

LESSONS LEARNED: SCIENCE, COLLABORATION, AND FOREST RESTORATION

WORKSHOP SUMMARY

LAKE TAHOE WEST RESTORATION PARTNERSHIP

Date/Time: Tuesday, June 2, 2020 12:30-3:00pm

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Meeting in Brief

- **Landscape Resilience Assessment (LRA):** Survey respondents felt that the LRA helped build consensus, agreement, and understanding regarding the landscape. Survey respondents felt that the LRA supported the LRS and ultimately lent credibility to the entire process. Workshop participants felt that the LRA helped the group understand baseline and historical reference conditions, was important to downstream work products, and helped the Science Team understand which indicators were most relevant to Lake Tahoe West (LTW) managers. The workshop group recommends that other collaboratives should complete a LRA exercise, but it does not necessarily need to be spatial. Any kind of assessment of current conditions compared to desired conditions would be useful in guiding a strategy forward.
- **Landscape Restoration Strategy (LRS):** Survey respondents felt that the LRS was beneficial for two main reasons: 1) the LRS provides key guidelines for restoration work, and 2) the LRS facilitated collaboration amongst diverse participants. Survey respondents also recommended that other collaborative groups develop a LRS as it can document an agreed upon vision of the landscape. Workshop participants felt that the LRS provided a way to justify actions on the landscape, documented key decisions, provided an overall guide for how to accomplish the project, and has value that extends beyond just the LTW Restoration Partnership. The workshop group also recommends that other collaboratives consider developing a LRS, and thought that the Goals /Objectives/ Prioritization section could be particularly useful for other groups.
- **Science Modeling:** Almost all survey respondents reported challenges with science modeling in the LTW process. The majority of respondents highlight a variety of issues with science modeling including the number of models used, the technical complexity of inputs and outputs associated with models, and the underlying limitations of modeling. However, survey respondents did indicate several benefits of the modeling, including bolstering the credibility of work products such as the LRA and LRS. Workshop participants felt that the models were informative, and helped provide greater certainty on which treatments to consider using on the landscape.

Workshop respondents also noted numerous challenges associated with the science modeling, and recommended that other collaboratives should begin the process by discussing what science is already available regarding key management questions. Then, the team could select a few key models to answer specific remaining management questions. This approach would also alleviate the workload on multiple teams.

- **Collaborative Process:** Survey respondents reported that the time investment within teams and meetings was a challenge. Survey respondents suggested keeping committees smaller and having representatives on multiple teams. The workshop participants noted that it was hard to keep the Stakeholder Committees engaged throughout a lengthy science modeling process. The workshop group recommended that there should be more frequent lessons learned opportunities, ideally after every project phase.

Next Steps and Action Items

1. **Members of the IADT** will produce a lessons learned white paper based on survey findings and this Lessons Learned workshop.
 - a. **Members of the IADT** will also consider producing a peer-reviewed article based on survey findings and this Lessons Learned workshop.
2. **Lessons Learned Workshop Participants** should send any additional feedback to Sarah Di Vittorio or Gina Bartlett by June 9th.

Welcome and Introductions

Summary: Sarah Di Vittorio of the National Forest Foundation and Gina Bartlett of the Consensus Building Institute welcomed all participants to the meeting, set ground rules for participation, and reviewed the purpose of the Lessons Learned Workshop. The purpose of the Workshop was to reflect on survey findings and hold facilitated discussion on Lessons Learned regarding the collaborative process, science modeling, Landscape Resilience Assessment (LRA), and Landscape Restoration Strategy (LRS). In November 2019, the Lessons Learned survey was distributed to 68 LTW participants. Nineteen individuals from the Interagency Design Team (IADT), Stakeholder Science Committee (SSC), Stakeholder Community Committee (SCC) and Science Team responded. Based on survey findings and this workshop, a lessons learned white paper and/or peer reviewed article will be written to inform other collaboratives.

Landscape Resilience Assessment

Summary: Survey respondents felt that the LRA helped build consensus, agreement, and understanding regarding the landscape. Survey respondents felt that the LRA supported the LRS and ultimately lent credibility to the entire process. Workshop participants felt that the LRA helped the group understand baseline and historical reference conditions, was important to downstream work products, and helped the Science Team understand which indicators were most relevant to LTW management staff. The workshop group recommends that other collaboratives should complete a LRA exercise, but it does not

necessarily need to be spatial. Any kind of assessment of current conditions compared to desired conditions would be useful in guiding a strategy forward.

Discussion

- Survey results indicated a variety of benefits from the Landscape Resilience Assessment (LRA).
 - The majority of respondents felt the LRA helped build consensus, agreement, and understanding regarding the landscape.
 - Multiple respondents felt the LRA helped the group understand baseline conditions, historical reference conditions, what resilience looked like, and areas that might be prioritized.
 - Respondents felt the LRA supported the Landscape Resilience Strategy (LRS) and ultimately lent credibility to the entire process.
- What worked well?
 - The LRA was important to downstream work products such as the LRS and the Monitoring Plan.
 - From the Science Team's perspective, the LRA was useful in identifying what indicators were most relevant to LTW management staff and then cross walking these indicators with the models.
 - Some staff felt that the pixel by pixel scale of the LRA was useful as it allows LTW staff to really evaluate where and if current conditions on the landscape are resilient or not resilient. This scale will also help justify actions in the planning phase and inform spatial prioritization of treatments on the landscape.
 - The Work Product Values, Services, and Primary Disturbances was very helpful as it started getting at the larger LTW objectives.
- What were the barriers and challenges?
 - As the IADT got further into the Landscape Restoration Strategy (LRS) development, it seemed like the IADT relied heavily on the LRA for the LRS. Some staff were expecting the LRS to rely more on the modeling, but the IADT consistently went back to the LRA to identify what was resilient and what was not resilient on the landscape. Originally, when the IADT began writing the LRA, it was not clear how key the document would be in the LRS process.
 - LRA was very pixel-by-pixel which set up the LTW Team for a conversation of how to treat the landscape pixel-by-pixel which was hard to crosswalk with the largescale landscape dynamics that the modeling focused on.
 - The LTW Team spent a long time developing the Essential Management Questions and these questions were lost over time. It is imperative to have a clear understanding of why exactly a product is being developed and to loop back to intention this frequently.
 - The LRA was less useful for evaluating social indicators and other indicators like the Climate Change Resilience indicator which was pretty static over time.
- What are our recommendations or lessons learned going forward?

- As the LTW team moved through Phase 1 and 2 there was a loss as to how everything would fit together. Future collaborations could benefit from having more of a consensus, Stakeholder driven process about what the work products will be and how exactly they will be used.
- A lesson learned is thinking about the overall timeline and how long it will take to develop each product--then prioritizing what the team should spend their time on.
- The LRA could have benefitted from increased Science and IADT collaboration. This would have create more connective tissue between static and dynamic perspectives on the landscape.
- Other collaboratives should complete a LRA exercise, but it does not necessarily need to be spatial. Any kind of assessment of current conditions compared to desired conditions would be useful in guiding a strategy forward.

Landscape Restoration Strategy

Summary: Survey respondents felt that the LRS was beneficial for two main reasons: 1) the LRS provides key guidelines for restoration work, and 2) the LRS facilitated collaboration amongst diverse participants. Survey respondents also recommended that other collaborative groups develop a LRS as it can document an agreed upon vision of the landscape. Workshop participants felt that the LRS provided a way to justify actions on the landscape, documented key decisions, provided an overall guide for how to accomplish the project, and has value that extends beyond just the LTW Restoration Partnership. The workshop group also recommends that other collaboratives consider developing a LRS, and thought that the Goals /Objectives/ Prioritization section could be particularly useful for other groups.

Discussion:

Survey Results:

- Almost all respondents felt the LRS was beneficial for two main reasons: 1) the LRS provides key guidelines for restoration work, and 2) the LRS facilitated collaboration amongst diverse participants.

Small Group #1:

- What worked well?
 - LANDIS and its impact on the LRS in terms of mechanical treatment on steep slopes and proposed thinning in PACs will be critical to have when proposing new treatments on the landscape.
- What were the barriers and challenges?
 - The LRS was being written as the science modeling work was happening. The LRS was wrapped up before 100% of the science results were completed.
 - As the Science Team was put together and funded before the other LTW groups, the Science Team had a vision before the rest of the groups were assembled. This put the groups on slightly different timeline that should have been more thoughtfully put together.

- If the development of the teams had been on the same timeline, the work products would have been more jointly developed.
- It would have been more efficient to have the managers directly identify data gaps and key questions, and then review with the Science Team what models are available to answer these questions.
- What are our recommendations moving forward?
 - Science team members expressed that they really want science to help inform management.

Small Group #2:

- What worked well?
 - The LRS was valuable and fundamental to Lake Tahoe West.
 - The IADT's work process worked well—the cross-collaboration between agencies was positive.
- What were the barriers and challenges?
 - Trying to work across groups—between the IADT, Science Team and Stakeholder Committees—was difficult. But, collaboration led to a better product in the end.
- What are our recommendations moving forward?
 - Other collaboratives should also consider developing a LRS.
 - The Goals /Objectives/ Prioritization section of the LRS is recommended to other collaboratives. The goals outline will also be important for the monitoring effort.

Small Group #3:

- What worked well?
 - LRS was useful. A way to combine current conditions and best available scientific information. The matrix for recommendations was one of the most useful products from the LRS.
 - The LRS provided a way to justify actions and document rationalizations. It provides transparency.
 - The LRS can help build out the purpose and need for your project and then the guidance for how to accomplish the project
 - The LRS was a critical step and provides the flexibility to do cooperative implementation versus collaborative implementation. Lines groups up to then choose which type of implementation they want to do and ensure it is meeting collaboratively agreed upon principles.
- What are our recommendations moving forward?
 - A good recommendation is to take time up front to assess what you have in terms of the state of science, modeling, and tools. Make sure to build that time into your overall timeline.
 - I think a lesson learned is to have a common lexicon- at all points and within all groups. Make sure everyone is understanding and using terms in the same way.

Small Group #4:

- What worked well?
 - Much of what was in the LRS was informed by modeling, science modeling bolstered the things that the team did not yet have data for in the LRA.
 - The LRS is a strong document; it has value not just for the LTW project but also to think about the west shore landscape over a long period of time
 - The LRS will be really helpful for the LTW team to assess whether they are successful in their long term goals.
 - The LRS sets a consensus vision for the landscape and gives the LTW team agreed-upon tools to move the landscape toward a more resilient state.
 - Modeling and the LRS helped the IADT consider the influence of climate change on the landscape and whether proposed treatments will be effective under climate change.
 - Scenario 5 was a good scenario to run from a science perspective as it allowed the IADT (and future managers) to understand what risks they need to think through in relation to prescribed fire.
- What were the barriers and challenges?
 - It was surprising that the IADT did not rank the modeling as very useful on the survey. Modeling subtly influenced what people were prioritizing in terms of objectives/approaches along the way.
 - The modeling effort was such a big undertaking that it was hard for the Science Team to engage with the LRS as much as they would have liked.
 - Different modeling efforts presenting their results at different times made it challenging to bring all of the modeling together and see how it informed the LRS.
 - For many Stakeholders and IADT members, there was a real expectation that science modeling would help the team think about where on the landscape treatments should be occur. However, the modeling was more about overall landscape dynamics and the long term impacts of the modeled scenarios.
- What are our recommendations moving forward?
 - Figure out exactly what in the LRS needs to be informed by science modeling efforts and target those areas.

Small Group #5:

- What worked well?
 - The LRS was well-written—comprehensive but not overwhelming. It was able to be read by a lay person, as well as being useful for a more technical audience.
 - The LRS successfully took into account Stakeholder Committee, Core Team, and Executive Team feedback.
- What were the barriers and challenges?
 - There was a need for clear questions of the science models and more communication (and possibly more direct communication) between the IADT and the Science Team so that the Science Team was set up for success. The questions that IADT had were not well aligned with the model capabilities due to the lack of consistent, clear, and upfront communication.

- EMDS was disappointing in its timeliness and utility. It was felt that EMDS would have a bigger role in the LRS development.

Full Group Recap and Consensus on the LRS:

- **What worked well?**
 - The LRS set the broad vision, serves to demonstrate shared commitment and consensus of all the agencies, and will help personnel throughout the Basin think about the entire landscape's trajectory over the next several decades.
- **What were the barriers and challenges?**
 - Research questions should have been prioritized up front.
 - There should have been expectations set for what science (existing and modeling) could provide.
- **What are our recommendations moving forward?**
 - Collaboratives should do an up-front "state of the science" assessment including developing key research questions and identifying the available models/tools.
 - Have everyone on the same page in terms of lexicon.

Science Modeling

Summary: Almost all survey respondents reported challenges with science modeling in the LTW process. The majority of respondents highlight a variety of issues with science modeling including the number of models used, the technical complexity of inputs and outputs associated with models, and the underlying limitations of modeling. However, survey respondents did indicate several benefits of the modeling, including bolstering the credibility of work products such as the LRA and LRS. Workshop participants felt that the models were informative, and helped provide greater certainty on which treatments to consider using on the landscape. Workshop respondents also noted numerous challenges associated with the science modeling, and recommended that other collaboratives should begin the process by discussing what science is already available regarding key management questions. Then, the team could select a few key models to answer specific remaining management questions. This approach would also alleviate the workload on multiple teams.

Discussion:

- Survey results:
 - The majority of respondents highlighted a variety of issues with science modeling including the number of models used, the technical complexity of inputs and outputs associated with models, and the underlying limitations of modeling.
 - Multiple participants felt the underlying limitations associated with LANDIS II were challenging.
 - Multiple respondents felt modeling was resource intensive in terms of time and money spent.
 - A few respondents felt the modeling effort timeline did not match the timeline of other processes and work products, further exacerbating a disconnect with the process.

- Respondents indicated several benefits with modeling, particularly around guiding manager decision making and bolstering credibility of other work products such as the LRA and LRS.
- Respondents felt the science modeling helped define potential ecological impacts for managers and identify specific areas for priority on the landscape.
- Multiple respondents felt it was important to use a few key models and ensure they are spatially explicit, and noted that modeling might not be the most appropriate for collaborative groups with financial constraint.
- What worked well?
 - The Science effort created some groundbreaking work on the trade-offs of using fire vs. thinning on the landscape.
 - The models were informative, and helped provide greater certainty on which treatments to consider using on the landscape.
- What were the barriers and challenges?
 - It is so important for the team to be on the same page. Collaboratives are challenging in the sense that not every agency cares about the same thing and will have different key questions.
 - The modeling endeavor highlighted that there is not a clear understanding for how science can help managers, are the questions the managers asking relevant for the science team and vice versa?
 - The Science Team is not sure that the long-term/largescale modeling was identified as a high value item for IADT. The Science Team was asked to do this project, but they are not sure if there was a deep curiosity about how the systems will change over time and what are the real tradeoffs over time. Some of the management questions were more narrow and had a stand-scale focus.
 - The push to get something done and meet a timeline made it difficult to integrate the science into the strategy.
 - The science modeling covered so many different topics, and there may be some lasting value of the science modeling that may not be appreciated now, but six months or one year down the line might become useful. It may be hard to know in advance which modeling results are significant or not.
- What are our recommendations moving forward?
 - Other collaboratives should begin the process by discussing what science is already available regarding key management questions. Then, the team could select a few key models to answer specific remaining management questions. This approach would also alleviate the workload on multiple teams.
 - Bring the Science Team on at the same time as all other teams (not before).

Collaborative Process

Summary: Survey respondents reported that the time investment within teams and meetings was a challenge. Survey respondents suggested keeping committees smaller and having representatives on

multiple teams. The workshop participants noted that it was hard to keep the Stakeholder Committees engaged throughout a lengthy science modeling process. The workshop group recommended that there should be more frequent lessons learned opportunities, ideally after every project phase.

Discussion:

- Survey Results:
 - The majority of participants reported the time investment within teams and meetings was a challenge. Communication regarding which meetings should be attended by whom was unclear.
 - Participant turnover, especially on the Stakeholder Committees, was a challenge.
 - Respondents suggested keeping committees smaller and having representatives on multiple teams.
 - Respondents felt it was important to memorialize agreements so as not to revisit past decisions.
- What were the barriers and challenges?
 - So much of the process feedback points to how ambitious this project was, once you build this much complexity into the process it becomes very difficult to manage.
 - One of the challenges to the collaborative process was keeping the Stakeholder Committees engaged through the science modeling process.
- What are our recommendations moving forward?
 - Provide more frequent lessons learned workshop opportunities. These should be completed after every phase in the project.
 - There may not have been a need for two separate stakeholder committees.
 - LTW Team should do a white paper AND a peer-reviewed paper.
 - The Science Team is planning a special issue for the science results in the Ecology and Society journal, and that could potentially include a paper on lessons learned regarding the collaborative process.
 - Other collaboratives should really think about how science modeling pairs with the collaborative process. If you're going to have a really complex science component, maybe put that on a different timeline than your collaboration timeline.

Wrap Up and Next Steps

Summary:

- Send additional written feedback to Sarah Di Vittorio or Gina Bartlett by June 9, 2020.
- The LTW team will develop a White Paper and share a draft of this with Lessons Learned Workshop participants.
- The LTW team will also consider putting together a peer-reviewed article for publication.
 - The Ecology and Society Journal will have a special issue for LTW science results. A lessons learned paper regarding the collaborative process could potentially be included in this issue.

Meeting Attendees

Organizing and Participating Agencies

CTC – California Tahoe Conservancy

FWS – Friends of the West Shore

NFF – National Forest Foundation

USFS LTBMU – U.S. Forest Service Lake Tahoe Basin Management Unit

USFS PSW – U.S. Forest Service Pacific Southwest Research Station

KTB – Keep Tahoe Blue/The League to Save Lake Tahoe

TRPA – Tahoe Regional Planning Agency

CBI – Consensus Building Institute

CSP – California State Parks

TF – The Tahoe Fund

EPA – US Environmental Protection Agency

CF TFFT – CalFire, Tahoe Fire and Fuels Team

PCAPCD – Placer County Air Pollution Control District

TSCAC – Tahoe Sierra Clean Air Coalition

SVSH – Squaw Valley Ski Holdings

NCSU – North Carolina State University

UNR – University of Nevada, Reno

TERC – Tahoe Environmental Research Center

Stakeholder Science Committee Members

1. Jennifer Quashnick, FOWS
2. Patricia Maloney, TERC
3. Sue Britting, SFL
4. Ann Hobbs, PCAPCD

Stakeholder Community Committee Members

1. Skyler Monaghan, TF
2. Jack Landy, EPA
3. Casey Blann, SVSH
4. Amy Berry, TF
5. Gavin Feiger, KTB

Additional Participants

1. Doug Flaherty, TSCAC
2. Christina Restaino, UNR

LTW Staff

1. Christine Aralia, CTC
2. Jason Vasques, CTC
3. Shana Gross, LTBMU
4. Becky Estes, USFS LTBMU
5. Mason Bindl, TRPA
6. Courtney Rowe, CSP
7. Stephanie Coppeto, USFS LTBMU

8. Brian Garrett, USFS LTBMU
9. Kat McIntyre, TRPA
10. Jen Greenberg, CTC
11. Nadia Tase, CF TFFT
12. Gina Bartlett, CBI
13. Ekow Edzie, CBI
14. Sarah Di Vittorio, NFF
15. Bri Tiffany, NFF

LTW Science Team

1. Robert Scheller, NCSU
2. Charles Maxwell, NCSU
3. Angela White, USFS PSW
4. Jonathan Long, USFS PSW
5. Pat Manley, USFS PSW



LTW Lessons Learned Workshop: Science, Collaboration, and Forest Restoration

Lake Tahoe West Restoration Partnership

June 2, 2020

LTW Lessons Learned



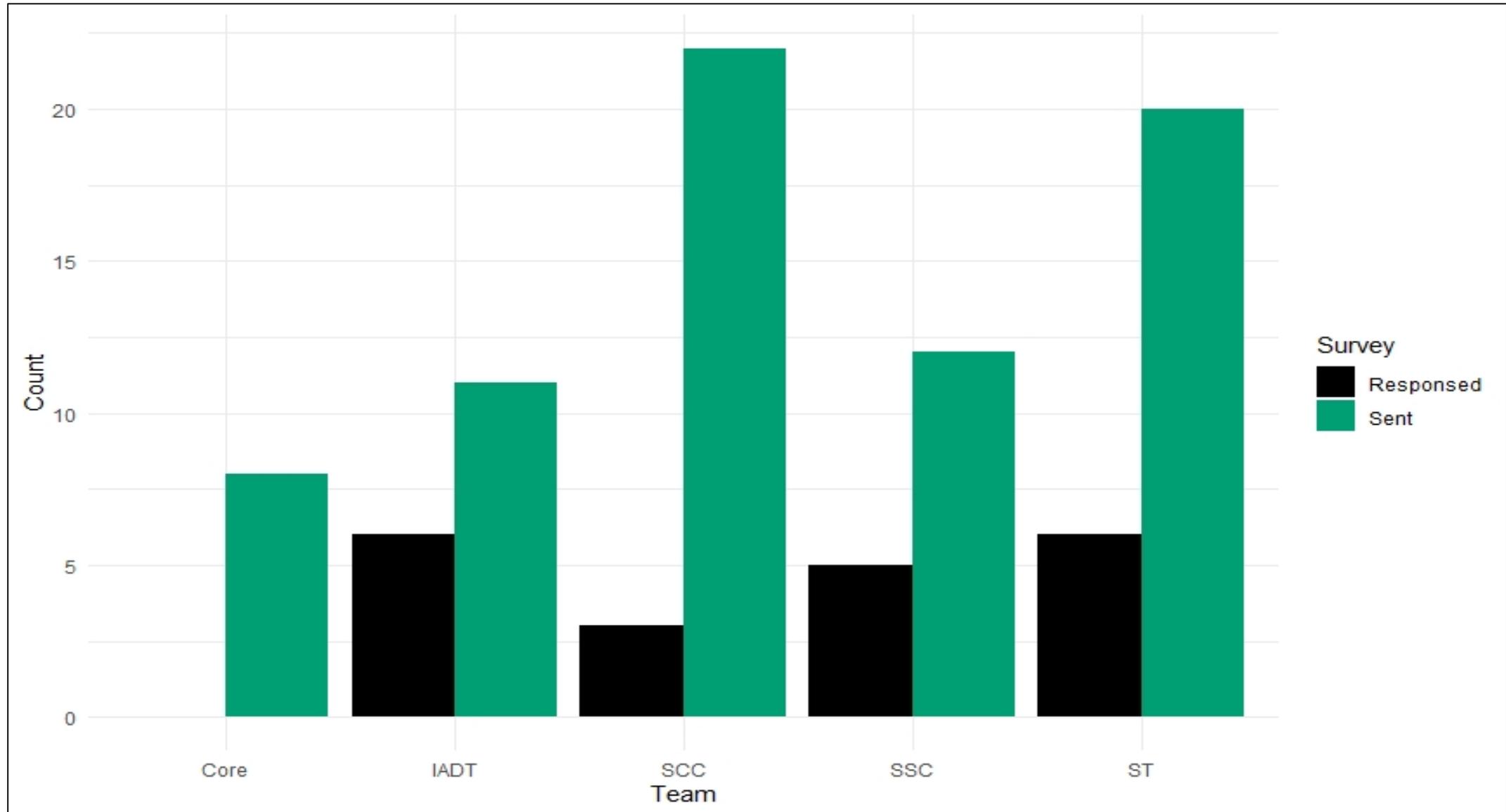
Workshop Purpose

Reflect on survey findings from November 2019, and hold facilitated discussion on Lessons Learned regarding the collaborative process, science modeling, Landscape Resilience Assessment, and Landscape Restoration Strategy

Anticipated Outcome

Based on survey findings and this workshop, a lessons learned white paper will be written to inform other collaboratives.

Surveys sent and number of responses by team



Workshop Format

We will present survey findings in four areas:

- Landscape Resilience Assessment
- Landscape Restoration Strategy
- Science Modeling
- Collaborative Process

Reflection and Discussion

By area, we will discuss findings and consider recommendations for other collaboratives.





Discussion Questions

- **What are your thoughts about the survey findings? What resonates? What are the gaps?**
- What worked well, what did you like?
- What were the barriers and challenges?
- **What are our recommendations or lessons learned going forward?**

Landscape Resilience Assessment

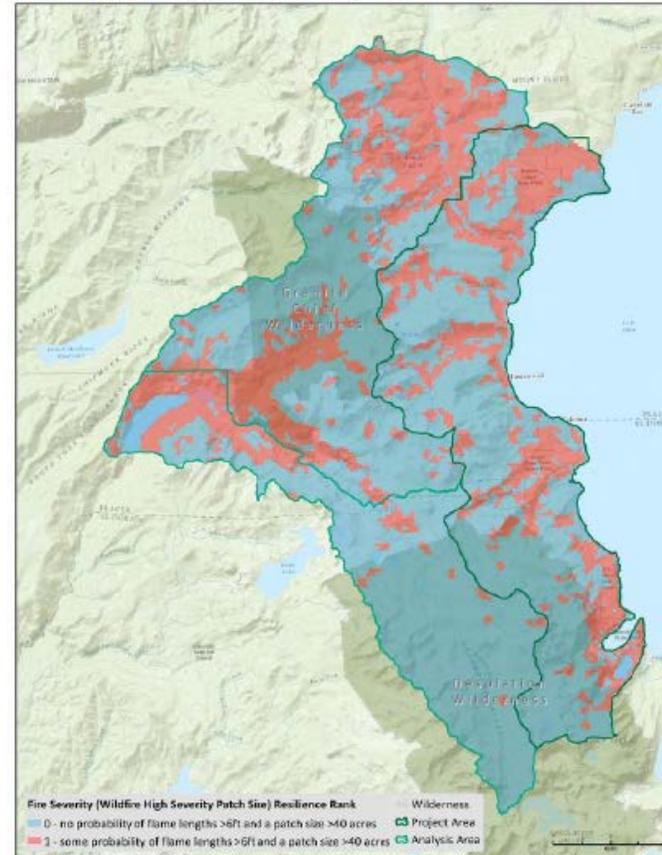
And associated work products



Lake Tahoe West
Landscape Resilience Assessment
Version 1
11 December 2017

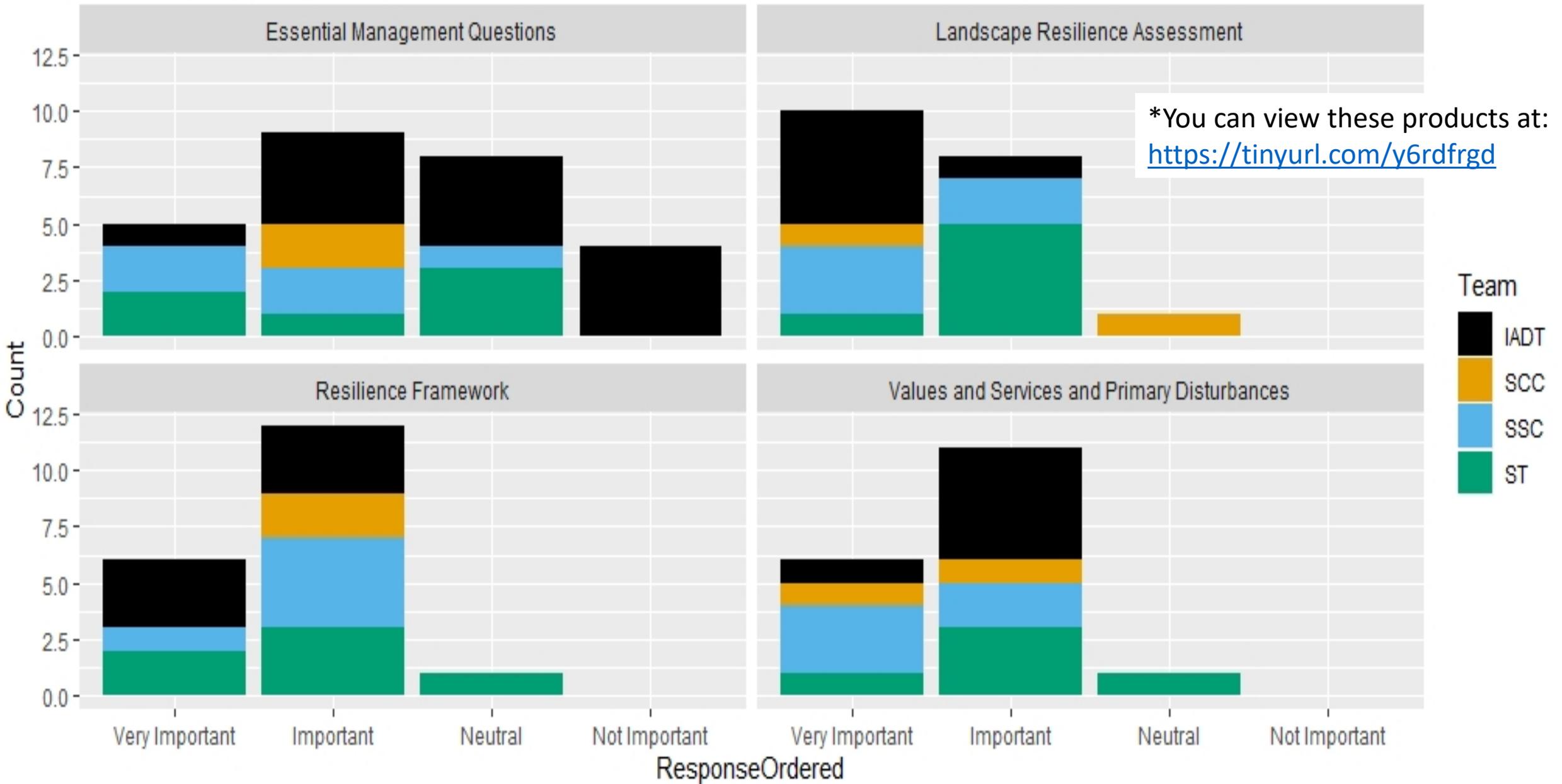
Cite as: Gross, S. M., Bindl, J., Greenberg, F., Schafer, S., Coppeto, N., Tase, B., Garrett, R., Striplin, D., Shaw, W., Brennan, M., Vollmer, D., Fougères, S., Di Vittorio, and J. Vasques. 2017. Lake Tahoe West Landscape Resilience Assessment, Version 1. Unpublished report. National Forest Foundation, South Lake Tahoe, CA.

2. Fire Severity (Wildfire High Severity Patch Size)

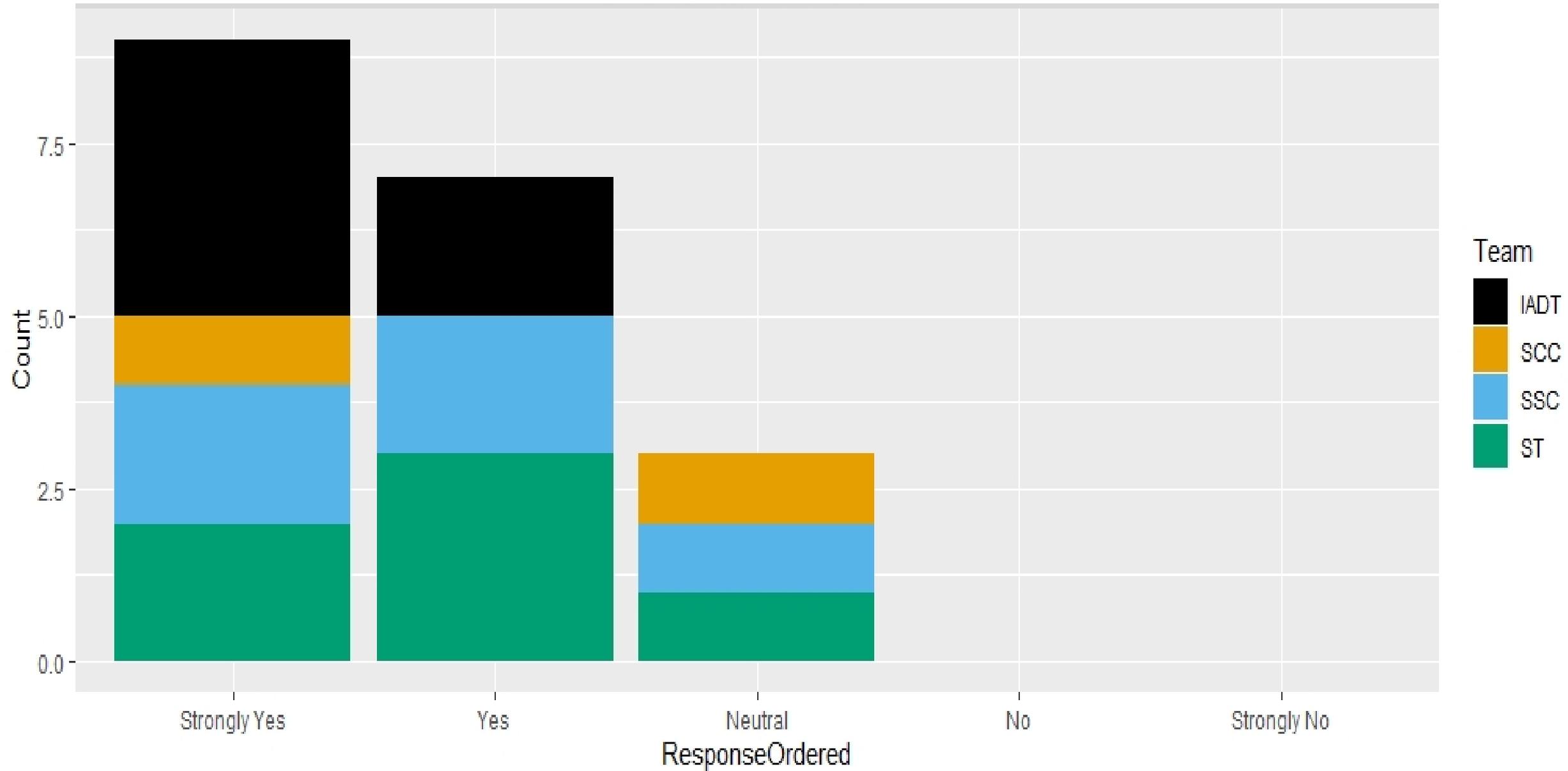


Indicator 2. Fire Severity identifies areas on the landscape that are more or less prone to large patches of high severity fire and high tree mortality. A flame length of greater than six feet is considered high severity. The resilient condition (0) is where patches of high severity fire would be less than 40 acres, while the least resilient condition (1) is where the patches would be greater than 40 acres.

Survey question: Please indicate your view of the importance of each work product* to LTW:



Survey question: Would you recommend that other landscape-scale collaboratives develop a Landscape Resilience Assessment?



Open-ended questions shed more light on the value of the Landscape Resilience Assessment



Survey question: Why or why not (would you recommend that other landscape-scale collaboratives develop a Landscape Resilience Assessment)?

Response themes:

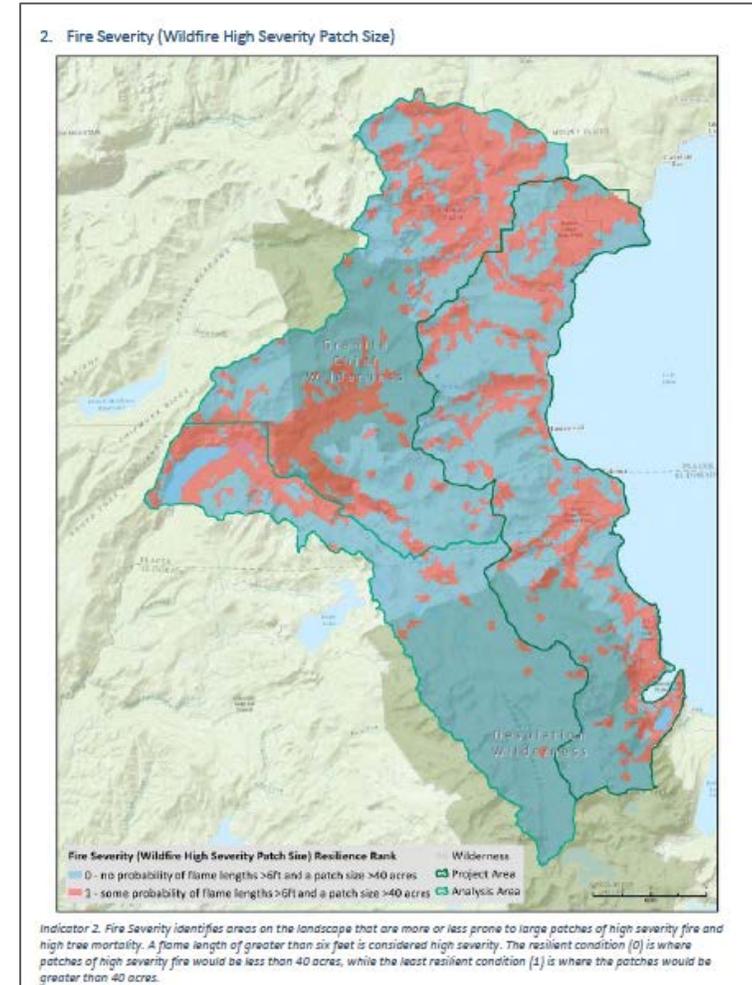
- *The LRA was an important product to build consensus and understanding.*
 - Getting everyone “on the same page” regarding current and desired landscape conditions.

Landscape Resilience Assessment Discussion

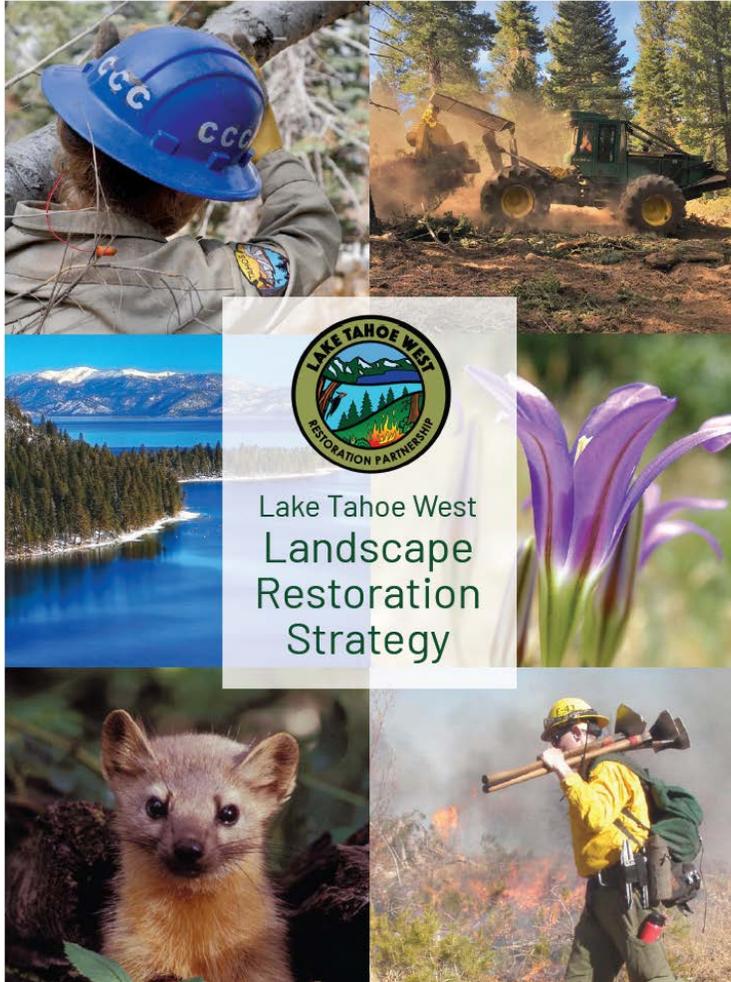


What are your thoughts about the survey findings? What resonates? What are the gaps?

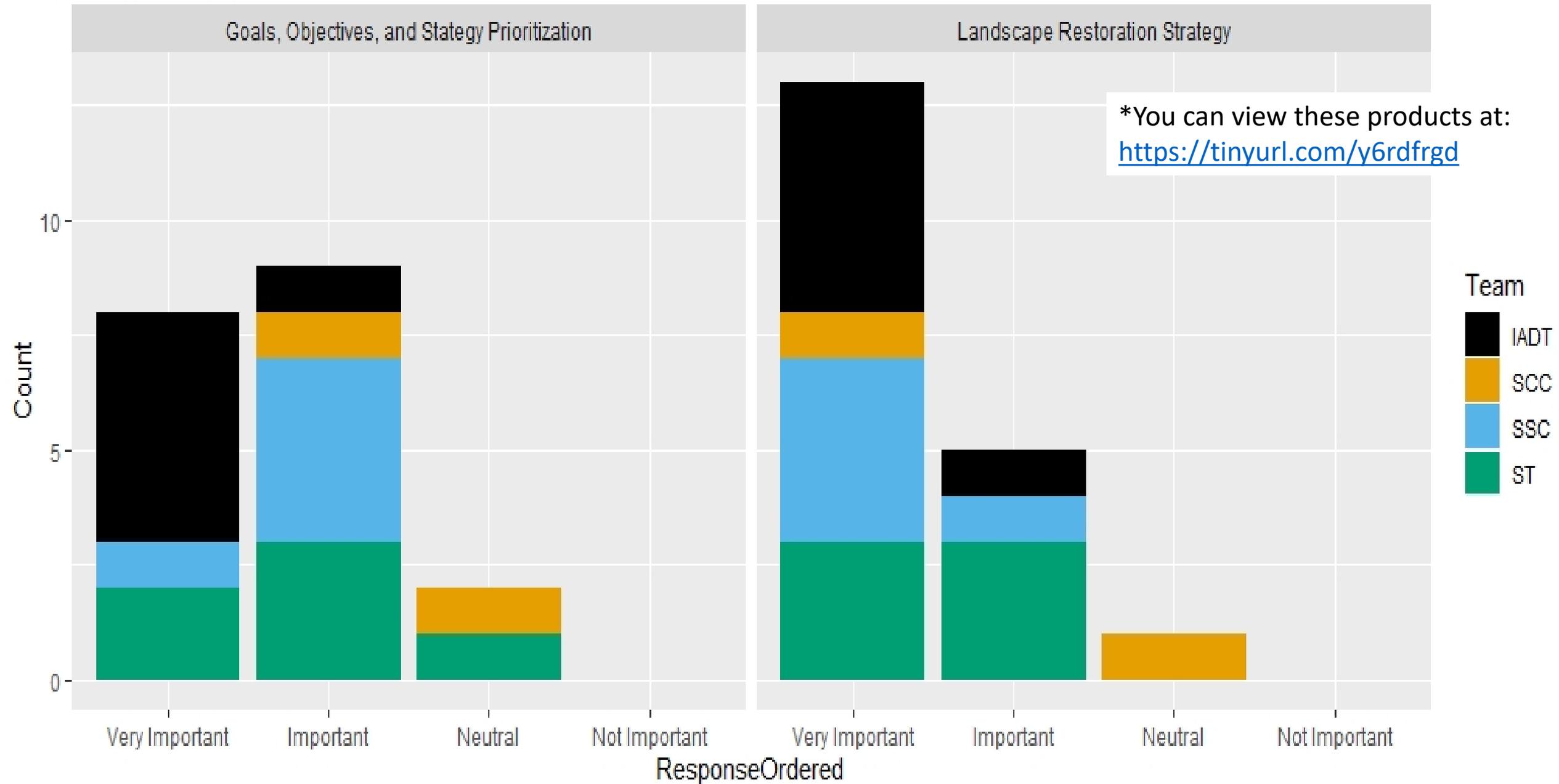
What are our recommendations or lessons learned going forward?



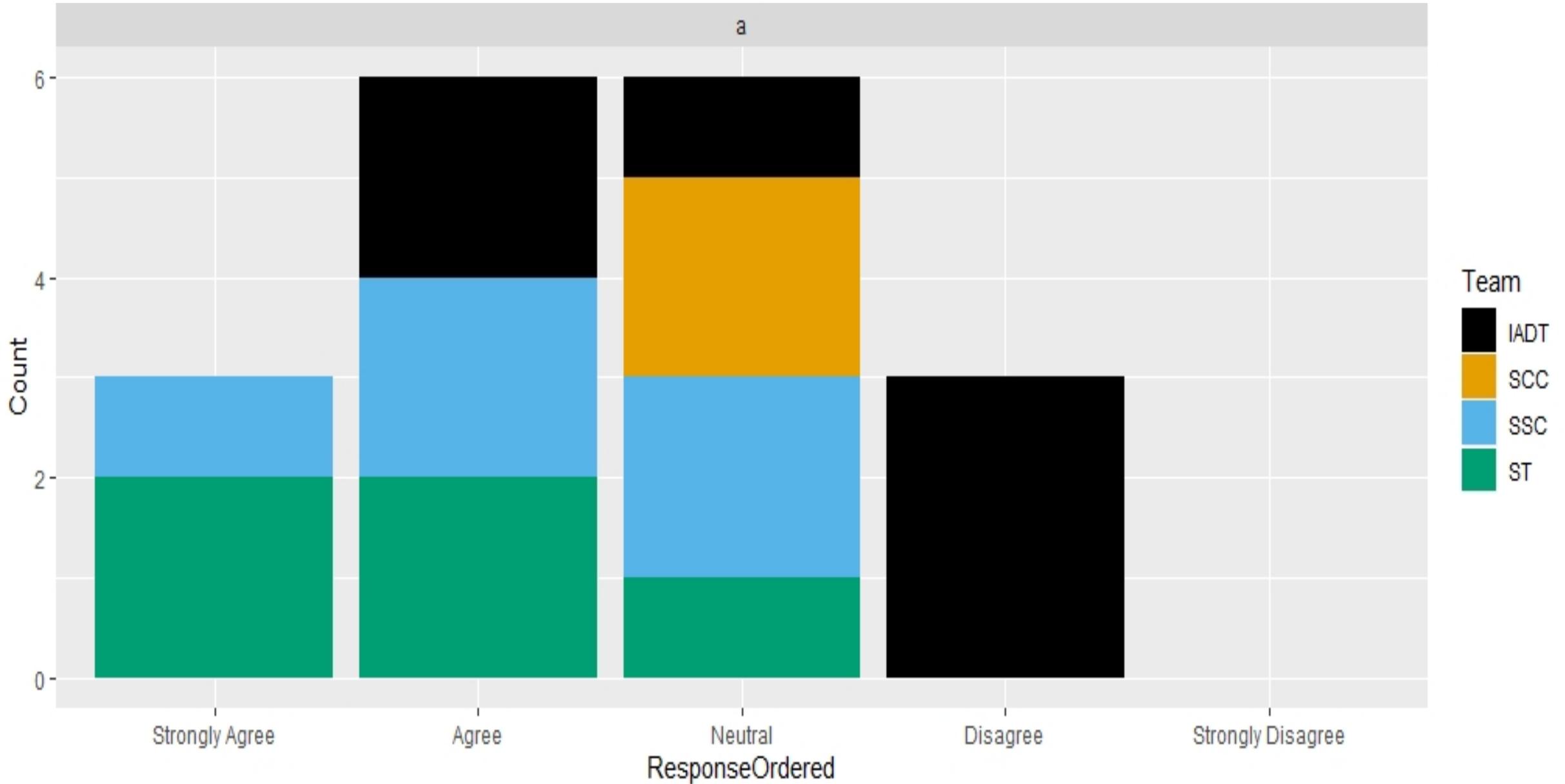
Landscape Restoration Strategy



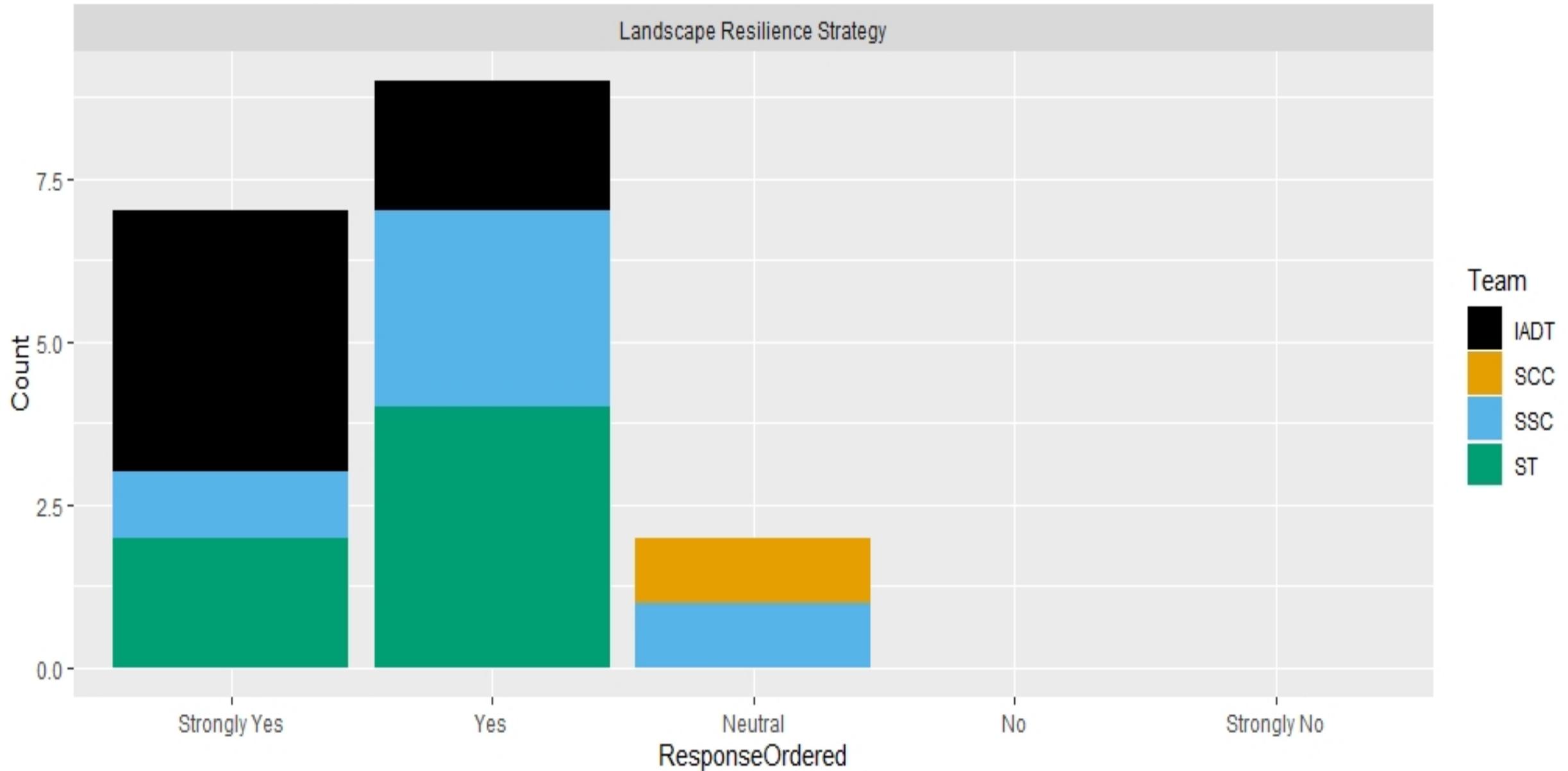
Survey question: **Would you recommend that other landscape-scale collaboratives develop these work products*?**



**Survey question: Indicate your level of agreement with this statement:
Science modeling helped LTW partners develop a better Landscape Restoration Strategy.**



Survey question: Would you recommend that other landscape-scale collaboratives develop a Landscape Restoration Strategy?



Open-ended questions shed more light on the value of the Landscape Restoration Strategy



Survey question: Why or why not (would you recommend that other landscape-scale collaboratives develop a Landscape Restoration Strategy)?

Response themes:

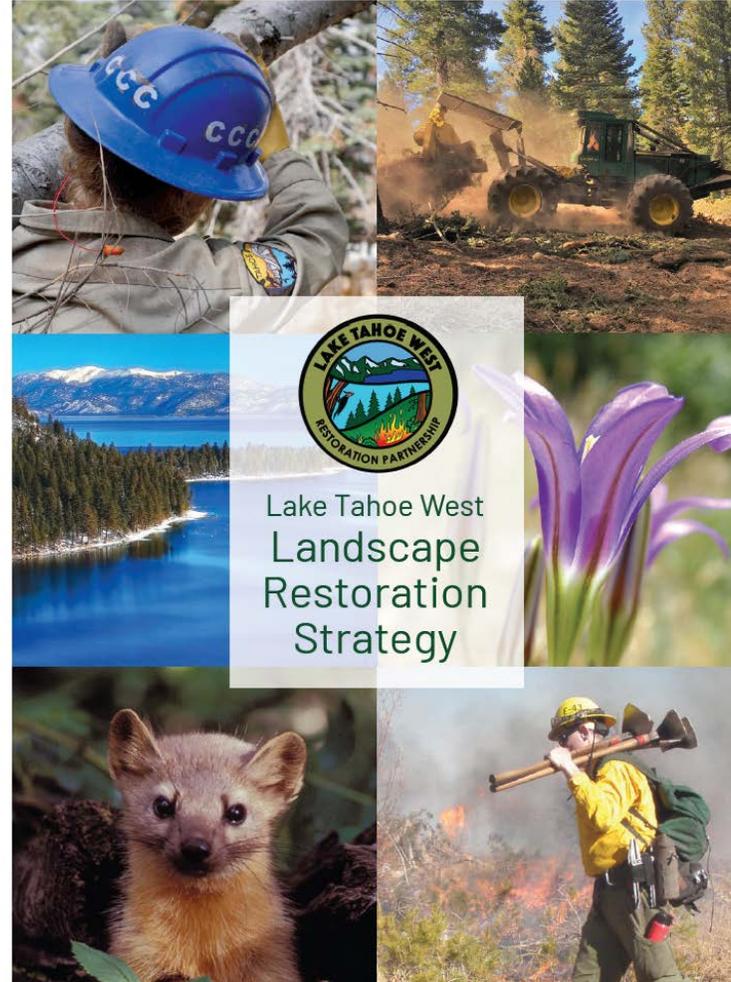
- *The LRS was an important product to document a shared vision for the landscape and what treatments are needed to get there.*
 - One stakeholder noted that the LRS provided an “absolutely essential scientific basis” to move forward to implement actions.

Landscape Restoration Strategy Discussion

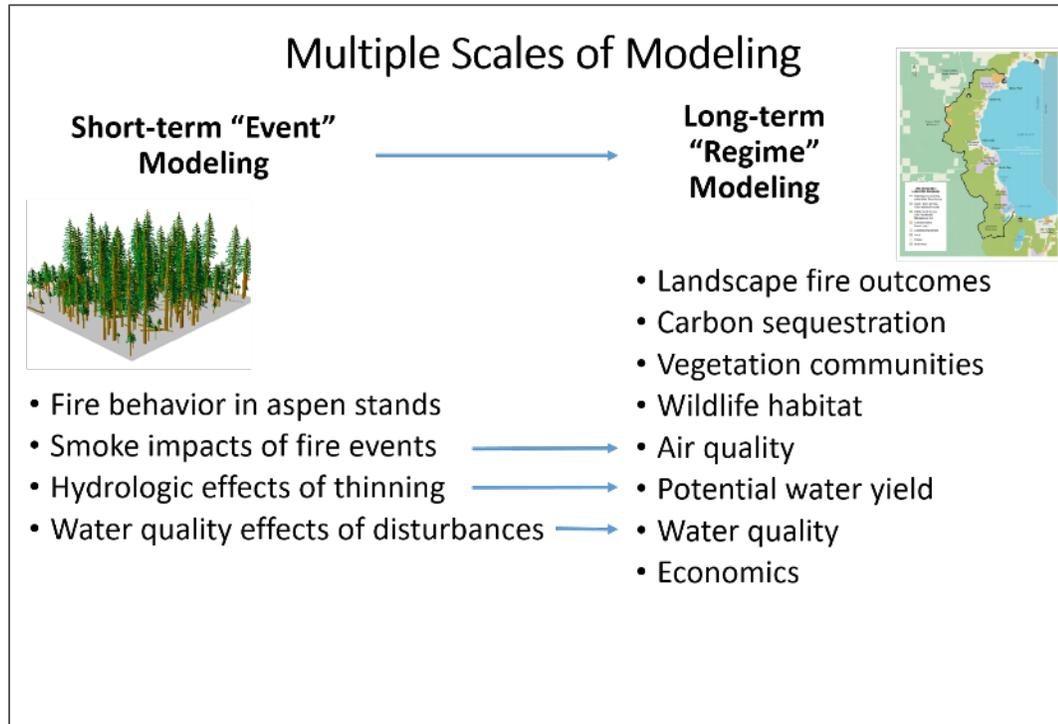


What are your thoughts about the survey findings? What resonates? What are the gaps?

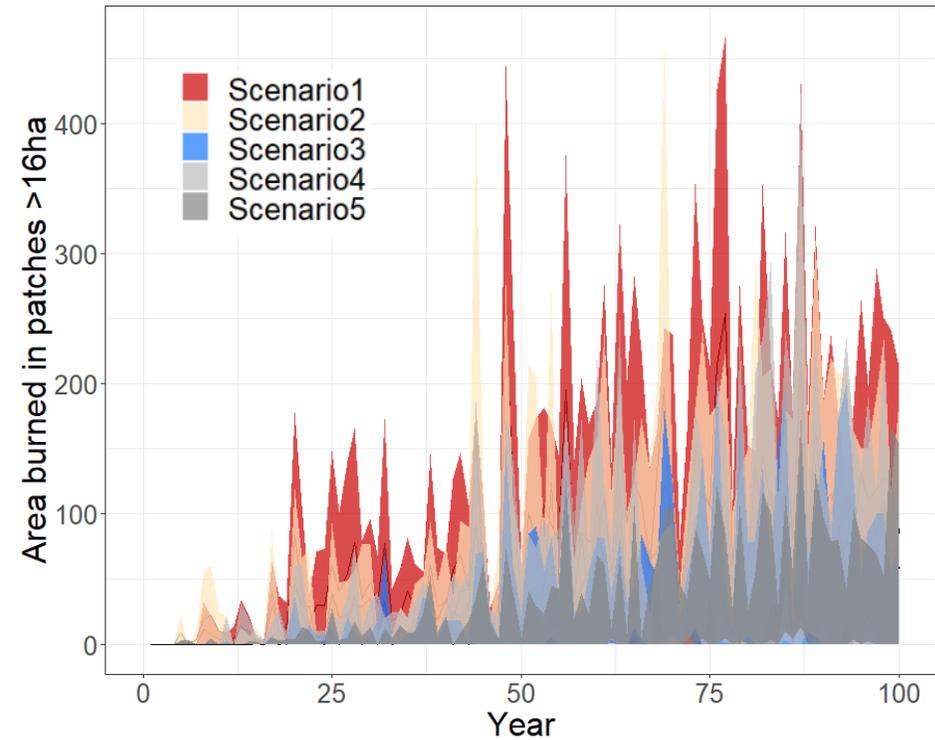
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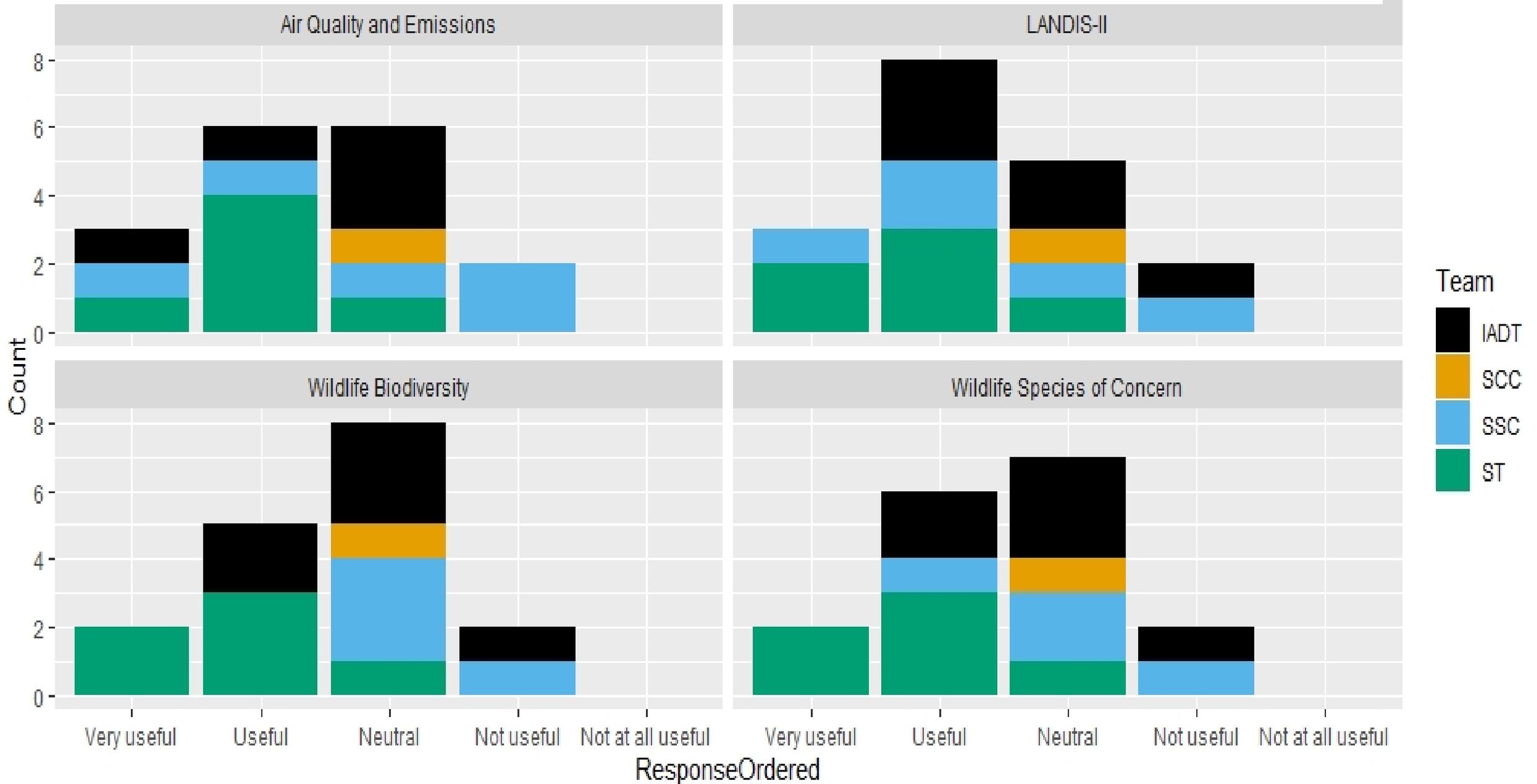
Science Modeling



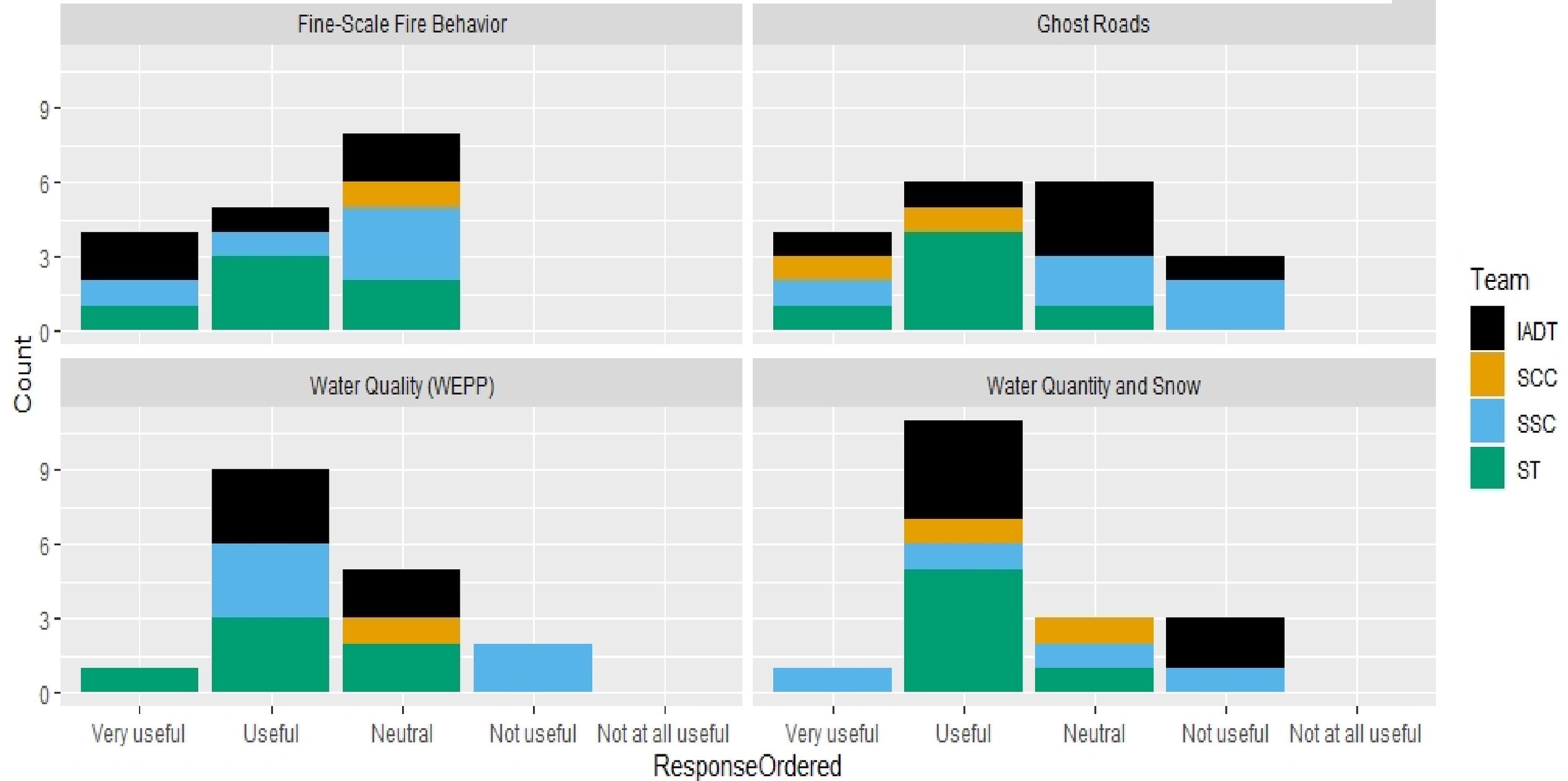
High severity fire area, LTB



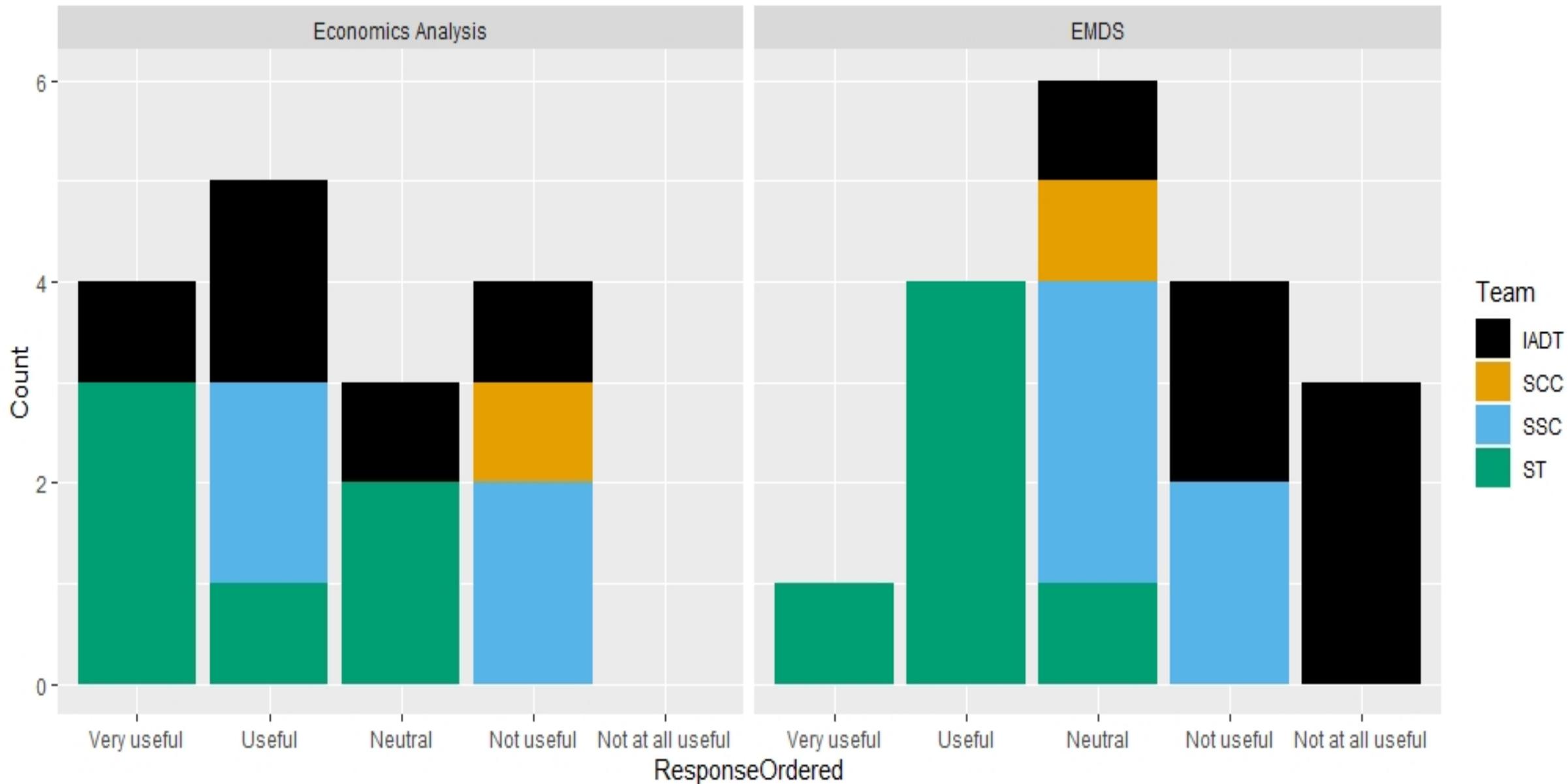
Survey question: We would like to know how useful you found each of the following models for developing the Landscape Restoration Strategy. (LANDIS and LANDIS-supported models)



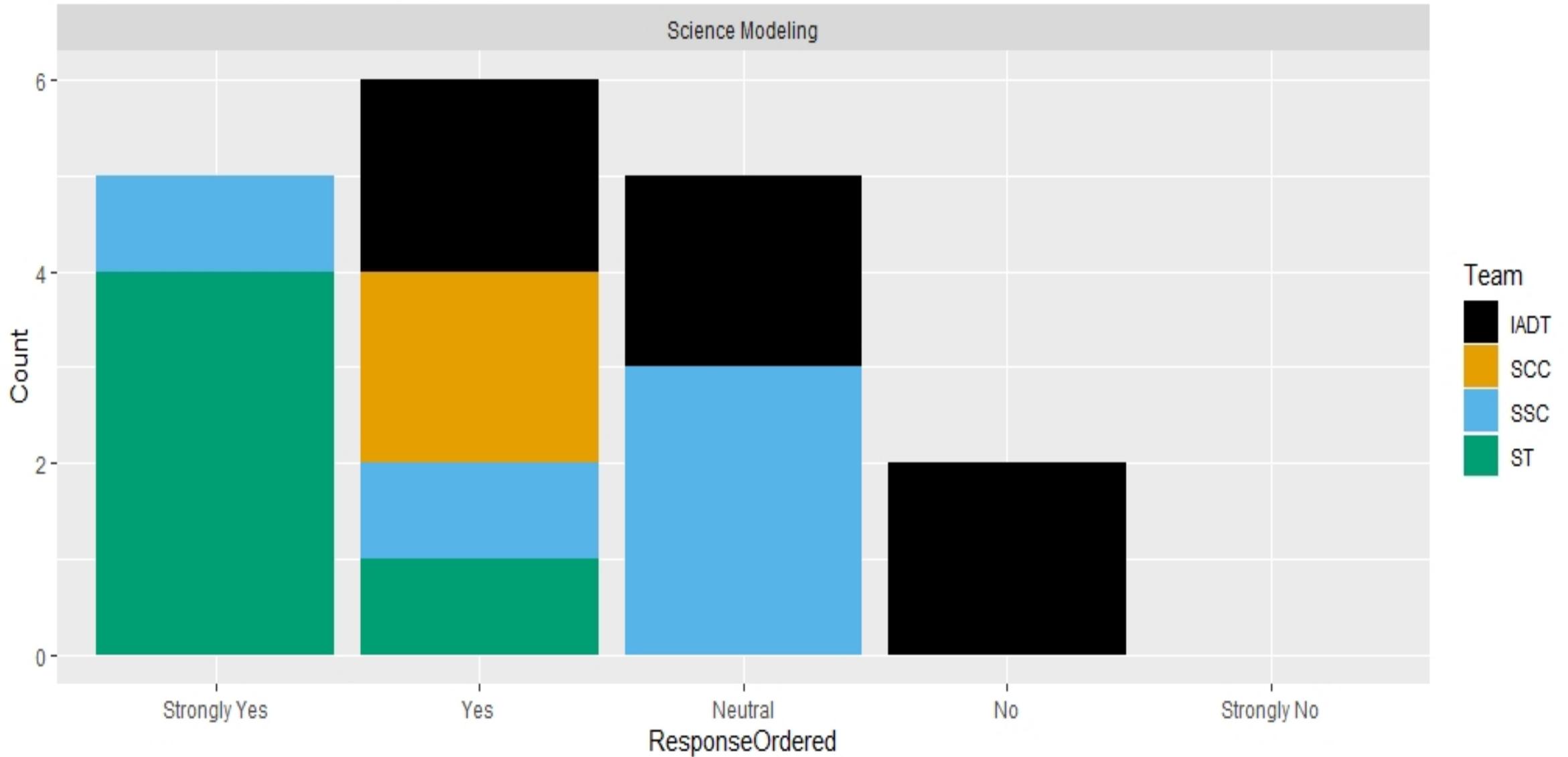
Survey question: We would like to know how useful you found each of the following models for developing the Landscape Restoration Strategy. (Fine Scale Models)



Survey question: We would like to know how useful you found each of the following models for developing the Landscape Restoration Strategy.



Survey question: Would you recommend that other landscape-scale collaboratives conduct science modeling?



Open-ended questions offer many ideas to improve future modeling efforts



Survey question: Any additional feedback on science modeling?

Response themes:

- *Focus on key questions and key models, be mindful of data quality and scale; streamline the overall modeling effort.*
- *Use existing science; do not assume you need new science/modeling, particularly if you have an a priori management preferences.*
- *Understand and plan for the time investment.*
- *Need continued interaction between the scientists and managers.*
- *Better reconcile the desire to move quickly with the desire for “fully collaborative engagement with complex, multi-faceted science modeling effort.”*



Science Modeling Discussion

What are your thoughts about the survey findings? What resonates? What are the gaps?

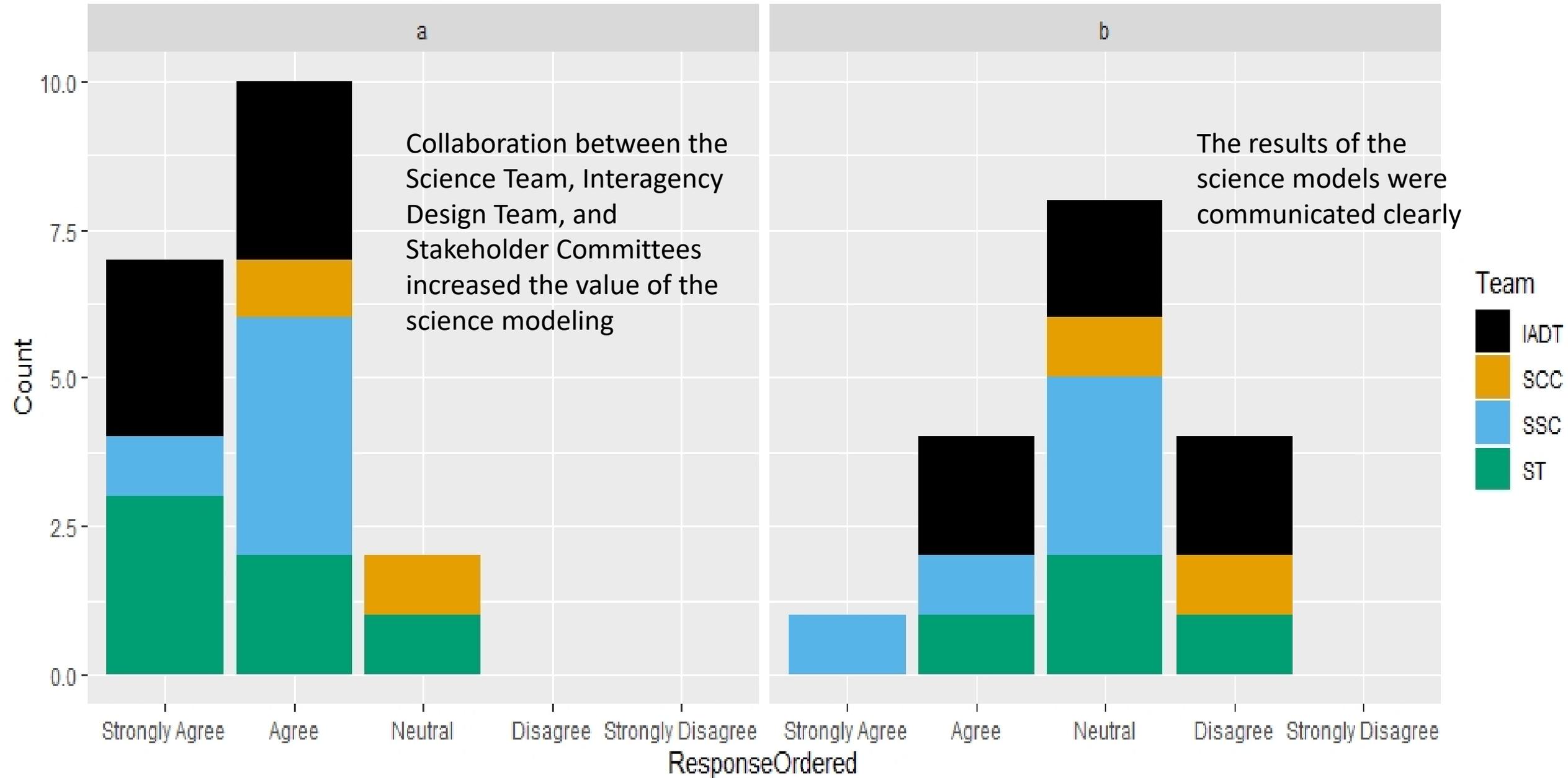
What are our recommendations or lessons learned going forward?

Collaborative Process

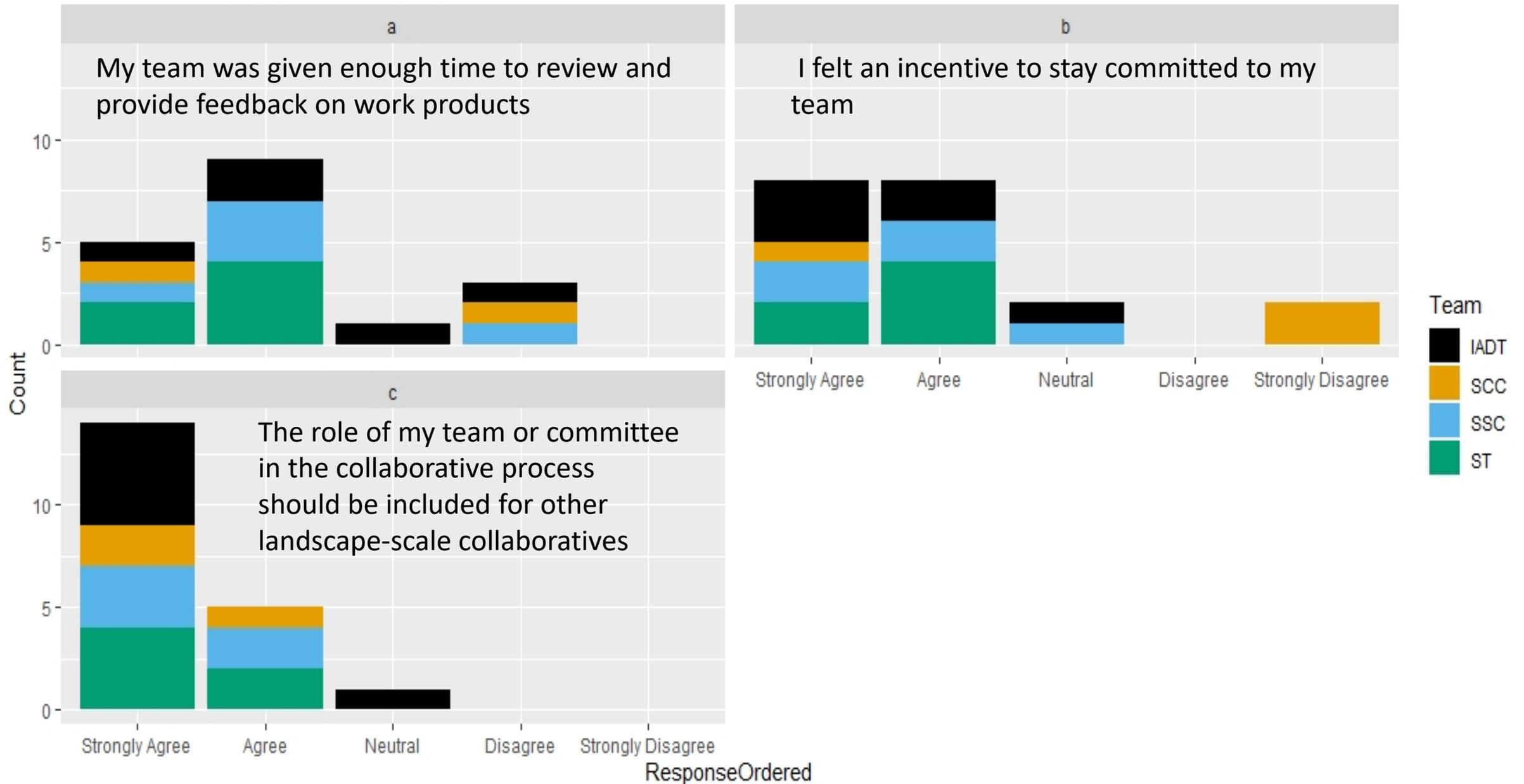


LTW Partners @ Blackwood Canyon,
October 9, 2018

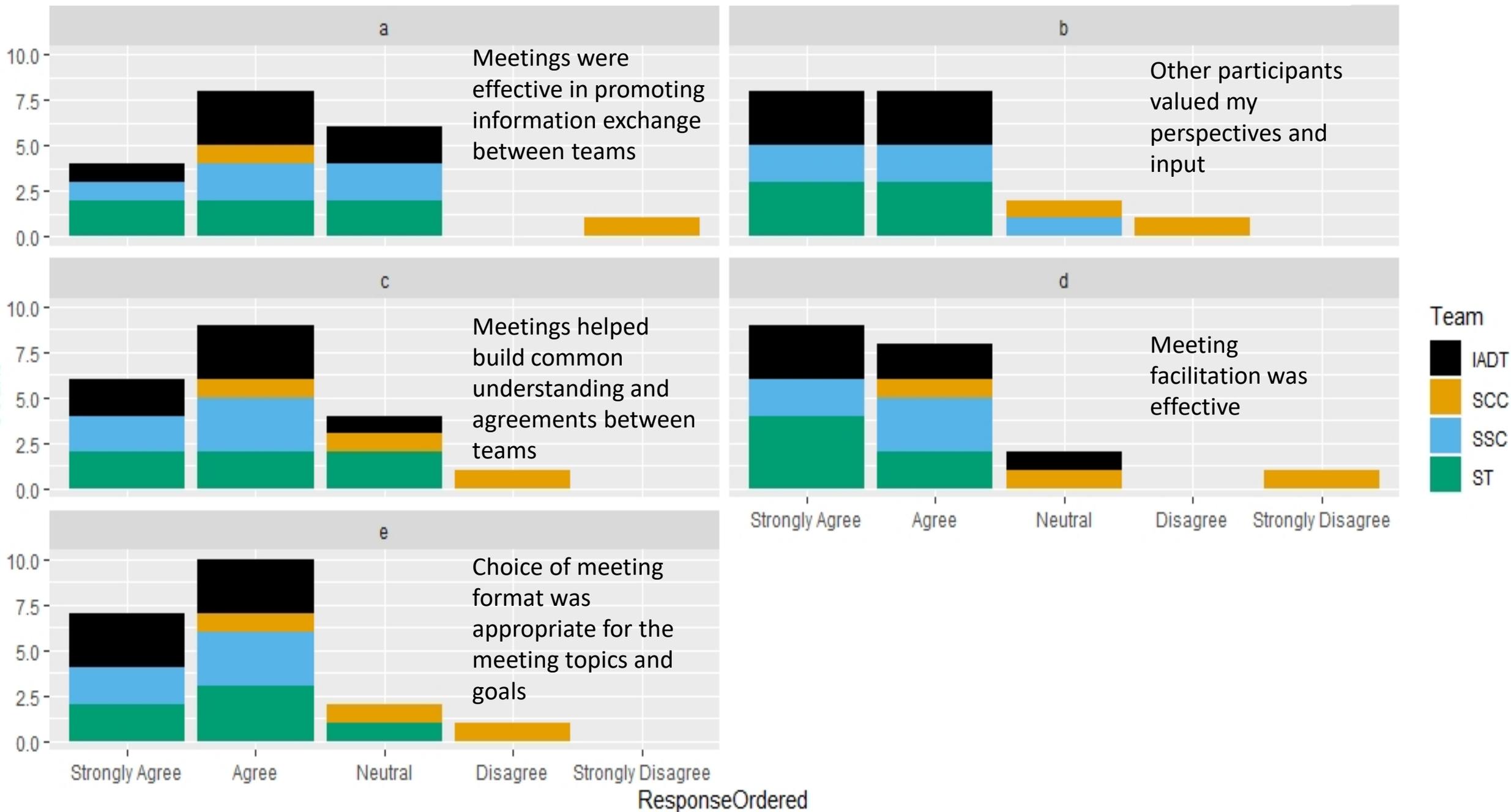
Survey question: Please indicate your level of agreement with the following statements:



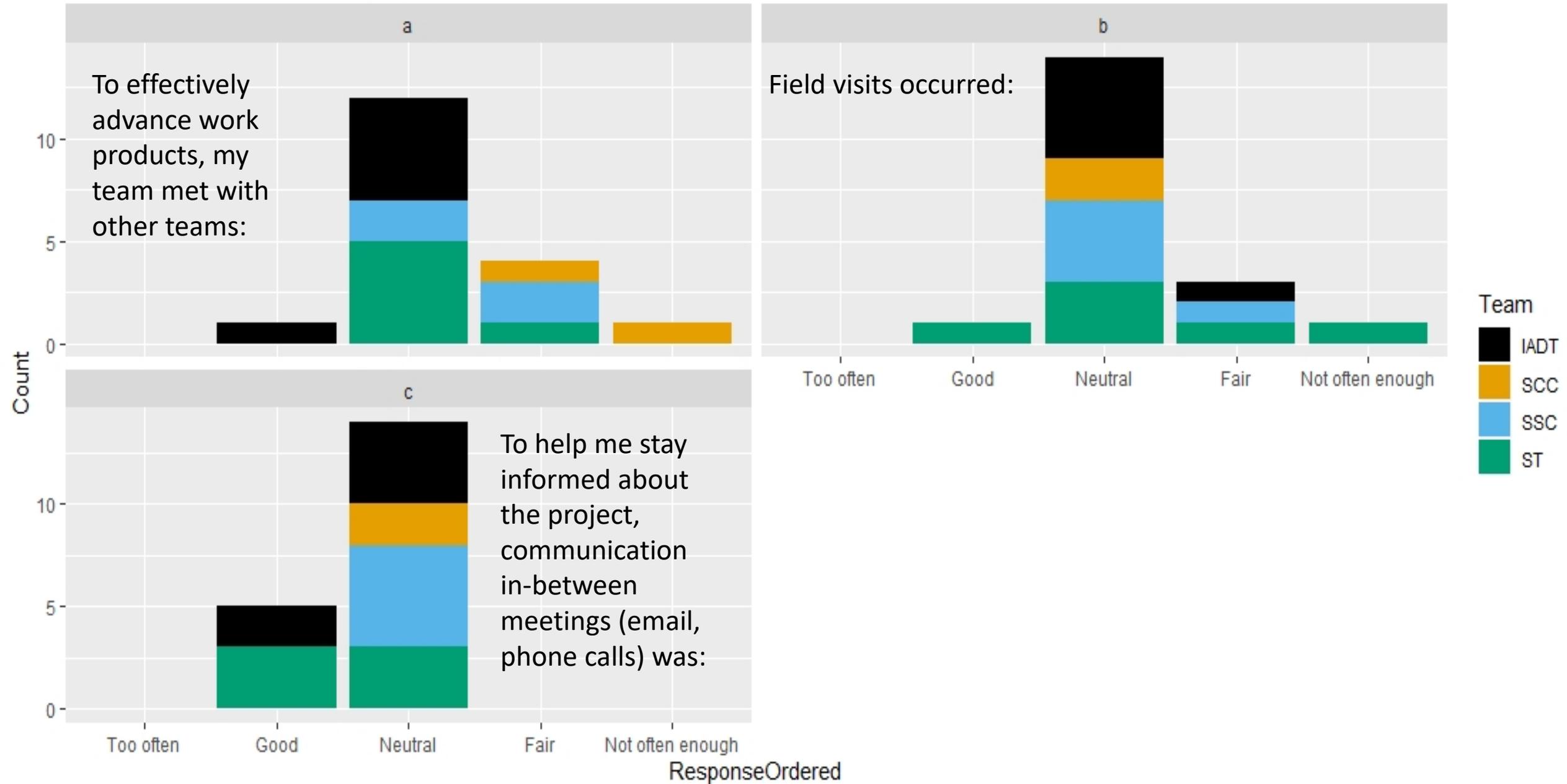
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Survey prompt: Please let us know how we did on meeting frequency.



Open-ended questions pointed to additional lessons regarding collaborative process:



Survey question: Please provide any additional feedback on teams, committees, meetings, and communication.

Response themes:

- *Frustration with delays.* IADT and stakeholders lost steam due to science delays.
- *Heavy workload.* The workload (ST and IADT) was heavier than anticipated.
- *Misalignment of science with others' goals.* We needed more attention early on to align the science with the process
- *Challenges with memorializing technical decisions.* Group sometimes got wrapped around the axle.
- *Complexity and turnover meant a lot of time bringing people up to speed.*



Collaborative Process Discussion

What are your thoughts about the survey findings? What resonates? What are the gaps?

What are our recommendations or lessons learned going forward?





Next Steps

- Email any additional feedback by June 9, 2020
 - email to Sarah, Shana, and Kat
- Draft a white paper
- Group review and feedback
- Finalize white paper and share widely



LTW Partners @ Baldwin Beach, June 12, 2018

Thank you!

