A. Major Repeated Themes Raised in the Discussion

For Success:

- Need inspiring, clearly stated, compelling vision.
- Focus on what the group has in common, rather than their differences.
- Clearly establish expectations for each partner's roles, responsibilities, and contributions.
- Partners need to have willingness to work for the good and glory of the goal, rather than for their own accolades.
- Must have an implementation and funding strategy.
- Have a balance of short term goals that can be achieved along the way to the long-term goals.
  ◊ Gives stakeholders a sense of accomplishment, momentum.
- Institutions need to match their actions with their words, adapting new tools for new times and allowing and encouraging federal policies to allow for local based management.
- Much success is due to good leaders who have been trained in and believe in collaborative approaches.
  ◊ But staff level leaders don't always embrace leaders’ beliefs in collaborative conservation.
- Actively engage your critics – keeping your friends close and your enemies closer.
- Better nurturing of existing programs (with funds, staff, advertisement, etc.) rather than continuous.

Barriers:

- Partners all have different processes and cultures– this can be frustrating.
- Lack of dedicated staff, from all partners.
- Not enough $$.  
- Federal Partners and their lack of transparency in partnering (managing expectations).
- Federal processes and policies are outdated and not inline with the new model of cooperative conservation.
- A currently apathetic nation.
- Agencies don’t communicate within or amongst themselves.
- Stove-piping.

B. National-level Practical Actions

- Need to encourage risk taking inside federal agencies, respecting and rewarding such thinking and the employees who pursue these values.
- Seek to incorporate cooperative conservation in federal agency culture.
- National level needs to respect community level management and implement collaborative/local based management and allow for flexible ‘place based’ solutions.
- Adapt federal policies to allow for locally-tailored conservation BMPs.
- Federal level needs to actually walk their talk, and commit $$, staff time, and attitudes.
- Revamp federal policies and measurement systems to become better in line with current cooperative conservation model – these policies need to allow middle managers to fully implement the stated desires of top leadership.
- Allow for failure and, rather than condemning failure, focus on lessons learned.
• Better align top level funding schemes to match (have a budget line item for restoration)
• NGOs also need to embrace collaborative processes, and not fall back on old ways (lawsuits)
• Consider ‘frivolous’ lawsuit standards for NGO, business and other institutions
• Develop cost effective market driven incentives
• Require ongoing participation in on-going process (e.g., NEPA) in order to file lawsuit later on
• Lower cost-share, or allow for larger in-kind incentives
• Monitor and measure cooperative conservation efforts via outcomes (how many partners, were there links to community-based plans, jobs created, etc.
• Create means by which to maximize NGO participation

C. Local-level Practical Actions
• Local level federal agencies need to better work together and coordinate with each other (for example, NOAA, FS, EPA)
• Share the success stories so other communities, districts, etc; know what worked as well as lessons learned when something didn’t work
• Better communication within local entities (is the planning department talking to the facilities department, etc.)
• Clearly state the need that the partnership is seeking to address
• Provide upward feedback to decision makers and policy makers – effectively lobbying for change
• Engage local business and private stakeholders – look to them for funding assistance
• State entities can work well and directly with local entities to identify and report upward on what cooperative conservation efforts are working
• States can develop tax schema to provide for private sector incentives

D. Particularly Insightful Quotes

“We will never be able to institutionalize this until we see tools for the top levels to fully implement these ideas and actions.”
“We are talking about celebrating stories – not only metrics.”
“Tell me something and I’ll probably for get it, show me something and I may remember it, involve me in it, and I’ll understand it.”
“Whenever you are faced with barriers on any partnership – always turn to your vision.”