the staff time of those employees that actually want to accomplish objectives in the woods.
18. It should, but again, FS bureaucrats start making excuses and fail to partner with groups that could help.
19. The adoption of an old and large tree retention strategy across the Cibola NF as an outcome of a collaborative convened meeting is one strong example of this on the ZM CFLR project.
20. Without the collaborative group the Forest Service could not have managed the plan.
21. The use of a consensus process within the collaborative reduces the number of participants that cannot live with the decisions in the process thus reducing the tendency to object or litigate to have their demands met.
22. But it is not as strong as it could be due to USFS staffing problems.
23. We're not as closely involved in implementation. But we are just beginning to be. It's in the implementation phase that miscommunications take place.
24. Stakeholder observations during and following monitoring are invaluable. Stakeholders strongly support monitoring and adaptive mgt.
25. We have some terrific participants that have really been able to help the forest get grants so the forest can do more with what they have.
26. Maybe it is a product of my position on this Unit... But, I see extremely little actual participation from our collaborative partners. As I said above, this has been a primarily USFS-driven project.



## QUESTION 8: HAS THE CFLRP DECREASED CONFLICT OVER LAND MANAGEMENT DECISIONS?



**Please expand upon your answer to this question here.**

1. It appears the CFLRP has helped land management on the one hand and then a lawsuit was filed for the spotted owl in Sept of 2019 and all forest restoration came to a halt in NM. Seems to me the litigant has no idea what the CFLRP is doing to protect the spotted owl and other habitats with forest restoration.
2. Diverse groups are given a forum to state their concerns and a chance for compromise.
3. While it would make sense that the collaboration would reduce conflict, groups that are still litigating are also the ones that were litigating prior to CFLR. Collaboration does appear to reduce conflict for those that are at the table.
4. The CFLRP has acted to allow stakeholders a stronger input into desired outcomes and given them a voice for areas outside and within the federal land management agencies to be managed in a coherent manner.
5. Those who will not participate remain as those who in past provided the conflict, and that continues.
6. By bringing people in the field to see the projects before and after treatment, as well as having those folks attend meetings, it has given everyone a chance to learn from each other and to resolve any conflicts.
7. We only have a sample size of N=1 NEPA decision (a large EIS).
8. Outside groups still are raising conflict points---the collaborative has invited these parties in, but they do not want to participate. If you said within our collaborative, we are more in alignment than we have been and have less conflict internal, but it's those who do not wish to participate that are providing conflict.
9. Remains to be seen.
10. The conflict has shifted from being between the public and the Forest, to being between the collaborative and Forest. The problem is that the Forest is solely focused



on guarding its power and concentrating on meeting logging targets volumes instead of restoration outcomes.

11. Where the collaborative has been involved has, but there is still conflict in areas where we have not been.
12. Support is strong among local residents for our efforts.
13. I have not followed every project, nor am I aware of the reference point for conflict over land management decisions. With the project I am most familiar with the larger CFLRP collaborative was not aware of it, and the project ran into serious conflict with local residents over implementation errors, and the stated purpose and need of the project.
14. The CFLRP has created a unique forum for diverse stakeholders to learn from each other and identify overlapping zones of agreement. The group has been able to reach consensus on far more topics than ever before. The group has continued to work together to craft, defend and implement restoration projects on a meaningful scale.
15. It may have created common ground amongst stakeholders, but USFS does what it wants regardless of stakeholder agreements.
16. Through science based learning that the collaborative groups help with.
17. There has been very little conflict until the Mexican Spotted Owl issue arose.
18. Would be helpful to have a 1-5 scale answer here. Yes and no are too black and white.
19. It probably has reduced conflict and in some places much more than others, but in the aggregate it has done so marginally.
20. Basic approaches and levels of treatment are consistently areas of disagreement.  
These groups tend to lean towards the environment too much missing opportunities to actively manage forests to make them more, not less, resilient.
21. The CFLRP allowed for better communication between stakeholders. However, not all stakeholders viewed this better communication as a positive outcome.
22. Just having a more open and transparent process to see what the Forest Service has done every year and what it's planning to do has been great. The monitoring also helps reduce a lot of uncertainty and CFRI is a good unbiased source of information.
23. One of our projects is highly conflictual and is a CFLRP project. This was due to a history of poor Forest Service-community communications and relationships dating back to 2000 or even before. CFLRP may have even made things worse because of the perceived differences in scientific perspectives. Places where CFLRP treatments were implemented didn't have much conflict to begin with, except for some technical disputes over size and distribution of groups vs. openings.
24. I mean, anything is better than where objections, appeals, and litigations were in the 90s.
25. In some locations, local public opposition still occurs and when it doesn't it is not clear partners had much impact on this.
26. The early history of the predecessor group really helped in this subject. Hopefully that is still going on.
27. Given the foundation of collaboration (and table of trust), we had lots of discussions but no real conflict.
28. I don't see many if any changes other than a platform for discussions.

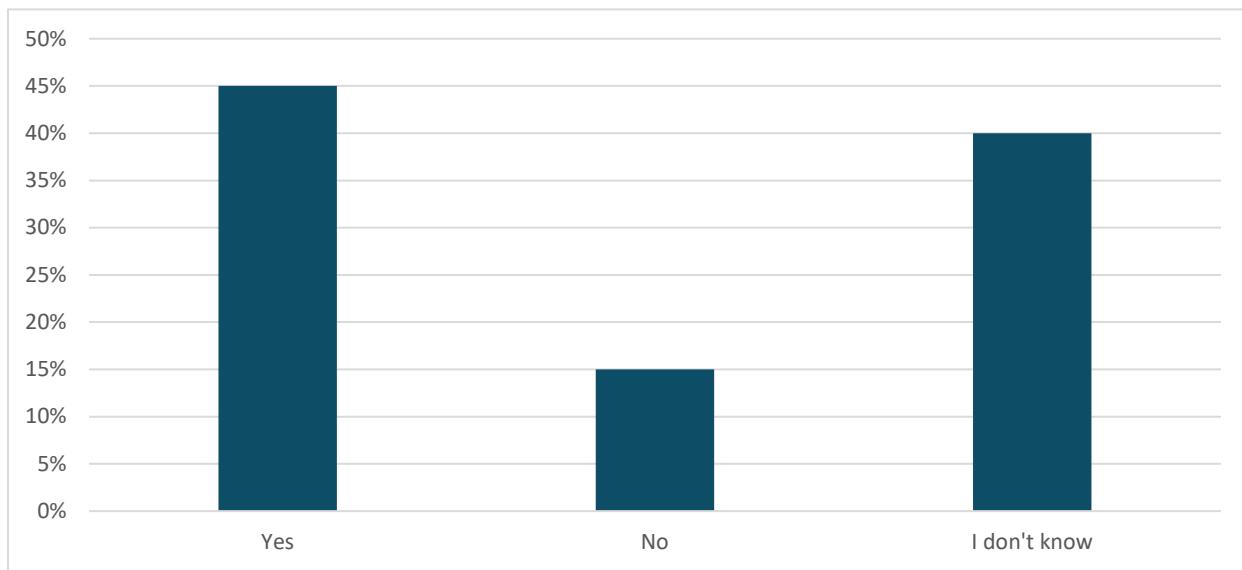


29. The collaborative has provided a place for groups and individuals from within our communities to come together and, sometimes, speak with a common voice. However, there are still a large number of vocal individuals from across the spectrum who don't take part in collaboration.
30. The vulnerability of the persistent old forest plans in R3 to the MSO lawsuit is having widespread ripple effects. The lawsuit started in 2013 and gave national forests ample time (5-6 years) to accelerate the timeline of their forest plan revision efforts. This didn't happen.
31. The collaborative group is being run by environmental groups that do not want to see logging for profit on public lands. They have stated that they will allow this one entry and then we will have to manage the forest by fire only. They stated that they will work to repeal NFMA and prevent us from logging in the future. We have been issued an NOI over our Forest Plan as have all the forest in the Region. This is contrary to what we hoped would happen under the CFLR Act.
32. It helps to have all the concerned parties at the table.
33. Prior to the Grandfather Project, there had been a series of controversial vegetation management proposals on the Grandfather District and many had been formally appealed. Since the initiation of the Grandfather Project, there has been overwhelming support for land management on the Grandfather District.
34. Issues still exist between stakeholders but regular meetings provide the opportunity to find consensus.
35. There are still people who are naysayers about the projects; but I believe that more people are becoming informed of our efforts and are welcoming the new restoration projects.
36. Within the participants of our CFLRP there is just as much disagreement on USFS projects as when the collaborative was conceived.
37. It is hard to judge because the CFLRP area is in the part of the Payette NF that historically was not litigated a great deal. Kinds of management performed in specific area are usually predictable for litigation. Our CFLRP area has avoided many of those areas. The area was chosen to assure things could be accomplished.
38. Perhaps, on CFLRP projects but generally there are still conflicts that need to be resolved.
39. I believe that some conflict-prone participants would not be engaged if not for the collaborative.
40. There are still dissatisfied people on both extremes. But there is a solid core of bipartisan agreement that directs actual decision making and action.
41. The last two projects intended to increase pace and scale were met with resistance. The latest attempt at large landscape scale met resistance before it even had a chance to get to the planning stage.
42. Folks are still passionate, however we have created an environment where our stakeholders can provide solutions.
43. In many ways, but see earlier comment about two groups who have chosen not to participate. NEPA process is smoother and less time-consuming because we have fewer opposing groups.



44. Before the collaboration there was a lot of conflict over the forest plan for the area. If that conflict was managed thru litigation we would not be where we are today.
45. We never had conflict over land management issues and we don't have them now.
46. I tried to answer yes and no. In our project there is less conflict. In other places there is still some.
47. None or very low prior.
48. By including diverse stakeholders we get better consensus and less conflict.
49. The CFLRP brought more interests to "the table".
50. Yes, in some cases. Again local implementers make decisions that increase this conflict and there isn't much oversight from the Region or Washington.

### **QUESTION 9: HAS THE CFLRP DECREASED LITIGATION?**



**Please expand upon your answer above.**

1. So far, yes.
2. There has been litigation, but, no losses.
3. Groups that are still litigating were also litigating prior to CFLR.
4. All the collaborators agree to not litigate projects that are deemed to meet the coalition's recommendations. Litigation still occurs from parties who refuse to collaborate.
5. Unsure if litigation occurred before CFLRP began, but general conflict has been reduced due to CFLRP.
6. While at this point it hasn't decreased it, it has made the outcome more favorable to moving projects forward.
7. Our 1 CFLR decision was not litigated, but litigation is actually quite rare (see EADM NEPA litigation statistics).
8. We have not had a lot of litigation in the past, but outside parties are still using litigation as a tool--case in point-- suing over Mexican spotted owl issues on the Tonto NF and an NOI for the remaining 4FRI forests over the same issue.



9. It could if CFLRP was embraced by the Forest, but the Forest seems to consider CFLRP and collaboration as an impediment and are actively working against CFLRP goals. I expect litigation over one project, because the Forest Service is ignoring its responsibilities under CFLRP to work together in collaboration on restoration projects, applying modern scientifically-based approaches. I believe the Forest's bullying and intransigence will cause members of the community to seek remedy through the courts.
10. Don't think there's been any litigation so far but don't know for sure.
11. EIS was signed with one objection negotiated away.
12. Simple don't have that data.
13. While CFLR hasn't prevented all litigation by all parties, the program has helped prevent objections and challenges from more moderate organizations. The CFLR creates a forum for multiple stakeholders to share their concerns and come up with solutions that can be incorporated into the group's recommendations to the Forest Service.
14. So far. There are some groups I feel would like to litigate but so far have not because of the broad/diverse interests represented in the collaborative groups if they support a project being considered for litigation.
15. I believe most reasonable environmentalists have learned, through the CFLRP, that forest thinning is important and very helpful for our forests, watersheds and environment.
16. Scale again useful.
17. Hard to tell at this point, but generally litigation in the area is anticipated to increase in the current decade not decrease.
18. Some stakeholders continued to file law suits due to ideological differences with active management.
19. The Forest Service's commitment to open and transparent collaboration, and to science-based monitoring has definitely lowered the chances of litigation. Not only for the Uncompahgre CFLRP but other forest landscape projects on the GMUG, the Spruce Beetle Epidemic-Aspen Decline Management Response (SBEADMR) project in particular. The history of, and commitment to, collaboration and monitoring were important factors the potential litigants not to sue.
20. There was hardly any litigation prior to CFLRP, so the baseline was already sparse of litigation.
21. I think it takes the edge off of litigation in one resource area (timber and silviculture), but only there. That is rather substantial, but does not speak to other parts of the USFS mission area. Rangelands, grazing, restoration in non-timber producing areas have not been impacted (in my limited experience).
22. The serial litigants who are the primary source of litigation have not engaged in collaboration.
23. In some locations, local public opposition still occurs and when it doesn't it is not clear of partners had much impact on this. I am not aware of litigation issues, but if they are occurring it is not acknowledged by USFS.
24. I've been away from it too long.
25. Yes, 0 litigation.

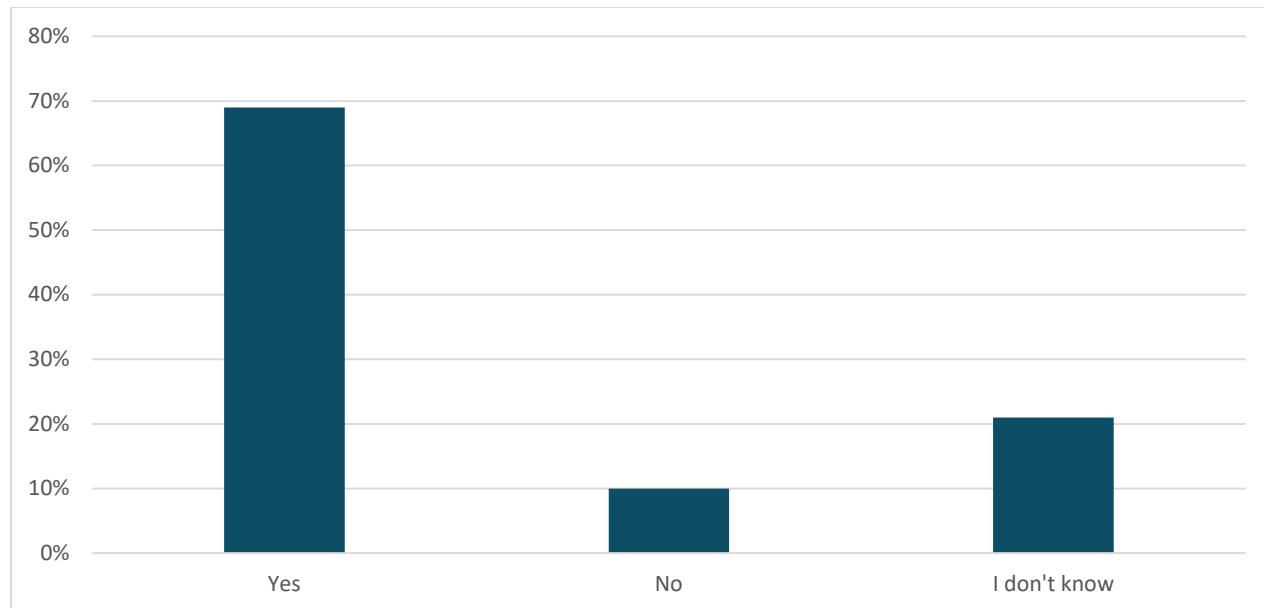


26. Larger projects continue to be litigated and litigants do not take part in the collaborative process.
27. See the current MSO injunction in R3.
28. But only to the CFLRP issues. The Spotted Owl litigation is affecting the CFLRP work.
29. We have been issued a NOI concerning our forest plan they will mostly try to enjoin all projects off this plan.
30. I'm not involved in those complications.
31. We have a very low level litigation environment so there is no pre- or post- litigation issues to compare.
32. See the answer above. Administrative appeals and objections are not technically litigation. However, prior to the Grandfather Project they were common-place. Since the Grandfather Project no locally based group has filed an appeal or objection of a project on the Grandfather District. That can be directly linked to collaboratively established goals and collaborative decision making.
33. We have one project that has been completed with no litigation. We have another which has accomplished a lot, but had to be stopped due to litigation. We have another project that has begun without any litigation and two more which are in the works. I have only been involved in the coalition since 2012, so I am not sure what happened in the forest before then.
34. The outside groups seem to have backed off on projects in which the collaborative is involved.
35. The expanded size of the CFLRP projects for our collaborative, and the Forest area that it covers had most of the on-going management activity covered and they had been accomplished historically. For that reason various treatments, including roads building were understood to be recurring. Historically litigation, etc. only centered around specific areas of expanded activity. Few of these areas have proposals currently but the one area of interest to some groups is being currently re-litigated because the landscape unit includes their area of special interest. For that reason it is hard to evaluate.
36. Still have law suits on one project.
37. It certainly hasn't dissuaded some environmental groups from filing nuisance suits.
38. While no lawsuits have been filed within the Cornerstone Project Area, there is very little litigation to begin with on USFS logging projects in the Sierra Nevada, except perhaps for lawsuits on large post-fire salvage projects. In other words, I don't think there would have been any litigation if the collaborative did not exist and there hasn't been any over the past 10 years.
39. We haven't been sued in over a decade.
40. There hasn't been any controversial projects proposed.
41. We were getting appealed on every project, but not sued.
42. We were one of the "most litigated" Forests in the last 1.5 decades before the collaborative formed. Very few lawsuits, or no lawsuits relative to the resources addressed by collaborative since collaborative formed.
43. As an outside observer I believe this to be true. I know there is still some that holds up progress but nothing like what I expected before the collaboration.
44. We never had litigation problems before and we don't have them now.



45. None or very low prior  
 46. Probably  
 47. I think it gave litigants pause before filing & likely reduced the number of suits filed.

**QUESTION 10: HAS CFLRP LEGITIMIZED COLLABORATION AS A WAY OF DOING BUSINESS?**



**Please expand upon your answer to this question here.**

1. I wish it had, but a former USFS collaboration lead on our collaborative suggested collaboration was just a checkbox. This was disheartening and reduces our trust in the agency.
2. Support from PFC has been instrumental in winning litigated cases.
3. Informed decision making should always have been inclusive of diverse interests. A benefit of CFLRP is that it has required the Forest Service to engage with stakeholders beyond that which might have otherwise happened through the NEPA or other public outreach processes. Not all parties and interests have been embraced through this collaborative process (at least yet), such as the interests of the livestock industry.
4. It seems to have become routine to work with collaboratives to get through many of the vetting processes needed for public lands and improve outcomes where private and Tribal lands abut.
5. Several other collaborative groups formed along the Colorado Front Range during the CFLRP timeline. These place-based collaboratives have become highly successful at multi-agency project design and implementation, particularly on non-federal lands.
6. Though I think the Line Officer direction also helps legitimize it internally.
7. We get better decision and social support with collaboration, in spite of those who chose not to collaborate. Case in point is the objection resolution process for the 1st 4FRI EIS, the RF utilized the stakeholder group to respond to objectors, which tempered the objectors.



8. Maybe in other places, but not on this Forest. The Forest seems to treat the collaborative like another member of the public that gets to review it's nearly completed project proposals and to comment through traditional NEPA comment periods. That's regression from the promise of innovative collaboration.
9. Only way to go from now on.
10. Collaboration takes place outside CFLRP as well.
11. Now there is a framework to discuss projects at the table with the USFS.
12. Without it, our company would NEVER have entered into forest restoration.
13. The CFLRP is a vehicle but most groups were meeting prior to CFLRP establishment. Knowledge of the CFLRs is not as widespread as we had hoped it would be.
14. Too early to tell. I feel like it might, but the areas of disagreement are so large and broad, I am not hopeful that the collaboration process can do all we wanted.
15. CFLRP has created a system of collaboration. That is through development of by-laws and sub-committees collaboration has become a formal way of engaging stakeholders.
16. A lot of collaboration had already occurred on the GMUG, but the CFLRP opened things up even more, with stakeholders able to see planned projects, budgets allocated to the projects, and more active involvement in monitoring and adaptive management than before CFLRP.
17. Struggles over what collaboration means and looks like continue to occur, but are important and healthy to ensuring that Forest Service line officers in particular normalize collaboration. I wouldn't say it's been totally legitimated, because each new line officer imposes their own perspectives and constraints on what they think is or isn't collaboration.
18. Partially - the results remain to be seen in the implementation phase. Part one of the CFLRP has done massive work but still stalls on implementation. Part two needs to not fail in that regard lest the whole thing be more of a failure.
19. Yes, but it is a learning process and more efforts and improvements are needed.
20. Partnerships have been occurring before CFLRP, and are occurring parallel or independently from CFLRP.
21. I'm sure it does.
22. Though this area had a good track record for collaboration before the CFLRP began, so the legitimacy of doing business was established.
23. Yes, our concerns are listened and responded to by USFS personnel. We carry some weight in our voice.
24. However, there is a long way to go to change the culture of a large federal bureaucracy especially at the more local Supervisors Office level.
25. CFLRP definitely set the stage in NM. I'm not sure if CFLR legitimized collaboration. Line officers can and sometimes still do undermine collaboration, but it is happening less and less.
26. The plan of the environmental groups is to prevent the Forest Service from logging. The environmentalists have stated on more than one occasion that they would rather see the forest burn than allow the Forest Service to log. They are also looking to repeal NFMA and all associated laws.
27. I feel the more the public is involved and engaged it is a definite positive to keep them up to speed on what we are up to. With the knowledge we share on why we are



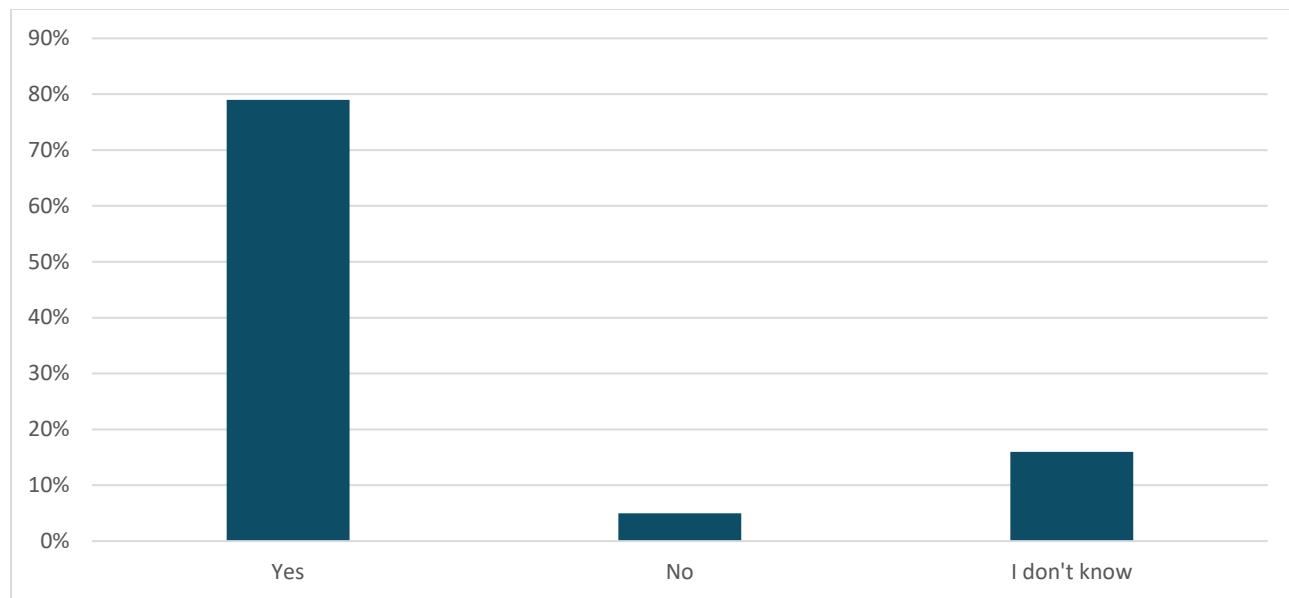
implementing different things they can then share that knowledge and be ambassadors.

28. I'm am just starting to cut my teeth working in the collaborative and not on the ground.
29. Our CFLRP process has become the standard across the forest and helped other large scale veg mgmt. projects succeed.
30. My few meeting experiences were filled with petty disagreements and obviously contentious partner viewings. The group atmosphere was improved with the addition of the monitors.
31. It obviously seems so to the Forest Service as they want us to remain as an advisory board, even if there is no CFLRP. Personally, working with the Forest Service has helped me see that they are my friends and neighbors who are interested in keeping the forest for future generations. The publicity aspect is of utmost importance to being able to accomplish goals. When the Forest Service can publish a public announcement that indicates so many stakeholders are in agreement, it gives the impetus to go ahead.
32. I marked no because I am looking beyond National Forest boundaries. If the collaborative was involved in the construction and maintenance of critical fuel breaks to protect communities from catastrophic wildfire, the pace and scale of that work would be unacceptable give the imminent risk to lives and properties. Moreover, if the collaborative was involved in forest management on industrial and nonindustrial forestland, fiber supply would be significantly reduced leading to increased economic hardship in local communities.
33. Many great strides have improved the process, and courts are beginning to listen. However, we need support for a long way to go, for the continued need for national forest management.
34. Proponents for activities, especially that have ties to the local area and find that NEPA is required, general ask if the collaborative can be involved because they can usually achieve results they can accept.
35. Recently, the state fish and game dept. was kicked out of the CFLRP as a voting member while the state lands dept, and ag dept. stayed on as voting member. This was done by behind the scenes phone calls. It also means that extractive industries are tipping the scales in their favor to hamper wildlife interests and enhance their own.
36. Involvement in the collaborative has changed the way some USFS individuals engage the public and plan projects, for the better. However, there are several non-agency members of the collaborative that do not value collaboration and simply attend meetings to ensure that the collaborative process is as difficult as possible.
37. Expanded funding, specifically earmarked to implement collaboratively agreed upon decisions, gives all stakeholders a motivation to be at the table.
38. Personal opinion. Again, the naysayers still in the community do not accept the basic premises of CFLR--basically that disagreement should be handled professionally, scientifically, using best practices of conflict resolution. Instead they appear to prefer not to be at the table, to continue to take potshots, and run to legislative representatives.



39. I think Dinkey has a terrific collaboration between Forest Service, organizations and land owners so if others can achieve this there would be healthier forests with less conflict. It can be a slow process but it works.
40. Amazing collaboration done in area since the 80's thru the GOAL organization.
41. Yes, this is helpful for stakeholders throughout the area, not just for FS lands.
42. It was a unique way for a collaborative to be involved.
43. It has for some, but again local implementers are learning this as they weren't involved or brought along during the planning process.

#### **QUESTION 11: ONCE CFLRP ENDS, DO YOU EXPECT TO CONTINUE TO COLLABORATE ON LAND MANAGEMENT ISSUES?**



#### **Why or why not?**

1. In the absence of our involvement, forest restoration will unravel and the USFS will fall into its old habits of clear cutting and old growth liquidation.
2. Even with the CFLRP, the timber industry is struggling trying to survive with the small diameter trees being harvested from the restoration.
3. I think that we will continue to collaborate, but there will be significantly less work that will be able to be accomplished with less funding (we already allocate 100% of funding relatively quickly) and I worry about stakeholder engagement when there is less work to discuss. I feel as though some participants may become disheartened and feel as though we're no longer making a landscape scale impact if we decrease the scale of current work.
4. The need for collaboration does not go away.
5. Proper land management must consider all resources and interests on a landscape. Inclusive participation by all users and interested parties will result in better decisions.
6. Because all the collaborators have a vested interest in seeing the forest and watershed restoration work continue.



7. We have the will to continue because of the positive outcomes. That said, continued funding to keep new projects in the process is essential to bring a strong future into place for landscape level restoration work. A collaborative alone cannot get all the work needed to be done accomplished. More landscape scale work must follow and is the justification for the collaboratives survival. The history of citizen action groups to impact processes and on the ground work has shown that without further projects they flounder.
8. Because it's working! We put all that effort into getting a collaborative group together and it seems a shame if it's all for naught.
9. Collaboration is our present and future, though it is definitely slower than a top-down approach. It produces a better product with greater support in the community. Our collaborators and partners now expect it as the model.
10. Social license also, we are working to move towards more shared stewardship where partners contribute to the restoration work and have more ownership on the implementation side of our project.
11. Collaborative stewardship needs to continue.
12. The connections between collaborative stakeholders is valuable for building social cohesion, working through challenges, and learning how to listen and work with folks that may have a different view. All that value seems to means little to the Forest, but tons to the community.
13. The collaborative is in place and not going anywhere, and still sh--loads to be done.
14. There is more work to be done, we will continue to operate with input from the collaborative.
15. It's too important to stop. Without it there is much more frustration with lack of communication, and joint planning. Collaboration keeps everyone in loop with what happening, provides a space to discuss broader issues & concerns ahead of time, provides opportunities to utilize the same project for different reasons (example: treatment & research/monitoring), and now, most importantly is an opportunity to plan for prescribed fire, and managed wildfire across boundaries.
16. Collaboration is an important tool for resolving issues but it is a big commitment of resources as you need funds for an independent facilitator and a longer duration of time to reach a durable solution. Without continued CFLR support, it may be difficult for a sufficient number of stakeholders to engage and make the process worthwhile.
17. In an era of limited capacity and scarcity of resources, collaborations/partnerships organized around shared values and shared objectives makes a lot of natural sense to me.
18. I certainly hope so. I believe the CFLRP should be an ongoing process. However, we NEED 20 year Stewardship Agreements so there is enough time involved that it makes sense for a private company like ours (a manufacturer) to invest in the very expensive equipment required to improve our recovery, income, profit etc.
19. Because it's appears to be the only path to managing natural resources in a scientific manner. Currently, most all forest management on public lands is driven by non-science emotions that see the forest as a static entity when in fact it is highly dynamic. We have lost our sense of responsibility when it comes to active management of public forests.



20. Collaboration will certainly continue after the CFLRP ends. There is genuine commitment from a wide range of stakeholders.
21. Collaboration is simply a way of business for the GMUG. The challenge is on the community side, with really key community organizations going through transition or terminating altogether, like the Public Lands Partnership. Having a local organization serving as a collaboration hub and catalyst has been super critical to the CFLRP success.
22. Still a lot of progress to be made with regards to expanding the use of managed fire within the CFLRP footprint, both prescribed fire and managed wildland fire. This requires continued collaboration.
23. Without incentive and capacity, how would it be expected to continue? Collaboration is an effective tool, but it is not a panacea that removes the need for staffing and capacity to actually get the work done. As a tool, it seems to me to be most effective in the planning, objection, and litigation side, but to have little to speak to implementation. Implementation is either internal to the agency due to reasons of safety (fire) or expertise (fire and timber contracting). Besides that, collaboration on the planning side still needs to incorporate parties representing the interests of the USFS, not just synthesizing the interests of environmental and extractive groups.
24. Depends on USFS engagement, and their continued funding to accomplish work.
25. I know it just works better. Why quit something that works.
26. The personal relationships created during the CFLRP, and the great landscape, combine to make me want to continue.
27. There is no formal mechanism such as CFLRP mandating this level of collaboration. I hope that this level of collaboration continues after CFLRP, but expect collaboration to decrease and only be driven by individual relationships.
28. Funding will continue to be problematic.
29. Collaboration has proven to be a good management tool for the Forest Service to get ahead of social and political issues that have hindered forest management in the past. Keeping collaborative groups involved will continue the success of restoration work being available for implementation.
30. The relationships that have been built are too important to stop and there is much work still to be accomplished.
31. I have stated concerns, and know with open minded and willing to do the right thing people, we can get better and continue with collaborative effort on all management issues.
32. The environmental groups will not approve of any farther logging and they will sue us for any project that has the mechanical removal of trees.
33. Having seen the value of the collaborative I will involve the public as often as we can when we come to project implementation.
34. I think we will have issues funding any work on the ground after the collaborative. Especially if our partners lose interest due to litigation.
35. Its what I've done for over 30 years and I don't plan to stop doing it anytime soon.
36. That is the most efficient way to get the necessary work done.
37. I have become very interested, personally, in what happens to our forests and will be happy to lend any help or advice I am able to supply.



38. Because the Forest Service believes in collaborative groups.
39. Do not end CFLRP!
40. Through our process of consensus development users have a greater level of understanding about the effects and effectiveness of management actions on a host of things, especially wildfire. Smoke management will continue to be a problem area in treatments aimed at restoration forestry. Dealing with land allocation type decisions in Forest Plan revisions will be very ripe for collaborative involvement. It is a committee activity currently in our collaborative.
41. I live in Idaho for public land.
42. The folks are really invested in working with use.
43. We would be fools not to! However; stakeholder fatigue could be a real issue.
44. Not in my decision-space. I hope it does --as a forum in which to discuss issues, especially controversial ones. Not sure if County-coordination committees will have same result.
45. We have had great success working together and expanding our footprint to more of the forest can only help the forest overall.
46. Because that is the direction the agency is going, and local Management will have to abide by national Management's wishes.
47. More collaborative planning on the front end reduces friction on the back end. We get better projects
48. Yes, we are partners.
49. The work is not finished and the group wants to maintain the work it began.

#### **QUESTION 12: WHAT ARE THE MOST SIGNIFICANT BENEFITS THAT CAME FROM COLLABORATION ON YOUR PROJECT?**

1. Bringing people with different perspectives together in a safe environment to talk and compromise rather than fight.
2. Increased the timber for the mills.
3. Building relationships with other stakeholders.
4. Partnerships.
5. Having a wide array of collaborators to support forest restoration.
6. Decreased litigation, increased public support of restoration (particularly prescribed fire).
7. A greater understanding of USFS process and positive relationship development within the collaboration.
8. Some resumption of active management of our federal lands. Thirty plus years of passive land management had led to unacceptable forest health.
9. The relationships build between Forest stakeholders with diverse interests that will endure into the future and help support the Forest Service's mission. This goes well beyond traditional public involvement as practiced for 30+ years after NEPA was passed.
10. 12 miles of road/trail remediation that improves water quality and addresses critical engineering infrastructure needs. Project involves and benefits the angling community, mountain bikers, hikers and backcountry hunters. Another project -



replacement of stream crossing that was management nightmare for FS requiring dredging and debris removal annually with a bridge that allows full aquatic organism passage. Old ford during floods was inaccessible trapping campers in the FS campground. This project removed that safety hazard. Project also increase trout habitat connectivity by 1500 feet.

11. Very strongly improved work between groups which had been at loggerheads for decades and new work and collaboration being started to achieve mutual benefit.
12. Collaboration reduced conflict on several projects. With the correct partners in the Roundtable, discussion around the need for and desired conditions of forest restoration advanced several contested projects.
13. Those are yet to follow.
14. Large landscape size projects
15. Monitoring data to help us improve treatments; partnerships to help with funding on related and other projects.
16. Landscape scale NEPA being completed and work towards a second large EIS; having our stakeholders be our political action committee and keep us relevant with political and agency folks alike.
17. Clarification of roles and pathways to coordinate.
18. The timber industry, conservation and other NEWFC stakeholders have a great partnership, communication, and coordination.
19. Timely output of projects to the market after the initial collaboration set up.
20. Learning other's perspectives.
21. Collaborative energy across the Forest not just in the CFLR area.
22. Communication, and lots and lots of good science.
23. Broader scale legitimacy of our actions.
24. Injection of new/better ideas.
25. I have worked on multiple projects when working with different organizations.  
Collaborative decision making is the major benefit I see.
26. Collaboration. Consensus from the parties involved to effectuate unity and direction.
27. Accepting different perspectives as worthy of consideration without dismissal right off the bat; an understanding of the problems communication up front can prevent later on; third party monitoring of treatment results; shared learning; and accountability for the USFS to other agencies & organizations.
28. Restored fisheries, economic stability, improved recreation infrastructure, reduced hazardous fuels and improved relationships with the Forest Service and other stakeholders.
29. Stakeholders have achieved consensus on a number of contentious issues.
30. Engaging young adults and teenagers in stewardship initiatives. There is always some decent percentage of participants whom jump to agency positions after their terms with us.
31. Several Zones of Agreement, excitement from both our employees and our partners about the increased pace and scale of our projects.
32. Collaboration and finding out what other agencies are doing.
33. Assurance of at least some sort of future. Help with understanding the benefits of the project, help with monitoring.



34. Participation from diverse stakeholder interests and informed consensus driven decision making.
35. Forest Service engagement and a budget to do something.
36. Get to know others and their unique perspectives.
37. Better communication and understanding of project objectives and outcomes.
38. Support for treatment in other projects areas across the forest.
39. Networking. Guest lecturers from academia and industry.
40. Breaking down silos; meaningful on-the-ground implementation of treatments at landscape scale that ultimately are making a huge difference in the resilience and health of our forest ecosystems.
41. Young people got involved with restoration projects in their own community.
42. Learning -- everyone involved got to learn about historic forest ecology and how restoration fits into this history.
43. Developing and broadly disseminating the scientific foundations of forest landscape restoration in the Front Range ponderosa pine forests. The influence of these foundations extend beyond national forests to non-federal. ALSO: the maturing collaborative practice of monitoring and adaptive management is a significant outcome and benefit. We learned how to collaborate around monitoring and, to an extent, adaptive management. Way more than if we didn't have CFLRP.
44. Scale. 4FRI is not the only way we plan or do business, but the scale of work would be much more piecemeal otherwise.
45. The influx of funding allowed for much more restoration and other work to be completed. Monitoring that was support with CFLRP funds was a significant success.
46. Larger scale treatments, and work done where there is no timber value to pay for the treatments.
47. Better designed projects, more got done, legal challenges were reduced.
48. Learning by everyone.
49. Extensive restoration treatments across the landscape.
50. When a substantial fire started on the edge of the Plateau, the Forest Service had the trust to let the fire do some important work on the landscape (rather than the classical ""must put it out!"" approach that seems more common on landscapes with less of a collaborative foundation).
51. The acceptable social license to operate to actually treat the landscape.
52. On the ground treatments that otherwise would not have been accomplished.
53. Large scale habitat projects.
54. Wood products & service work for local businesses
55. Better plans and projects due to input from many stakeholders. Increased trust among participants/agencies. Leveraged funds. Less litigation.
56. Keeping everyone on the same page and in agreement with the work that is being done on the ground while reducing or eliminating litigation.
57. New partnerships, consensus on restoration treatments, and greater leveraging of funds.
58. Relationships across members and with USFS personnel. The respect and personal relationships allow for open discussion.
59. A few more acres treated.



60. Trust in the USFS, increased capacity and ability to leverage funds, increase in opportunities for local community members to shape forest ecosystems.
61. Better forest health with ecosystems that can support the forest health and at the same time, be an economic benefit to many co-uses of the land and other resources.
62. Social consensus around treatments, knowledge sharing, and better outcomes on the landscape.
63. Meaningful ecosystem benefits and monitoring efforts.
64. We got a few projects through and treatments done on the ground.
65. We are getting great data from our monitoring efforts associated with our implementation. Involving the community including high school interns has also been very valuable.
66. Continued and steady restoration.
67. Addressed contentious issues before final decisions were made.
68. 5 year planning at a minimum by the Forest Service.
69. Robust support of implementing large veg mgmt. projects. Funding for a strong 3rd party monitoring program.
70. Much restoration has been and is being accomplished. There has been a significant increase in local jobs and benefit to the economy.
71. Developing trust between parties with divergent views about managing natural resources.
72. Stronger local economies and increased employment. Projects that improve ecological resilience at meaningful scales. Increased rate of implementation. Diverse interest groups now leverage their strengths rather than battling each other.
73. Sharing a vision of outcomes for forest health and forest management activities across partners with different interest.
74. Work done in the field not by FS. Helped the FS because of limited field hands.
75. The ecosystems on the Grandfather District are more vibrant and resilient than they were prior to the project and the Forest Service has better relationships with State Agencies, NGOs and local communities.
76. Working with engaged stakeholders will continue. Relationships and connections will last far beyond CFLRP funding.
77. Long term monitoring, adaptive management as a result of monitoring and more service work being completed on the ground outside of removal of products although, product removal on the Malheur National Forest is a significant form of forest restoration.
78. Being able to achieve more projects with less effort and money from in agency.
79. The forest has become more "wildfire resistant"; thinning of the trees has led to many new jobs, locally, in the logging industry; the different recreational interests have been able to preserve trails and roads important to the surrounding communities; vegetation management is restoring the forest to health for all the wildlife, including making the streams more accessible to important fish species; and a dialog between the Forest Service and the livestock industry has begun.
80. Information sharing, forum to learn new things.
81. Monitoring and restoration goals that show the actual need rather than some theory that goes to court.



82. Information exchanged between the collaborators and the development of trust about what, where and why projects are being undertaken. Many received the legal rationale for the first time.
83. Closed and obliterated roads.
84. Building trust and partnerships to allow for more projects on the landscape.
85. Knowledge.
86. Trust to discuss issues frankly and openly.
87. More on the ground restoration.
88. Information sharing, relationship building, and increasing scientific foundation of the agency.
89. Better outcomes for stakeholders in all sectors of the triple bottom line: Ecological, Economic, Social.
90. Leveraging of funds, partners, and efforts to get more work done.
91. Education, sharing of knowledge
92. Largely, we were able to gain agreement on how to move forward with long standing conflict and allow our partners some ownership and decision space along the way.
93. (1) Use of science, mostly conducted by staff at public universities, often attended by a wide range of collaborators. (2) Operational Rules that must be signed by each official Collaborative member and which the Ops Committee and the Executive Director strictly, but respectfully, enforce and hold members/participants accountable to. I have taken the rule set to other groups.
94. Frustration.
95. The forest today is far healthier and will be resilient in spite of the drought. People have really figured out how to work together towards a common goal.
96. Shared learning.
97. None yet.
98. Accelerated restoration and relationship repair and rebuilding.
99. Work actually accomplished on the ground
100. Tens of thousands of additional acres of on-the-ground restorative treatments (thinning, burning, understory management, etc.).
101. Trust built and relationships strengthened.
102. Better understanding on how various agencies work and get over hurdles.
103. People agreed that conditions were as envisioned.
104. Better public input, reduce litigation, diverse ideas (not all workable).
105. There are multiple projects but the most significant item is the collaboration and assistance of partners.
106. Good ideas for project development & support.
107. Large amount of approved NEPA acres. Being able to implement and test bringing the collaborative process to implementation.

**QUESTION 13: WHAT DO YOU THINK WERE THE MOST SIGNIFICANT BARRIERS TO EFFECTIVE COLLABORATION?**

1. People's busy schedules. The USFS and BLM were very supportive and helpful throughout the process.



2. Environmental groups that do not participate in the collaborative process.
3. Lack of trust in the USFS.
4. Fire managers for the USFS are not scientists, they are suppressionist.
5. None.
6. USFS policy, divisive rhetoric, lack of identifying any outside funding sources, lack of resources dedicated to communications (outreach & community engagement).
7. There are those who will not compromise....
8. Land management policies rules and regulations and direction (and management and staff interpretations) from Federal Agencies were and continue to be barriers.
9. Getting the agency to embrace collaboration as a fundamental change in the way it engages the public. Not so much on our coalition (the Payette NF leadership quickly recognized the potential) but I have observed different levels of acceptance on other national forests within Idaho.
10. Meetings take time. Because of number of partners with various viewpoints, that time increases exponentially. Sometimes it feels like analysis paralysis but ultimately this time is well spent in creating outcomes that satisfy multiple objectives simultaneously. Perhaps this is 'good practice' for some people (myself included) who need to work on patience anyway?
11. Unenlightened self-interests by members being focused in their own goals without learning how they interlaced with others goals and needs.
12. The time required to reach collaborative solutions is a barrier, but has proven worth the investment.
13. Time and the energy it takes to continue.
14. I wasn't here at the beginning of this process so I can't answer this question.
15. Many new employees of the forest service who want to act without collaboration. They haven't figured out its important role in reducing appeals.
16. TIME and COMMUNICATION. It takes longer and the discussions can be painful. Working with a good facilitator is important.
17. Forest Service organizational structure and some individuals' unwillingness to share decision space.
18. Different agency mandates, public not clear on differences, and understanding of multiple-use mandate.
19. The Forest's unwillingness to work together with the collaborative, follow scientific approaches, and incorporate constructive input.
20. The commitment by partners to 10 years or more of involvement is hefty.
21. Laws
22. Forest Planning process and decision.
23. Money to get sh-- done.
24. Time limitations.
25. Navigating different perspectives, but that is both a barrier and benefit.
26. Misunderstanding. The CFLRP helped everyone approach their issues in a manner that was easy to address and discuss that would encourage solutions.
27. USFS habit of working independently (not realizing when they needed to communicate with the collaborative); lack of timely communication; the NEPA process - the way everyone is shut out once it starts apart from the USFS, also the shelf NEPA that were



already written ahead of time, and could not be changed; USFS timelines (for example in needing to review and provide comments in an extremely short amount of time); USFS annual budgets that may have unexpected consequences (for example monitoring was done in x location, but now that area isn't going to be treated); FACA rules.

28. Funding for independent facilitators.
29. Not sure.
30. Lack of financial resources to make everyone feel like they'll come out whole/ahead.
31. Challenges getting our Forest Plan Revision completed.
32. Conflicting organizational priorities.
33. Communication. Although it has been pretty smooth.
34. Inadequate resources to support non Forest Service participants
35. Assuring good representation and slow movement on the part of the Forest Service.
36. Trust.
37. A desire on the part of some stakeholders on a very high resolution of project planning data.
38. Available suitable timber base with access that hasn't been treated in the last 20 years. Exploring remote areas that need treatment becomes a more sensitive topic in collaborative efforts.
39. The constant threat that the environmentalists pose to the USFS.
40. Standard way of doing business within each entity, jurisdiction, etc. made it easy to keep doing things the way they've always been done. However, when you're "forced" to collaborate, it improves efficiency and impact.
41. Public Awareness of the CFLR.
42. Participation burnout! Everyone's already over committed with different groups and issues.
43. Gaps between planning and implementation, and between monitoring, learning, and subsequent adaptations in planning and implementation. The failure to recruit and retain the full spectrum of interests has contributed to these persistent gaps.
44. Capacity and institutional longevity in part. Turnover and thin staffing at the USFS means that things that typically fall into collateral duties are quickly overlooked.
45. Forest Service personnel turnovers, lack of planning funding for NEPA work, FS autonomy on some decisions.
46. USFS targets, process, and lack of engagement with partners.
47. Agency bureaucracy
48. Budgets, and personal turnover (sustaining collaboration is easier when we have shared memories of experiences...)
49. Deciding the framework that the FS will operate in these collaborative relationships for the long time horizons for these projects. Currently there is no formal framework for stakeholder collaboration on project implementation, which is mandated under CFLRP.
50. Preconceived notions.
51. Getting everyone together at one time.
52. The people that do not show up.
53. Keeping some groups involved over the years. I think people are just so busy, not everyone can stay involved.



54. Making sure that everyone had a voice and that one or two groups/individuals did not control the entire process.
55. Communication, as always, but we have been able to maintain open dialogue through the help of our partners.
56. Collaborative fatigue from long NEPA processes and litigation.
57. USFS processes.
58. Employee turn over, particularly at USFS; unclear methods for adaptive management.
59. Trust going both ways between the collaborators and the bureaucrats in the FS.
60. Differences of opinion, internal capacity for coordination, unclear roles and responsibilities on FS side.
61. Antiquated interpretations of NEPA don't inspire collaboration.
62. The core values of the environmental groups and the Forest Service are completely opposite.
63. Continuing to bring new groups to the table and getting more involvement from different stakeholders over time.
64. Internal interest focusing on volume targets vs acres restored with little understanding of the cost per acre needed to achieve restoration.
65. Excessive Forest Service turnover.
66. Getting everyone at the table consistently.
67. Keeping people engaged for 10 years of implementation. Interest in our project has waned the past few years.
68. Lack of progress due to the polarization of the interested parties.
69. Staying married to an agenda that moves too slow when natural resources are clearly suffering from a lack of action.
70. Stubborn attitudes, which I think was the result of a lack of trust in the good will and intelligence of others at the table. People were suspicious and felt the need to defend their identities and values.
71. Geographic spread of collaborators and lack of capacity - folks busy and all understaffed for allocating resources to collaborative activities.
72. I think the Forest Plan and DBH limits. Plus, owl pacs and HRCA's that need to be released or re-evaluated.
73. Changes in Forest Service leadership during the project have been the most significant barriers to continuity and collaboration.
74. Personalities... and the over influence of some groups who look to dominate the decision space.
75. Partners that are truly willing to collaborate and not just dictate or control.
76. Good communication with the goal intent between the organizations involved with CFLRP.
77. Special interests seeing only one way to do things.
78. A few individuals/organizations dominating the process.
79. Not getting the nay-Sayers to participate. No group should be allowed to sue, without participation.
80. Understanding between collaborators and understanding the legal framework that affects why and how certain activities are accomplished and the rationale of why.
81. Extractive industries trying to overwhelm the process.



- 82. Agency capacity. Although partners were helping with NEPA etc, the agency still needs to have the capacity to review and collaborate. They are stretched thin.
- 83. Lack of credibility.
- 84. The folks that aren't involved!
- 85. Hiring a full time coordinator for the project was critical.
- 86. Individuals that have no real interest in the collaborative process and staff turnover.
- 87. Difficult interpersonal dynamics. Some people's negotiating style is to stake out extreme positions, and never budge. That's helpful for the FS to understand, but it doesn't get the collaborative to be able to write Zones of Agreement.
- 88. Entrenched political and environmental positions.
- 89. USFS changing personnel.
- 90. Changes in FS leadership and stakeholder participation result in periods of "re-learning" which wastes time and energy. It can be difficult to move a project forward when we spend so much time learning the same lessons over and over again.
- 91. Personal/organizational values that do allow for acceptance of scientific process. Collaboratives or individual members who jump too quickly to not wanting to hear opinions, etc. that differ from theirs.
- 92. In the early days everyone had to learn to trust each other but over time they really have come together. They do not always all agree but they find a way to move forward.
- 93. Different values of members.
- 94. Leadership.
- 95. Funding and agency capacity.
- 96. Special interest groups with different end goals and objectives.
- 97. The SO getting in the way.
- 98. Competing interests mainly around timber harvest.
- 99. Old office and lack of meeting space.
- 100. Lack of decision authority.
- 101. Technology and Science transfer from Forest Service to collaborative. Not all pre-conceived public ideas are correct and can be based on emotion and counter to the science. This leads to some friction.
- 102. Busy schedules by group members.
- 103. Process slows the work that needs to get done. Internal agency culture can inhibit progress (e.g. this is the way we do things).

**QUESTION 14: PLEASE PROVIDE THE NAMES OF THE CFLRP PROJECTS THAT WENT THROUGH THE NATIONAL ENVIRONMENTAL POLICY ACT (NEPA) PROCESS SINCE 2015.**

71 of 106 survey respondents answered this question.

1. Lost Creek, Boulder Creek, Council Mountain, Middle Fork
2. 4FRI
3. Crow (not yet out), Rattlesnake, Flat, Soldier, Dove, Upper Pine, Wolf, Marshall Devine (I'm honestly not clear on the dates for these projects)
4. Mill Creek - Council Mountain, Lost Creek - Boulder Creek, Middle Fork Weiser River, Huckleberry, Granite Meadows
5. Huckleberry ( started in 2016, still currently awaiting FEIS and ROD).



6. Mill Creek/Council Mountain, Lost Creek/Boulder Creek, Middle Fork Weiser River, Huckleberry, Granite Meadows.
7. Southwest Jemez Mountains, Zuni Mountain, Sandia Mountain Tijeras creek/Cedro Pk.
8. Since our project has yet to be awarded the CFLRP nomination, this is a premature question. Our group, by the way is not listed in the first question of this survey. I am with the Big Elk Divide group in Helena, MT. Which is why I clicked on all the projects listed on the first question, since it required an answer.....not trying to be smart aleck.
9. I wasn't here at that point and I just don't have that information.
10. Upper Monument Creek Landscape Restoration EIS
11. Rim Country DEIS
12. Taneum...still going thru the process. Hopefully close to a decision.
13. Orient. Deer Jasper. Sherman Pass, Trout Lake (although that was a CE, without NEWFC support, so didn't really have NEPA review in the traditional sense). San Poil in process.
14. I don't know the names as they were on adjacent districts
15. Upper Monument Creek
16. SW Jemez EIS - One for the whole project ROD December 2015
17. Middle Fork Weiser River
18. Huckleberry
19. Granite Meadows
20. Big Mosquito, Elk 16, Magone, Summit Creek, Dove, Flat.
21. Zuni Mountains CFLRP -- its the only one I've worked on.
22. There are a number with the three groups with which I've been involved
23. Exchequer; Bald Mt, Musick, Blue Rush
24. Hemlock
25. Last Chance Fuel Break
26. Power Fire restoration
27. Upper Monument Creek Landscape Restoration Project
28. None - the Escalante Forest Restoration and Stewardship project was signed in 2013.  
That was the last one.
29. Upper Monument Creek -- this had full collaboration.
30. Forsythe II -- funded in large part by CFLRP, but didn't have full collaboration.
31. I am only aware of the first and second 4FRI decisions as well as the Jemez Mountains project(s) but have only worked in the southwest region. Only firsthand involvement in 4FRI Rim Country.
32. Beaver Creek, Center Horse, Stonewall, Glacier Loon, numerous road and culvert projects.
33. I'm pretty sure all of our big, landscape-scale NEPA was done before 2015. Pre-2015 was Unc Mesas and Escalante.
34. Puerco Collaborative Landscape Restoration Project - Objection period ends 2/3/2020.
35. Glacier Loon, Cold Jim, Chilly James, Center Horse, Beaver Creek, Stonewall, Willow Creek, Blackfoot Travel Plan
36. Rio Puerco EA (Zuni Mountains)
37. McGaffey CE (Zuni Mountains)



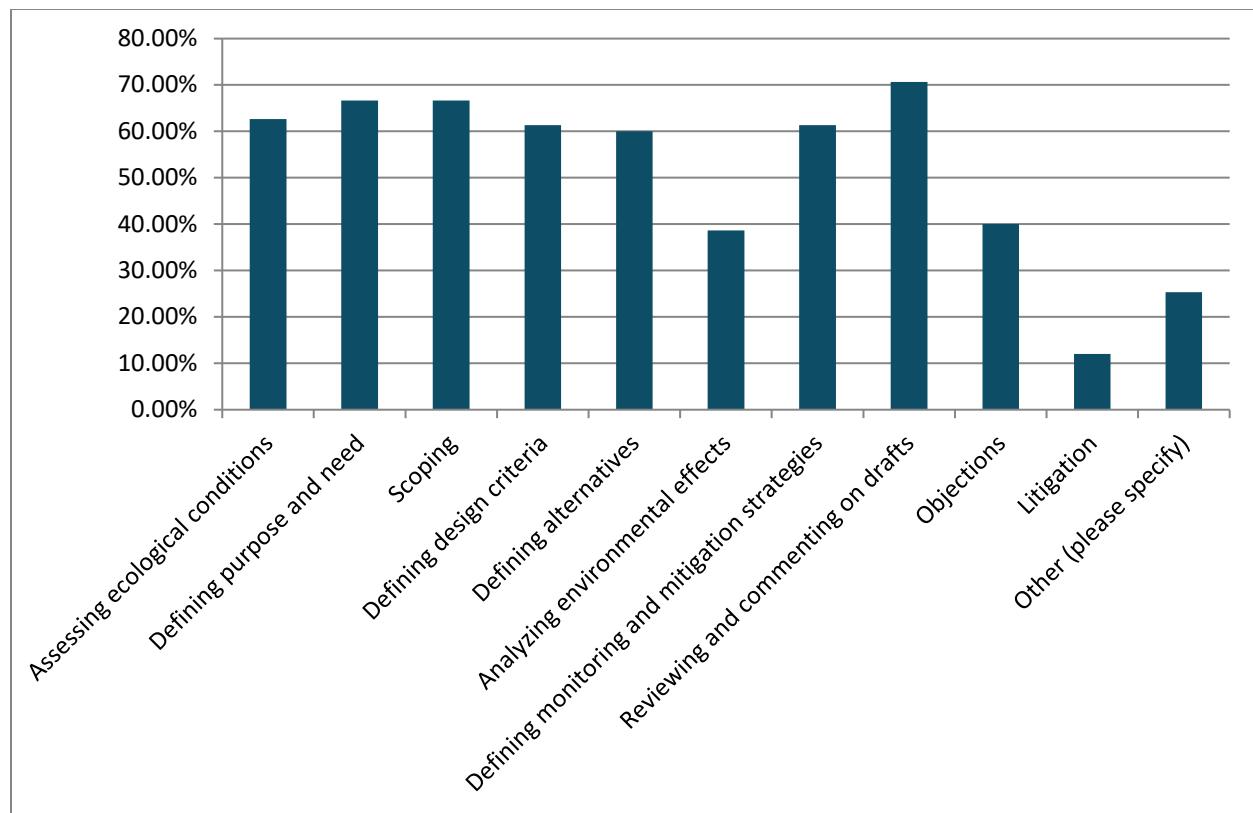
38. SW Jemez EIS (SW Jemez)
39. West Escudilla and Wallow West
40. Escalante Project I believe maybe decision was before 2015...
41. The Zuni Mountain CFLRP is working through it's second round of NEPA through Puerco.
42. The 4FRI project is also working on it's second EIS.
43. 4FRI Phase 1 and 2.
44. We completed the Escalante EA in 2013 and that has been the primary NEPA supporting work the past several years.
45. Elk 16, Big Mosquito, Summit, Magone
46. Dinkey North, Dinkey South, Swanson
47. On the Grandfather Restoration Project I can think of Crawley Branch, Catawba Falls Rec Project, and the Restoration Burns EA.
48. 4FRI phase 1 and Rim Country is ongoing.
49. Mulching/ Roller Chopping
50. Timber Sale Projects
51. Hazardous Fuel Reduction
52. Longleaf Pine Restoration
53. Middle Fork Weiser River, Lost Creek Boulder Creek, Huckleberry is ready to submit a ROD, and Granite is almost ready to submit a ROD. Lost Creek Boulder Creek was submitted earlier than 2015 originally, but is the one that was litigated and a new ROD had to be submitted.
54. Panther project
55. Scottiago
56. A few, just or the top: Colt-Summit, Beaver Creek, Chilly James, Glacier-Loon, Westside bypass, Kozy-by the corner, Mid-Swan, Stonewall, Willow Creek.
57. Middle Fork Weiser River, Lost Creek Boulder Creek (re-litigated currently), Huckleberry (Decision about to be released)
58. Lost Creek, Boulder Creek. Middle Fork of the Weiser, Huckleberry.
59. One named after a creek in Bear Valley. One at Parish Cabin.
60. Portions of Colorado Front Range
61. Ragged Ruby, Camp Lick, Big Mosquito, Elk 16, Cliff Knox, Summit, Soldier, Rattlesnake, Magone, Flat, Dove
62. Unfortunately there were so many fires during this period, much work was delayed due to salvage projects.
63. 4FRI Coconino Kaibab
64. Partial list: Dad's, Damon, SodaBear, Galena, BigMosquito, CampLick, RaggedRuby,
65. Sorry, I do not know. NEPA is a challenge. We try to keep a group of NEPA ready projects so we can move quickly when funds are available. However, funding for the NEPA portion is scarce. Everyone wants to fund action, not planning.
66. Camp Lick, Ragged Ruby, Austin
67. Dozens!
68. I don't deal with that side of the house.
69. Crawley Branch Southern Yellow Pine Restoration Project, Roses Creek Project
70. AtoZ



71. I am focused on the 4FRI efforts. But an aware of the Colorado and Oregon efforts
72. I don't know. I am a recent partner. I do know of Plum and currently working on Bald/Eiler.
73. Auggie Creek, Horse Shoe West, Colt Summit, Beaver Creek and many more on the Flathead NF.
74. Rim Country 4FRI

**QUESTION 15: REGARDING THE CFLRP PROJECTS YOU LISTED IN THE PREVIOUS QUESTION, IN WHAT PHASES OF THE NEPA PROCESS WAS THE CFLRP COLLABORATIVE GROUP ENGAGED (CHECK ALL THAT APPLY)?**

75 of 106 survey respondents answered this question.



**Other (please specify)**

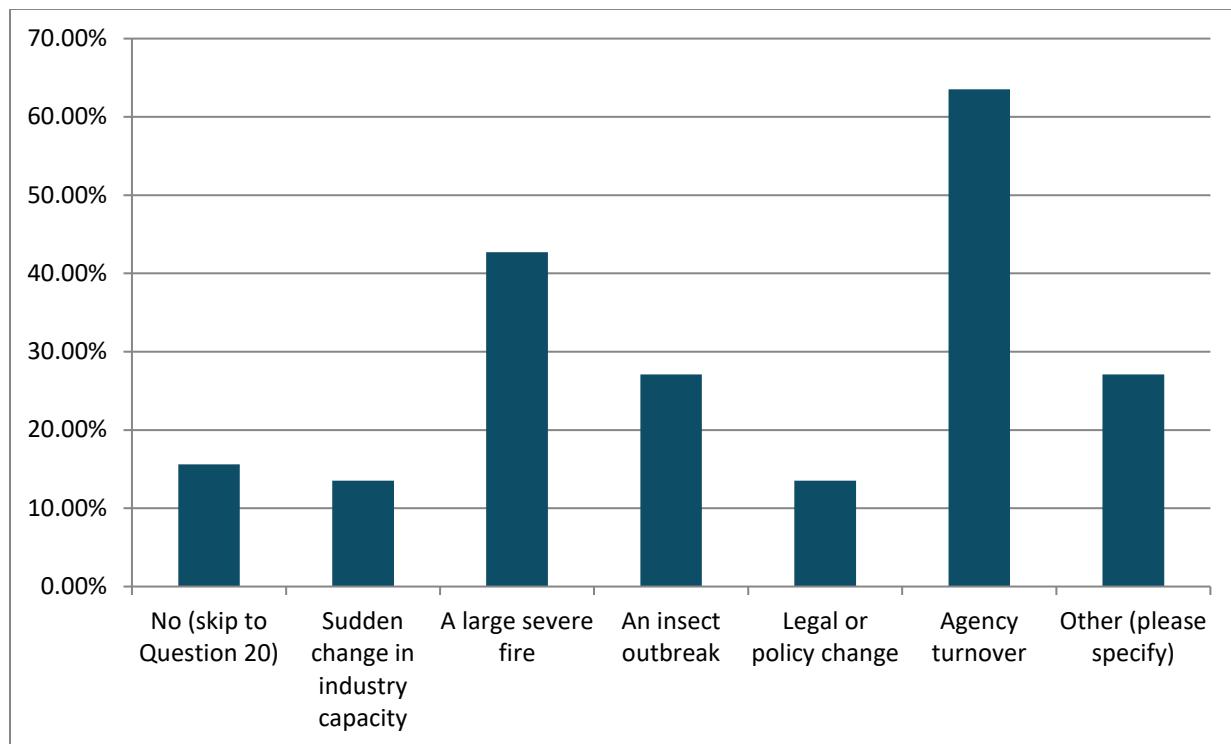
1. Not sure ... we really did not focus so much NEPA per se as on what would be best for the land and the people.
2. I can't answer this because I wasn't here for much of it.
3. Reducing litigation by answering objections with science.
4. Defining the desired conditions. And frankly, the purpose and need, design criteria, and alternatives all lie in the authority of the responsible official. Seems odd to allow a collaborative to have that much control.
5. Outreach/public information.
6. I was not involved in NEPA - so I assume all of the above.
7. Post-decision monitoring.



8. Cumulative Effects information gathering – large step in this scale of project
9. There were no objections or litigations on the projects
10. Not applicable
11. And maybe more of the above. I wasn't in on Unc Mesas.
12. Monitoring
13. It varied by project
14. These are my best guesses
15. I don't know
16. Unsure
17. I don't know that our collaborative partners contributed to any of these. Like I said, this was a primarily USFS-driven project.
18. None

**QUESTION 16: WAS THE CFLRP YOU ARE AFFILIATED WITH EXPOSED TO A SIGNIFICANT EXTERNAL STRESSOR(S) (CHECK ALL THAT APPLY)?**

96 out of 106 survey respondents answered this question.



**Other (please specify)**

1. Lack of local industry capacity is an ongoing issue.
2. Outside litigation.
3. Major flooding. 12 inches of rain in 24 hr period one year. 16 inches of rain in 24 hours second year.
4. Significant and ongoing population growth near these urban forests.
5. Forest Planning. Trump Administration emphasis on volume over anything else.



6. Just one project was litigated so the project was delayed. The Forest Service is reissuing the decision.
7. Barriers arose from USFS. USFS rejected stakeholder agreements and suggestions, and in some cases actually reached out to the public to engage in a manner that would oppose stakeholder efforts.
8. It has been smooth until now with a lawsuit.
9. Market conditions for non-saw materials.
10. Forest restoration after stand replacing fire or insect mortality are largely ignored!
11. Constraints on prescribed fire utilization.
12. MSO Injunction
13. Court imposed injunction for the Spotted Owl
14. MSO Injunction and modernization to expand pace and scale with no internal capacity added on the federal side.
15. very long startup curve locally
16. Small group of loud critics within local community
17. At least 2 floods - 2015 and 2017
18. Forest Plan Revision, poorly executed public relations for the Wilderness Rx fire proposal
19. Especially agency turnover
20. Community members who take pot shots and otherwise try to disrupt or take over the group.
21. 10 year drought
22. Unexpected death of important partners
23. SO getting in the way.
24. The Forest was short of several professional staff when were necessary for complete EA background.

**QUESTION 17: WHAT WERE THE IMPACTS, IF ANY, OF THE STRESSOR(S) ON THE COLLABORATIVE'S FUNCTIONING AND PERFORMANCE?**

65 of 106 respondents answered this question.

1. Agency turnover has been a constant issue for our collaborative, it takes time to catch new employees up to speed. Insect outbreak has been an ecological issue as well as an economic issue. Some stewardship contracts or timber sales are potentially going to be no longer economically viable due to insect caused mortality.
2. None.
3. Changing and uncertain project schedules.
4. Primarily collaborator fatigue due to slow progress of on-the-ground implementation.
5. None that I know of.
6. I think they served to accelerate our actions and innovation to achieve the objectives desired.
7. One wildfire was caused by an escaped broadcast burn in 2012, which resulted in decreased social license for prescribed fire in some communities along the Front Range.



8. The next 5-10 years of projects were burned up twice. Working new projects through NEPA quickly with changes the monitoring crew saw as necessary was difficult.
9. I think there has been a subtle shift in how the group would rank some of the threats to the forest, with human-caused pressures moving up the ranking.
10. New FS personnel has led to a lack of trust. There is not a good understanding among FS leadership about the CFLRP requirements.
11. Orient was delayed a bit. San Poil was delayed more.
12. The collaborative is a victim of the Forest's single minded drive for volume.
13. Stopped work.
14. Harder to get new stewardship contract in place; having to teach new agency personnel where we are.
15. The litigation resulted in a reassessment of the project that was challenged by the collaborative. After additional review, the collaborative determined that the project was indeed justified and should proceed.
16. Galvanization of the stakeholders behind common agreements.
17. I think this stressor moved our resources and focus for a little bit.
18. I continued to employ my people through the Christmas season and into January. We have been able to harvest some material off of private land. However, our company sustained huge losses in December '19 and January '20.
19. Significant increase in magnitude and scope of resource needs
20. Fire forced re-evaluation of work with some projects burned up and with staff turnover re-educating new staff. Sometimes staff that came in were not supportive of the CFLR or they didn't know how to be.
21. The large scale die off caused the collaborative to reevaluate prioritization of projects and develop new shared goals and strategies for recovery of affected landscapes.
22. There is no market for most of the material coming off of the project areas and therefore it cost millions to treat the project areas.
23. Frustration of the minority of members focused on the increase of pace and scale. These members slowly disengage and then quit. Membership is declining.
24. Agency turnover wasn't that big of a factor, fortunately. The spruce beetle outbreak was more of a distraction for the GMUG and many stakeholders. The Uncompahgre CFLRP was pretty much then left alone because of this distraction. This was good and bad- good in that the project just kept humming along under the radar, but bad that there wasn't as much active participation by GMUG leadership and key stakeholders, because they were involved in SBEADM.
25. Change in industry capacity: loss of 10-year stewardship contract delayed implementation for 2+ years.
26. Large severe fire: energized and publicized importance of CFLRP.
27. Agency turnover: Loss of institutional memory of, and commitment to, ongoing collaboration to set design criteria, and closing the loop between monitoring and adaptive management.
28. Agency turnover also benefited the collaborative by injecting new energy and commitment.
29. Change in 3rd party facilitator.



30. Turnover is always a problem - I'm only secondhand familiar with the issue but one CFLRP is suffering from a lack of industry capacity.
31. One project that was to be implemented burned over, so it could not be implemented. Agency turnover compromised building of trust and effective communication.
32. Lack of progress on planned activities; behind on accomplishments.
33. Turnover causes discontinuity; insect outbreak caused changes in management priorities
34. Even though we lost some key FS staff, the new people did a great job. The fire actually helped us meet some of our objectives.
35. The turnover rate within the Forest Service affected the timeliness and communication between the Forest Service and the Collaborative group.
36. Inability to harvest at the end of the season, log supply ran out, mill almost had to shut down.
37. During and after the large fire, agency priorities shifted to suppression, mitigation, and salvage, leaving restoration a lower priority. Under current administration, it is unclear if there will be any funding for restoration going forward.
38. Any work that involved the disturbance of any tree is prohibited in the entire forest. This effectively shuts down work on the projects.
39. Harvesting and Rx fire shutdown, loss of merchantable treatment areas.
40. Relationships were not established.
41. Current concerns that the injunction will last for a year is making mill owners more risk adverse and we may lose them if this last through the field season.
42. Internal conflict rest in the FS due to lack of direction and fears of accountability in regards to modernization efforts. The more collaborators push through projects without assuming the defined risk the more reluctant FS employees are to work towards the goals.
43. Frustration with speed and scope of treatments/implementation.
44. Fortunately the collaborative worked together to address the problems.
45. The Uncompahgre Plateau project was a key supplier to Montrose Forest Products when they were establishing in 2012. It remains a solid contributor of timber for the mill. The stewardship projects have been thinning green stands and responding to insect outbreaks through sanitation harvest. Significant turnover has occurred throughout the life of our project, but the well-structured process has kept progress steady.
46. Sometimes there are delays because Agency turnover requires time to bring new individuals up to speed.
47. Staff turnover in key positions keeps projects from moving along and presents uncertainty and delay in taking actions.
48. Agency turnover: Slowing projects and increasing stress on remaining employees. Trust-building is impeded by turnover.
49. Large fire: Slowing projects but also gave our CFLRP the opportunity to perform impactful salvage-logging research that will inform future management decisions.
50. Local critics: Bringing new, skeptical individuals into the fold has required extra time and attention but will likely pay-off in the long run because the most skeptical members of our communities are now experiencing collaboration first hand."



51. Very little - impacts to agency implementation of projects.
52. Poor communication through the life of CFLRP
53. Agency turnover and temporary lack of group facilitation caused some momentum to be lost early on. Forest Plan Revision did not build on collaborative success and the Forest Service actively increased tensions with and between collaborative partners. A scoping from the Forest Service proposing Rx fire in a wilderness area was done without enough partner input and unnecessarily inflamed relationships with a local community.
54. USFS agency turnover is consistent. Depending on the position and the level of detailer filling in it has had significant impacts and has decreased the trust of the USFS.
55. Most notably we were thrust into salvage logging and post fire restoration after the Canyon Creek Fire. It was a successful endeavor.
56. Not exactly sure?
57. The wildfire made us see that our recommendations were effective. The insect and disease outbreaks made it even more important that restoration efforts be started.
58. The Butte Fire awoke everyone to the importance of fuels management.
59. The pine beetle attack of 2016-17 appropriately refocused some projects.
60. No, the collaborative actually helped.
61. Not understanding the motives of the litigants and the basis of the lawsuit that seemed contrary to everything the groups reported in their mission statements. Learning curves for significant player changes both FS and collaborators.
62. Delays due to litigation. Fire did not spread as far as it otherwise would in Middle Fork of Weiser area because of the project.
63. Lack of consistent leadership at the Forest Service. District Ranger turn around for the last several years.
64. Slows implementation.
65. The large fire (Canyon Creek, 2017, 100,000+ acres, 42 homes lost) brought us together. We were able to proactively agree to appropriate levels of salvage & research. Agency turnover is a constant erosion of our effectiveness. We need to build new relationships with each new staff member, and some come with a negative view of collaboration.
66. Slowed it down.
67. The collaborative was born out of a need for change in how our forest were being managed and the catalyst for that change was the 469,000 ac Rodeo Chediski Fire.
68. Extra meetings of the Ops Board, strengthening of Ops Rules, extra time at meetings. One member of collaborative lost her job because she had to decide between collab and the environmental agency that employed her-->which set of values did she want to support?
69. Fires divert resources from projects. The drought and insects impacted the plan and treatments required.
70. We took a hit, but picked ourselves up and came up with solutions to the challenges
71. It made us at the local Unit level all have to step-up our game in order to force success in the face of great adversity. And we did!
72. Changing collaborative perspectives and moving stakeholder's demands.



73. District staff continued forward even with multiple acting Forest Supervisors changing. The District Ranger had difficulty getting additional needed professional staff for aspects of EAs.
74. Causes a change & slows the progress of projects.

**QUESTION 18: IN WHAT WAYS, IF AT ALL, DID THE COLLABORATIVE RESPOND TO OR RECOVER FROM THE STRESSOR(S)?**

60 out of 106 survey respondents answered this question.

1. The collaborative supported the development of several CEs to address the insect mortality problem on the forest to get treatment moving forward faster.
2. Information Gathering.
3. Adapt to new Forest schedules.
4. Conducted more field visits to fine-tune silviculture prescriptions and watershed restoration techniques. Also, intervened in LCBC lawsuit on behalf of the FS.
5. N/A
6. Response was an actual increase in involvement and desire to see rapid results.
7. The several severe wildfires that occurred during the CFLRP timeline highlighted the importance and urgency of forest restoration in the region, and the collaborative responded accordingly.
8. Moved ahead encouraging treatments that would not be challenged.
9. Still working on it...
10. The collaborative did a field trip to a sale that provided the lack of trust moment and have put pressure on the Forest in question to be more in alignment.
11. The collaborative remains strong, despite being sidelined by the Forest Service.
12. Haven't.
13. Education of new personnel big one; we have numerous publications including GTR-373 that outline much of the vision for the collaborative.
14. The collaborative submitted letters of support for the project and participated in the objection review process. The collaborative also intervened in support of the Forest Service.
15. They worked together to write letters and comments reinforcing their positions.
16. I think the stressor helped us understand the importance of our relationships with each other that allowed us to move more quickly and allocate resources in positive ways.
17. It has not. Litigants are using the Mexican Spotted Owl to stop all harvesting and forest restoration. I don't believe for a second this is about the owl. This is about stopping all industry.
18. Receiving funds from the state of California.
19. Educate, slow down, re-evaluate options.
20. The collaborative completely ignored restoration following the fire that destroyed 70,000 acres. It played no role in the tree mortality epidemic. It ignores the WUI!!!!
21. Participation was probably the biggest decline especially after 2014, I'd say. Good involvement during annual meetings over the years, but a lot less than the early years.
22. Slow recovery but also new opportunities to collaborate around better integration of fire into landscape context.



23. Remains to be seen on the Kaibab and Coconino. Hopefully, on the A-S, existing relationships with industry may sustain implementation.
24. Projects affected by fire were evaluated for modification and moved forward.
25. Increased USFS use of more personnel (agency and partners) to accomplish pile burning, and begin broadcast burning.
26. Priority management areas were changed; re-education of newcomers was addressed.
27. Welcomed new staff and helped them get up to speed. Did a field trip to look at the fire's effects and discuss the benefits.
28. The group continued to pressure the Forest Service to either find replacements for positions that were vacated or to find ways to ensure longer-term employees to fill those vacancies.
29. Worked with NM State Forestry to fund restoration work on private land to continue wood supply and keep the mill running.
30. We made it clear that the work planned prior to the large fire was still a priority and the USFS has since continued to push that restoration work forward (although funding is in question).
31. The Forest Service is responding, still no recovery until work can progress and that will be after the injunction is lifted.
32. Sign-on letters, meetings with litigants, and finding of alternate state funding for adjacent private land treatments to supply mill and keep workforce employed.
33. Nothing has been done about that.
34. In the past, the mill owner has used other authorities such as CFRP funding to change his business strategy and keep the mill operating. Currently the State is keeping work going through private landowners to keep operators afloat so post injunction restoration can resume.
35. Still an issue.
36. Good leadership.
37. It is a work in progress.
38. I don't know.
39. The collaborative has been able to compartmentalize itself from the Forest Plan Revision, and many of the difficult personalities from Forest Plan Revision, both inside and outside the agency, are not involved with the collaborative. Once a full-time project coordinator was chosen, the collaborative got back on track from an early lapse circa 2013.
40. Continued to work as detailer after detailer got up to speed.
41. Not sure?
42. The wildfire left many dead trees in its wake, though many were left due to past prescribed fires and thinning. The most stressful part came when we went on a field trip to see the damage and the Forest Service told us they were severely limited on how much salvage could be accomplished and how quickly. That made many in the local community angry about how slowly and inadequately the Forest Service had to work within the parameters of official policies.
43. Adjusted some priorities on USFS.
44. Most of the significant impacts were outside of National Forests.
45. Redefine purpose and need.



46. Most now understand what litigants will use to simply delay and deflect to achieve non-treatment implementation as a goal, yet some project goals support their goals and mission. Any defect is an available to litigate. It is hard for collaborators to understand how errors can be made or misapplications made.
47. Still in legal limbo.
48. Put more on the partners to keep the agency on task and accountable.
49. Kept on keeping on!
50. Commitment to the process and landscape in our forest.
51. They formed the 4FRI Stakeholder Group, which somewhat resulted in the formation of the Forest Service 4FRI team. In the past 10 years we have worked collaboratively to treat over 800,000 acres and in many ways we are just getting started.
52. Due to strong legally-sufficient operating rules and foundation on science and strong, leadership, it was able to come through stronger and more functional. With regard to environmental organizations, no longer at the table, some members of collab remain in communication with them and bring their concerns to the table and advise the collab of where it might be vulnerable-->often results in more scientific consultation.
53. Projects we would have done went on hold while changing treatment plans and actions trying to protect against devastating fires.
54. We worked together to get thru them and continue our work.
55. Slow the process, backtrack, regroup, reengage
56. Partners offered to come up with alternate solutions that the District Ranger had not really considered.
57. Discussions with the agency about how these affected projects.

**QUESTION 19: WHAT, IF ANY, WERE THE BARRIERS OR CONSTRAINTS THAT HINDERED THE RESPONSE OF THE COLLABORATIVE TO THE STRESSOR(S)?**

49 out of 106 survey respondents answered this question.

1. Development (or lack thereof) of a new forest plan to guide forest service direction & work.
2. None
3. Limited information available.
4. Forest Service culture and legal stoppages have hindered progress. During the last two years, two District Rangers and the Forest Supervisor have either retired or moved. It took over a year to fill the Forest Supervisor position and now one of the new District Rangers is going on a detail after one year in her current position. These transitions are hard on collaborative groups as they must build new relationships and acting administrators aren't as empowered to move projects along towards implementation. This culture of moving employees to gain experience and get promoted is killing collaboration. It needs to change. Other ways of rewarding employees and positioning them for promotions needs to be found. Acting positions are a great way to gain experience but aren't suited well to collaborative processes.
5. n/a
6. After fire support and real maintenance improvement for those affected by the fire was terrible. It was largely a side show without great benefit for the resident effected.



The small numbers of those effected had much to do with this lack of aid. It was simply viewed as too small to matter. Just not California scale population.

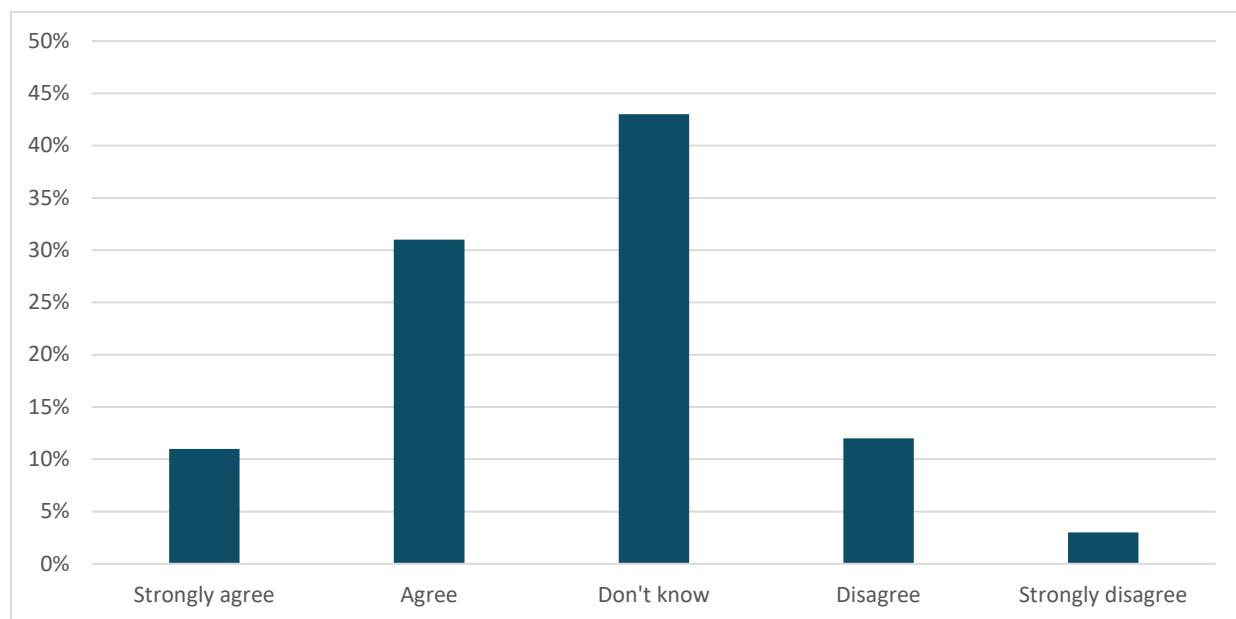
7. Capacity.
8. The lack of time for NEPA did not allow some changes that were being considered and were controversial had to be put off to a future sale
9. The Forest mostly stonewalls input from the collaborative, including suggestions on how projects could be changed to better restore ecological resilience.
10. Laws.
11. Money.
12. It can be difficult for the collaborative to provide timely responses to the media following inaccurate statements by the plaintiffs.
13. USFS decision makers.
14. Suit is still pending.
15. Not enough emphasis on socioeconomic challenges of the local communities
16. Frustration.
17. Lack of funding.
18. The collaborative's focus on administrative structure and procedures rather than increasing the pace and scale of ground operations on forest restoration and fuels reduction.
19. Losing key people and not recruiting new people to take an interest and get involved.
20. New Forest Service line officers not understanding or valuing the collaborative's history of participating in planning, design, implementation, and adaptive management.
21. Failure of USFS to utilize Good Neighbor Authority to involve partners in layout and implementation of treatments on USFS lands.
22. Loss of momentum created by loss of institutional knowledge. Backlog of areas that require treatments.
23. None.
24. The main barrier was the culture of the Forest Service of employees moving around and not staying in one position, as well as the Forest Service's culture of temporarily filling positions with details rather than finding a permanent employee.
25. Collaborative was not a party; and too expensive to become interveners.
26. The collaborative, from my prospective, does not care. They believe that they run the show. They told us that if we (the Forest Service) didn't do what the environmental groups within the collaborative wanted the collaborative group would withhold our funding.
27. Communication is the biggest. Our collaborators are looking for answer through State governments, and regional leadership and not getting many responses as they work through the current situation.
28. Industry capacity.
29. Not everyone being involved.
30. We have been hindered by the lack of market for non-saw log material. This has kept our implementation costs somewhat high and limited the pace of logging.
31. I think the collaborative has risen to meet challenges and stressors pretty gracefully!
32. Poor communication.



33. Lack of industry and lack of trust in existing industry are the biggest issues. It has been a difficult situation for the USFS to deal with and has caused many to lose faith in the USFS.
34. We have attempted many times to deal with the issue of turnover in the agency and largely not found an effective way to deal with the issue.
35. I guess not having agency personal involved at all times?
36. We found ourselves up against a wall of resistance because of silly rules that were out of date.
37. NEPA and arbitrary diameter limits constrained the timely removal of insect-killed trees. Most/all of economic value of insect-killed trees was lost before NEPA compliance could be complete.
38. Leadership changes, courts.
39. The litigation process is hard to resolve but, it is even harder to comprehend when the panel of judges of the 9th circuit reads and applies rules and case law without merit.
40. Agency turnover, industry capacity, loss of agency funding and capacity in key positions will continue to hinder increasing the pace and scale of treatments.
41. Salvage logging.
42. I don't think there were any that we aren't continuing to work thru.
43. Time, relationships that are present in very small communities.
44. The drought and insects required diverting a lot of money and resources removing dead trees and creating fire breaks.
45. The FS need to move at a faster pace than the collaborative is willing to assimilate.
46. Funding up front.
47. Time is always a factor when working with volunteers.

#### **QUESTION 20: THE REGIONAL OFFICE PROVIDED AMPLE RESOURCES TO SUPPORT AND COORDINATE CFLRP WORK.**

98 of 106 survey respondents answered this question.



## **QUESTION 21: CAN YOU PLEASE EXPLAIN AND PROVIDE EXAMPLES OF THE WAYS THAT THE REGIONAL OFFICE EITHER SUPPORTED OR HINDERED CFLRP FUNCTION AND PERFORMANCE?**

59 of 106 survey respondents answered this question.

1. Personnel joined us for meetings and field trips, provided cabins & facilities for camping trips, and vehicles for getting out to look at the land.
2. Hired a couple extra people.
3. Access to regional office staff to resolve issues.
4. Forest Supervisor & local District Ranger show up & participate in collaborative discussions/meetings. Actively engage with stakeholders & try to be transparent & keep the group up to date with USFS internal developments.
5. Positive and ongoing support from the USFS CFLRP officer.
6. Regional Forester visited the CFLR area, met with the local coalition, and participated on a field trip.
7. Regional Forester and Chief of the Forest Service have not directed Forests to include livestock industry contributions in the CFLR projects.
8. While the Regional Forester has been personally supportive of collaboration, we haven't seen much involvement of Regional staff in our efforts. Once again, Forest Service culture limits the effectiveness of collaborative groups because many employees are unfamiliar with collaborative processes or value.
9. When contacted the local office was quick to respond and meet our needs.
10. The Regional Office supported CFLRP function and performance through alignment of watershed restoration program resources and through relevant feedback on the second CFLRP application.
11. My only experience with the RO was showing their support by funding the native plants and weed treatments. I was in a supporting role and never worked directly with the RO (or rarely).
12. The indecision of whether the region would support and submit new CFLRP proposals gave us a bit of whiplash.
13. The RO does not seem to be in alignment with CFLRP principles in regard to large tree retention and treatment of old growth. In the first EIS, the RO stated we needed to change the stakeholder developed large tree retention strategy that provided reason to cut large young trees and changed it to a large tree implementation plan. The end result was much the same, but not using the stakeholder's language created a lack of trust for the planning team. The Region's insistence that old growth trees with mistletoe need to be removed for forest health reasons counters the restoration research and CFLRP language that old trees should be retained for ecological function--this is continuing to provide the potential for friction.
14. Regional silviculturist and wildlife biologist have been involved, but where were the ecologists, fire managers, NEPA and other planners...?
15. Positive: Financial support. Negative: Lack of support for Contracting issues.
16. The Regional Office currently sends a few people to collaborative meetings, which is useful in exchanging info. Both ways. The Regional Office made the decision about



whether the collaborative would have the opportunity to submit an application for round 2 CFLRP funding, though they are least connected to the projects.

17. The Regional office has attended collaborative field trips and statewide conferences in which collaboratives from across the state come together.
18. Failing to consider stakeholder-agreed-upon proposals in NEPA process. Contentious contracting methodology. Bending rules when executing projects.
19. Our local USFS has been, overall, a pleasure to work with. They consistently show their willingness to think outside of the box and their willingness to help my company carry on with restoration thinning.
20. Regional offices assisted in reporting accomplishments to the WO.
21. Higher volume= more funding.
22. Both the ENF and STF spent long hours mitigating endless complaints from the environmental community. They deserve a star for trying despite their frustration! Their moral has certainly been impacted.
23. No regional office involvement at all. Maybe okay!?
24. For first half of CFLRP, there was quite a bit of regional office engagement. During the second half, due to personnel turnover, the regional office has been totally invisible.
25. It's the only thing besides fire that gets funded on the forest, so there's that.
26. The Regional office, in later years of the collaborative, cared little about input from the CFLRP and launched its own initiatives with little input.
27. Unclear what the RO did regarding CFLRP.
28. The regional office did not appear to play much of a role either way -- didn't stand in the way, and didn't really provide much assistance.
29. Providing skilled personnel was very supporting.
30. CFLRP areas tended to be of high priority; which could affect other areas of the states operating in.
31. We did have RO (and WO) people out on the landscape for field trips. We also held a regional CFLR conference.
32. This CFLRP has never been guaranteed regional funding, so its had to piece together funding from externals and hope for year-end monies.
33. The RO stood up a large landscape planning team for our landscape in response to collaborative suggestions for a more coordinated landscape approach across forests. This has had mixed success. The RO provided limited coordination support and did not support an extension to finish work already planned under CFLRP.
34. As a taxpayer I wonder what service the RO provides. Their "white-glove" approach results in them not actually being able to do any of the on-the-ground work. Add that to the heavy staff in the SO's, and the managers in the Ranger Stations, and very few USFS staff are in the woods anymore despite all the funds invested in staff time.
35. I think it is unfortunate that the collaborative was not welcomed to submit a proposal for re-authorization of CFRLP.
36. Regional office direction and guidance is sparse and often conflicting when it comes to proper implementation. Comfort and ability to expand policy interpretations to increase pace and scale objectives are inconsistent. Regional office goals for partnerships are not always implementable and the region often contributes to



confusion when making agreements at the RO level without the proper consultation with implementation units like forest/districts.

37. Despite putting out 1/2 the regions timber target, we have far fewer people and funds to do the work. We are grossly over working our people. Additionally, we are bumping up against our ASQ which is unsustainable. We need more funding to hire more people to do the work.
38. We can always do more. Without high timber value we were supplementing restoration timber sales for a high cost/acre. We are required to continue to monitor our activities for an additional 5 years without additional CFLRP dollars and shrinking budgets.
39. In the Southwest there needs to be focus on increasing organizational capacity. If we don't keep funding boots on the ground and less on the administration of these projects, we are going to start burning out everyone in the field. We are losing organizational capacity even to the simple parts of a unit that would order a printer.
40. Our current pay scale and organization doesn't answer to the increased capacity employees are expected to practice. A forester engaged in the CFLRP can do a quarter of the work on a different forest and the only incentive to stay on the project is experience. This model is no longer effective.
41. That's beyond my experience.
42. We have had turnover in our regional CFLRP coordination. Support and participation from the RO has been very limited the past few years. The RO seems somewhat disconnected from the CFLR program.
43. Supported function and performance by providing sufficient funding and manpower when needed.
44. Our unit was the only unit in the region that was a CFLRP participant. This created some potential issues with the manner that budget and targets were handled because we were the "weird" one out.
45. It is my understanding that over time, the CFLRP funding was used as a way to offset funding to the Forest, where it was our understanding that it should be an addition to the budget that already existed.
46. Not exactly sure on examples.
47. The RO has made it clear to the Forest Supervisors and the District Rangers what a priority they put on collaboration with the CFLRP.
48. The Regional Forester openly supports the Coalition's work and provides staff assistance, when needed. Some expertise is only available at that office. Collaterally they provided insect, disease and fire expertise during some periods. Staff assistance seems to be provided when asked which seems rare. The greatest problem is supplying Forest expertise to those Forests of R4 that have none. This results in delays and deferment.
49. They are hardly ever there.
50. They have a lot of competition for their attention!
51. When issues were raised regarding collaborative process, the RO stepped up and reaffirmed the agency's commitment to the process.
52. When we decided to pull out of a regional project, the RO allowed that.
53. We have had great support from our executive leadership, however some of the director areas have consistently put up barriers to change and have inserted

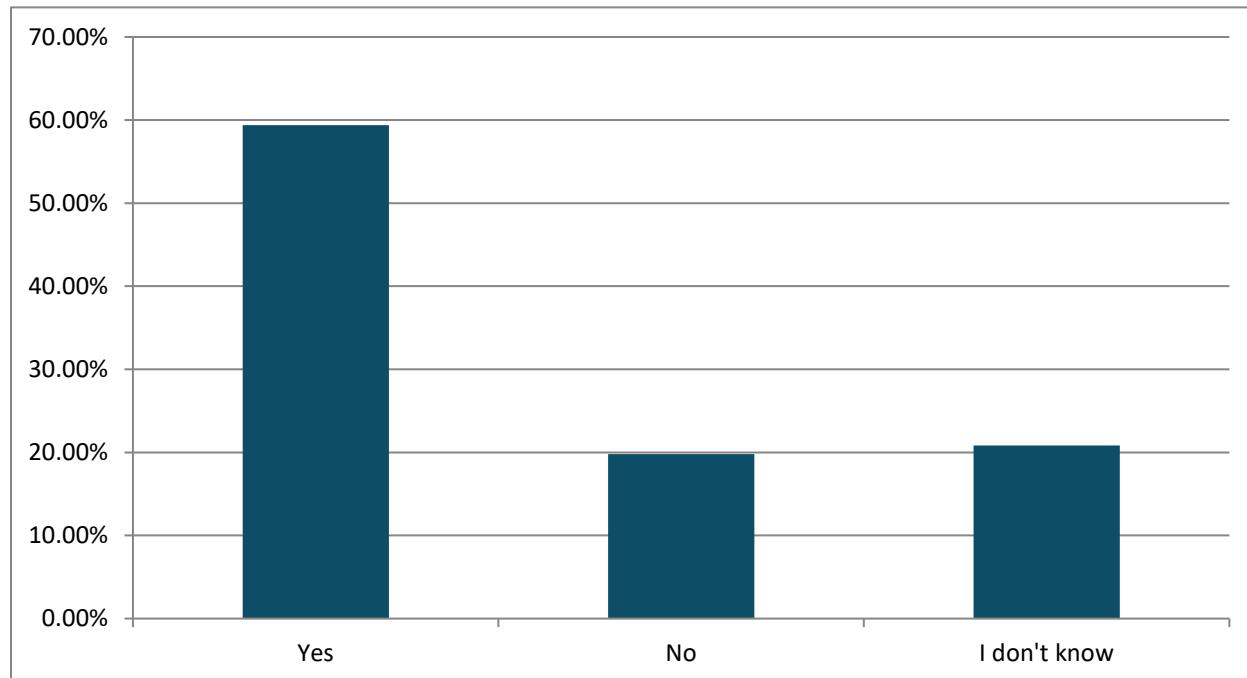


themselves into project level agreements out of fear over implications to the region as a whole. This undermines local leadership and our relationship with our collaborative and creates un-necessary stress and distrust between our collaborative and the 4FRI Team and leadership.

54. A small group of collaborative members met with regional staff. From that we have seen support of prescribed fire and funding. I think our reputation has helped our local staff support by region.
55. Lack of communication precludes knowing the answer.
56. Our regional CFLRP coordinator is excellent, but there has been very little additional support for CFLRP implementation.
57. I didn't see any "ample resources to support and coordinate CFLRP work" coming in from the RO.
58. RO support comes in the form of flexible financing, expert support, working for support from the WO.
59. Don't know.
60. Lack of support or direction from regional office has been detrimental to implementation.

**QUESTION 22: DID THE CFLRP PROJECT YOU ARE AFFILIATED WITH USE A THIRD-PARTY FACILITATOR(S)?**

96 of 106 respondents answered this question.



## **QUESTION 23: IF YOU USED A THIRD-PARTY FACILITATOR, WHAT WAS THE NAME(S) AND DURATION OF THE THIRD-PARTY FACILITATOR?**

52 of 106 survey respondents answered this question.

1. Southwest decision resources, several years
2. Jack Southworth has been facilitating the Harney County Restoration Collaborative since it's inception.
3. Paul Litow, since 2017. Dennis Murphy prior to that.
4. Delta James (Sage Idaho), 2 years, Michael DeGrosky (Guidance Group), 5 years, Paul Litow (Three Fingers Mediation), 4 years.
5. Marsha Kellogg, 2 yrs.
6. Peak Facilitation was hired as the third-party facilitator for the entire CFLRP duration.
7. Peak Facilitation has been our facilitator for most or all of this project.
8. Buck Swaney 2013-2014
9. Kim Carrigan/Debra Drecksel 2012
10. Dennis Bowker, Mike Hughes, Larry Fisher 2010-2012
11. USDA RC&D, Ryan Anderson (Contract Admin)
12. Tessa Vermeul, support for public engagement activities, meeting facilitation and notes
13. Andrew Spaeth for three years.
14. Heather Bergman, Peak Facilitation Group, since 2015 (?); Gali Beh from (?) 2010-15.
15. Heather Bergman, Peak Facilitation: 2015/2016? - present. This has been invaluable!
16. Paul Litow, 2015(?) to today.
17. We've been through several across the years.
18. National Wild Turkey Federation.
19. Juliana Birkhoff. 5 years or more
20. Varies by group. For one group Sierra Institute (Jonathan Kusel) facilitated the group for 8 of 9 years.
21. Three different facilitators were used during the 10 year time frame. The current facilitator is Juliana Birkoff.
22. Uncompahgre Partnership
23. Heather Bergman; Peak Facilitation Group
24. The Uncompahgre Partnership was a key facilitator throughout the project. Super critical that they were involved. It's going away and not sure what's going to take its place. I think this is the most worrisome aspect for future collaboration not just on the Uncompahgre but all GMUG.
25. 2010-2015 Beh Consulting
26. 2015-2019 Peak Facilitation
27. CFRI -- so it depends on whether CFRI was a 3rd party or a member of the collaborative group (the Institute was very welcoming collaborative, so defining who was in and who was 3rd party wasn't done).
28. Gali Beh; duration approx. 5 years that I was there.
29. Heather Bergman was successor to Gali.

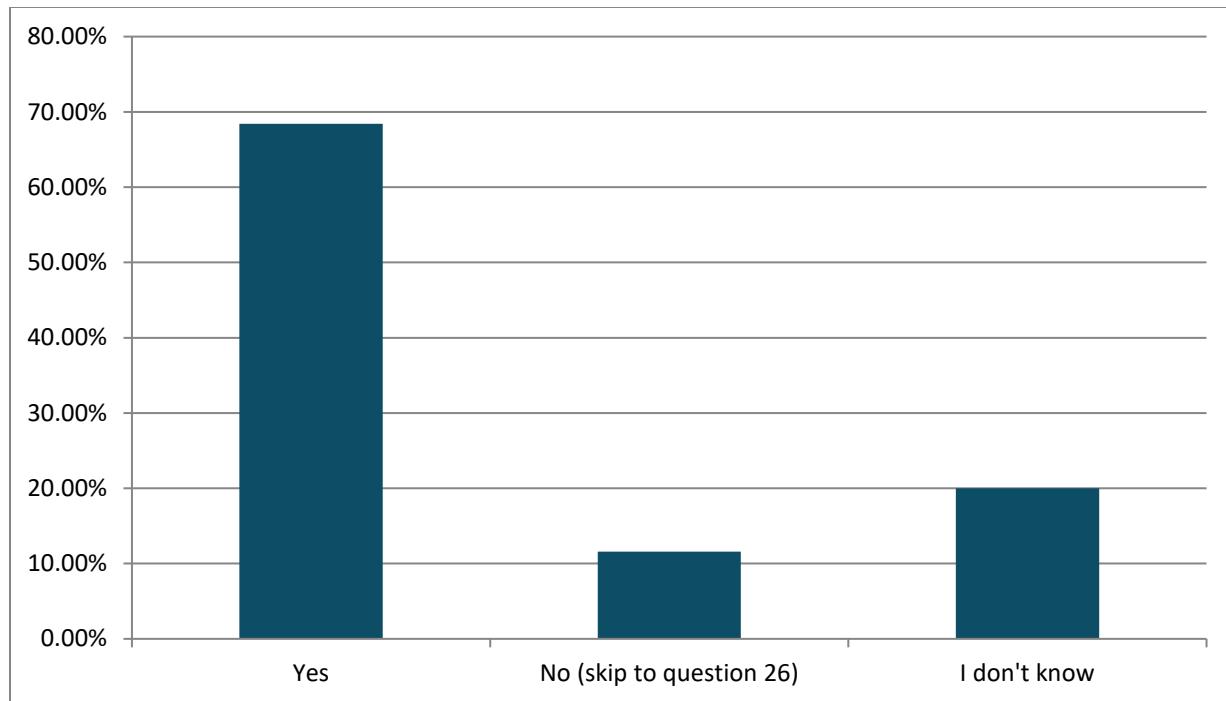


30. The facilitators were from a nonprofit (Uncompahgre Partnership; fiscal agent Uncompahgre/Com) that was one of the partners in the UP CFLRP. Pam Motley, Jim Free & Leigh Robertson. We provided facilitators the whole 10 years.
31. Facilitators were used toward the beginning of the collaboration, however, at some point it was decided to end the use of a facilitator. I do not know their names.
32. Forest Stewards Guild, partnering from the beginning to the present.
33. UncCom
34. Forest Guild
35. Forest Stewards Guild
36. Forest Guild has helped with annual meetings and monitoring. I am not who else has helped in this project as I'm new to this organization.
37. Used only early on, not in past couple of years. Forgot the name of the facilitator
38. Don't remember name, but we found we could work as well if not better without him.
39. Juliana Burkhart
40. It has varied over the course of the project. Sometimes facilitators were used only on large issues.
41. We used the National Forest Foundation facilitator for a few years I believe before we formed a 501 c(3) and hired an Executive Director that handled the facilitation from that point forward.
42. Contractors of the party involved.
43. Up until 9 months ago the ACCG self-facilitated all meetings.
44. For the past 9 months CBI has been engaged as a third-party facilitator.
45. Dennis Ferguson, Paul Litow and another person whose name I don't recall.
46. Paul Litow
47. The Sierra Institute for Community & Environment, still active.
48. Tania Carbone. 1 year-ish
49. We hired an Executive Director to both facilitate and carry out the wishes of the collaborative.
50. Tania Carbone is an excellent facilitator that came in 2018 and has helped the collaborative get past issues they were hung up on in the past.
51. Sierra Institute
52. We have used many facilitators. This project tends to chew them up and spit them out! My recollection is that we have used over 6 different professional facilitators.
53. Facilitator used in early stages (Sustainable Northwest) until collab matured and could facilitate for itself. Operating rules and commitment to scientific process were vital to maturation.
54. Our current facilitator is Juliana Birkhoff. I do not remember the names of the prior people.
55. We have had several over the past 8 years
56. Do not recall the facilitator. Used first two years. Dropped for two years. And are reengaging again this year.
57. The Sierra Institute who are outstanding and stick with it.
58. Southwest Decision Resources, and only for a 6 month period for DEIS comments from stakeholders.



**QUESTION 24: DID THE CFLRP PROJECT YOU ARE AFFILIATED WITH MAKE USE OF A THIRD-PARTY ORGANIZATION(S) TO AUGMENT SCIENCE AND TECHNICAL ANALYSIS CAPACITY (E.G. UNIVERSITY RESEARCH LAB OR INSTITUTE, GOVERNMENT RESEARCH LAB, NON-GOVERNMENTAL ORGANIZATION, CONSULTING FIRM)?**

95 of 106 survey respondents answered this question.



**QUESTION 25: IF YOU USED A THIRD-PARTY ORGANIZATION(S) TO AUGMENT SCIENCE AND TECHNICAL ANALYSIS CAPACITY, PLEASE PROVIDE THE NAME(S), DURATION, AND ROLE(S) OF THE ORGANIZATION(S) YOU USED.**

60 of 106 survey respondents answered this question.

1. Ecological Restoration Institute has created science to support 4FRI.
2. The Nature Conservancy
3. Oregon State University - assisted with monitoring response to treatments & wildfire.
4. University of Idaho - grazing expert brought in at request of livestock industry
5. University of Idaho - North Idaho Ground Squirrel research
6. TNC
7. Colorado Forest Restoration Institute (full duration)
8. The Nature Conservancy (full duration)
9. Colorado State University. There are probably others but I just don't have access to that info.
10. University of Oregon for community impact study
11. Chewaucan biophysical Monitoring Project
12. I think all of the scientists involved are members of the collaborative. (RMRS, CFRI)



13. Conservation Northwest and Vaagen Brothers added technical capacity for two years to the Forest Service in conducting landscape evaluations to improve project outcomes.
14. University of Washington assisted with monitoring throughout the project.
15. Colorado State University
16. Economic Effects analysis
17. Colorado Forest Restoration Institute, CSU (whole period), Rocky Mtn Tree-Ring Research (whole period), RMRS (whole time).
18. Numerous universities conduct monitoring
19. USGS provides scientific input
20. Bird Conservancy of the Rockies & Rocky Mountain Research Station.
21. The Nature Conservancy
22. Colorado Forest Restoration Institute (CFRI) at CSU, 2010? - present. CFRI did pre & post structural and diversity analysis. They attended collaborative meetings and presented their data once a year to the same collaborative to inform future treatments. They also created an adaptive management process, and led discussions about adaptive management.
23. Bird Conservancy of the Rockies, start date unsure - present. Monitored the birds in response to treatments. Presented data to the collaborative yearly, or every other year.
24. The Rocky Mountain Research Station did some wildlife research but I do not know if this was directed by the Forest Service or just occurred independently.
25. Ecological Restoration Institute, The Nature Conservancy
26. The Forest Guild
27. Sierra Institute was used to conduct socioeconomic analysis for all three CFLRs in California.
28. Colorado Forest Restoration Institute, 10 years, forest inventory plots and some economic monitoring
29. UC Berkeley, UC Davis, SPI, USFS
30. CFRI (Colorado Forest Restoration Institute) at Colorado State University
31. Various high school internships also helped.
32. CPW contributed to wildlife monitoring in last half of the project.
33. Colorado Forest Restoration Institute
34. Rocky Mountain Research Station
35. Rocky Mountain Tree Ring Research
36. The Nature Conservancy
37. Ecological Restoration Institute (ERI) affiliated with Northern Arizona University in Flagstaff
38. University of MT- 10 years, Swan Valley Connections- 10 years, Clearwater Resource Council- 10 years, Ecosystem Management Research Institute- 10 years, Blackfoot Challenge- 10 years, Montana State University- 7 years, USGS- 7 years
39. Colorado Forest Restoration Institute, The Nature Conservancy
40. CFRI was the key provider of science and technological capacity (before and during the CFLRP duration).
41. Colorado State University's Colorado Forest Restoration Institute



42. CSU's Colorado Forest Restoration Institute--they were one of the stakeholders.  
Provided research, data analysis, reports, and helped with our intern program.
43. Northern Arizona University's Ecological Restoration Institute. They have been involved from the beginning and continue to provide scientific research and analysis.
44. Chris Gitterman, monitoring data analysis
45. University of Montana (10 years) for coordination and monitoring, Ecosystem Management Research Institute (multiple times across 10 years) for planning and monitoring, The Wilderness Society (5 years) for coordination and scientific expertise.
46. Colorado Forest Restoration Institute, Colorado State University
47. University of NM
48. Three Pines Forest Research
49. Forest Stewards Guild
50. ERI from Northern Arizona University.
51. CFRI pretty much throughout the entire process.
52. Forest Guild and New Mexico highlands. I'm not sure who else.
53. ERI, great deal of various technical/scientific expertise, with us throughout duration
54. CFRI has provided extensive support for scientific research and 3rd party monitoring.
55. Oregon State University
56. UCSB Bren School, 2018, conducting research within the CLFRP footprint.
57. I don't know
58. Peter Bates, Forestry Professor, Western Carolina University is the lead on vegetation monitoring
59. Oregon State University - 3rd party monitoring data collection and analysis; scientific research
60. TNC
61. SCA
62. U of F
63. Personnel associated with the Intermountain Station, PNW Station, University of Idaho Range Research, variable period but mostly day long field and classroom interaction.
64. University papers, legal representation--Lawson Fite, AFRC
65. OSU has been an essential science support partner. Sustainable Northwest has been very helpful as well.
66. Sierra Institute
67. Northern Arizona University, the Ecological Restoration Institute, 10+ years all forms of science delivery. The Arizona Game and Fish Department, closed canopy analysis and corridor designation. USGS, drones. RMRS research. TNC sale prep modernization, LIDAR derived tools, ecological analysis, monitoring. ATICA/Delphi forest characterization. Mottek Consulting, social science and public perspectives. And many many others
68. Please contact Southern Blues Coalition for complete list--OSU School of Forestry, other university economics folks, other WL folks.
69. Sorry I do not know names. We have had numerous presentations. I do know PSW does quite a bit of work.
70. Oregon State University
71. Southern Research Station, ongoing, provides scientific research



72. Sustainable northwest
73. 4FRI is supported by Northern Arizona University/Ecological Restoration Institute. In excess of 10 years. Scientific studies on NRV
74. I don't know the third party.

**QUESTION 26: IS THERE ANYTHING ELSE YOU WISH TO SHARE REGARDING YOUR EXPERIENCE COLLABORATING ON A CFLRP PROJECT?**

48 of 106 survey respondents answered this question.

1. An outstanding program, which led to better outcomes that would have occurred otherwise! Keep these kinds of collaborative efforts going!
2. It provides funds to get some jobs done.
3. The CFLRP needs to be refunded and extended.
4. The continued resistance to the inclusion of grazing as a tool and contribution to CFLR objectives is alarming. The resistance has been both by the Forest Service as well as some collaborative members. While the livestock industry has been supportive of the timber industry, there has been no reciprocity. A number of collaborative members are not truly interested in other diverse interests as long as they are getting what they want. Livestock industry participation had not been consistent in the early CFLR years, and by the time their participation became constant, the other parties in the room already had their turf staked and new interests were not embraced. The Forest Service fears potential for additional litigants if grazing is included, so has therefore also resisted any acknowledgement of the livestock industry contributions toward CFLRP objectives. Land management decisions by the Forest Service (as well as recommendations by the collaboratives) are not fully informed.
5. Keep it going. This is good stuff.
6. We remain hopeful that our application will be successful and then we can answer your questions in the next survey.
7. I have enjoyed the knowledge shared and the respect of organizations for each other's ideas.
8. I'm sure we did not get as much match and/or leverage reported as was actually utilized from our stakeholders--especially industry. We have very large landscape and a very diverse set of stakeholders--keeping both internal and external partners engaged and involved is challenging but the rewards are worth it.
9. All the elements exist for a successful CFLRP experience, and the goals of CFLRP would have been realized except for the fact that the Forest has never accepted collaboration in the management of the forest. Instead of partnership, they view collaboration as a threat to be mitigated and then ignored. Truly a missed opportunity.
10. More of it, keep it up, more money!
11. I have been impressed with the support and lack of conflict within the Collaborative
12. There is next to no representation from local communities adjacent to, or with a stake in these projects. Having this would bring an extremely valuable perspective to the collaboratives.



13. Recreation is a rising challenge in the Front Range, and its effects, and is effected by restoration efforts. Recreation will need to be included in the conversation for effective restoration.
14. We need much more extensive wildlife & ecological monitoring for these projects. We also need to have some serious discussions about forests and climate change.
15. I would like to see more emphasis put on prescribed fire, and much less on wood products in CFLRP projects. If the science & numbers show that prescribed fires are the means to create a truly resilient landscape on a large scale (at least along the Front Range), than that should have full support, without requirements for wood products.
16. Lastly I don't know how this would work without having a 3rd party facilitator as part of this work. Funding for this should be included in awards.
17. Based on the results from past CFLRP projects, I am very supportive of this type of program and hope to see it continued and expanded.
18. Overall, the Uncompahgre Plateau CFLRP was a great success on the GMUG and with our partner groups in the area.
19. Hope to keep the momentum going!
20. Just that I think the project is of extreme importance but it would be heartening to see such attention extended to other parts of the forest service mission.
21. The project clearly demonstrated the need for 1) more overall funding for FS management, 2) open and transparent processes for management decisions, 3) use of and engagement of outside partners in providing technical support, 4) forest plans, and better forest plans than are currently being developed and implemented, and well supported collaborative processes.
22. It has had minor impacts (positive or negative) to me and my organization - due to the lack of communication and engagement.
23. Hopefully it is still a model.
24. Glad to have participated and contribute my time and expertise. Got to know quite a number of people over the years and appreciate being involved.
25. It's been a wonderful experience. We had a great collaborative that facilitated learning, friendships, numerous projects to improve the land, and useful monitoring.
26. While there are always times of frustration, being able to work through those is a huge benefit to a collaboration. My best piece of advice is to have some controls over how much any one group or individual can control the different aspects of the collaboration. When one group or individual is able to have too much control, then other groups or individuals tend to lose interest and the whole collaboration suffers.
27. It's been great to see thousands of acres of forest restoration work get completed on the ground!
28. A coordination team and governing board were created internally for 4FRI. Because there are no direct lines of authority to implementers nor a chain of command that includes the coordination team, direction can be conflicting and cause delays in implementation.
29. The need is great, let's expand the program and increase funding.
30. It seems clear that the collaborative did not prevent us from getting sued as every forest in the Southwest will be wrapped up in a law suit over consultation of our forest plans. The work we have been able to complete has not been enough as the massive



wildfires in California have born witness. The compromises the agency has had to make to get work done have done very little to restore the forest while wasting millions of dollars and millions of hours of blood, sweat and tears. The idea of CFLRP is a noble one, but the reality of "Something is better than nothing" mind set of the agency has brought a false sense of accomplishment and it is the environment that paid for this lapse.

31. Plan on providing additional funding to continue to do the monitoring as committed from the beginning. This puts a burden on the Forest when the initial 10 year money is gone. Doing large landscape level treatments over large areas requires a lot of monitoring which the FS does not have the internal capacity to keep at the same levels.
32. I have been a part of two CFLRP projects now and have spent many years comparing other projects and organizational structures. I think we need to evaluate internal capacity, if we can start lightening the burden on some of the employees, and be clear about accountability, there will be buy-in.
33. We have had a consistent project that has produced great results. Our implementation will continue over the next few years as previously awarded contracts are completed. It is unfortunate that Region 2 asked the Uncompahgre Plateau Project and GMUG not to apply for an extension or new project. We have a high functioning collaborative restoration program that is already starting to wane in the first year without CFLRP funds. Our main local 501c3 organization that has been key to our success is shutting down and we have no funding to continue important invasive species work and required monitoring. We are trying to find funding to award an IRSC this year, but money is very uncertain. Lack of consistent funding will make it difficult to keep a functioning program.
34. Overall it is a very positive experience. However the agency is slow to adapt, develop and implement policies, techniques, and procedures developed through collaboration.
35. A worthy endeavor and investment of time. The danger lies in losing momentum from not staying focused on moving projects to completion.
36. Thanks for tracking this information!
37. CFLRP is critical for a number of reasons. Funding is obviously important but it also provides a framework that lends itself toward bringing some parties to the table.
38. Please continue the program.
39. Purpose written policy statements are very necessary for collaborators for creation of understanding. Such policy as the Watershed Condition Framework is an example where the tools are discussed the purpose portrayed but absolute rules espoused. Many Collaborators are as educated and have as much practicum as any in your policy writing staff. Let them and the other collaborators work through the solution on these high variable landscapes using preferred tools. Remember tools not absolute rules if possible.
40. Quite depressing work but would have even worse outcome if I was not there.
41. It has been very helpful for building capacity and trust between local contractors, RCD, and Forest Service.
42. Nope



43. This work is actively pushing against the national trend toward polarization. I think it's some of the most important work we can be doing right now to help stitch our country back together.
44. True collaboration is when we share problem solving and decision space. The agency should seek innovative ways to allow our partners to develop solutions to long standing issue and to provide them with reasonable decision space.
45. Having been involved in a number of grassroots collab efforts in other arenas, I cannot emphasize enough the need to have strong operating rules that are signed as part of the official membership process (e.g. then eligible to be elected an officer of the organization) and the commitment to science, especially with scientists who can direct investigations at local concerns (especially when there is a paucity of other scientific investigations in the area----while initially, the needed investigation may look like 'applied science" because new principles are not being explored, often the applied studies turn up unique circumstances in our local environment that introduce new ideas into established disciplines. For instance, Saab's work which may indicate that a particular woodpecker species needs larger trees for nesting in order to have cavities with thicker walls which provide insulation to nestlings from our cold spring/summer nights --typical of "high desert" or semi-arid to continental climates. What else makes these kinds of adaptations? Also such adjustments are typical of the climate which is also one control on the hydrology of the area and may ultimately affect our ESA listed fish and should be influencing aquatic restoration.
46. It has been a great education opportunity for me. I also have a much greater understanding of decisions made.
47. I wish we could get another 10 years of CFLRP. This has been the best thing to ever happen to the District. Sure, it burned-out a lot of folks. But, the District's landscape has never been healthier.
48. Our bottleneck is not in implementation. It is in planning. Perhaps the strides being made in implementation could inform a strategic investment in planning.
49. The collaborative efforts are not easy. They take considerable time to establish and maintain. They do not operate on "auto pilot". It commitment, people, and funding to make them successful.
50. It's not just a single project but multiple projects and an on-going collaborative that is the measure of success.
51. It was worthwhile for everyone involved. I think it's a very valuable program that yielded good projects & useful monitoring information.

