



WHITE HOUSE CONFERENCE ON
**COOPERATIVE
CONSERVATION**

SAINT LOUIS · AUGUST 29, 30, & 31, 2005



Dialogues in Cooperative Conservation
A Compilation of Facilitated Discussions



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Editors’ Note

This document is intended to serve as an initial identification of some salient points and general themes, covering nine topic areas discussed in the August 30th facilitated discussions at the White House Conference on Cooperative Conservation. It does not supersede or summarize the individual advice and insights of conference participants, which are central to advancing Cooperative Conservation. The record of those individual participants’ contributions to the conference at the August 30th facilitated discussions has been documented by the facilitators, note-takers, and compilers who attended each session. This record from each of the facilitated discussions has been made available to conference participants and the public on the conference website: www.conservation.ceq.gov

This document was prepared overnight by the facilitators to provide conference participants with an overview of the rich and varied dialogue that occurred during the facilitated discussions. It was prepared in a short time frame. Any errors or omissions are unintentional.

Although we hope you will refer to these pages while listening to the closing panels and comments today, we encourage you to peruse the more detailed notes on the website following the conference. It is there that you will see and experience the diversity and value of the individual contributions to the conference.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Accelerating Cooperative Conservation as a way of Doing Business

Topic Summary: The shared wisdom of the public and private sectors--non-profits, the business community, government agencies, Tribes, community groups, private landowners and interested citizens--needs to be effectively engaged for cooperative conservation to flourish and endure. This session will elicit suggestions on building capacity, skills and practices that advance cooperative conservation.

Facilitators: Patrick Field, Mamie Parker, Gregg Walker, and John Jostes

A. Major Repeated Themes Raised in the Discussion. *A grouping of ideas repeated with some frequency in the session and brought up again during the group summation process. Also includes diverging views and/or questions about the topic.*

- Top down and bottom up is essential. It's not either or.
- Reaffirm a national commitment to conservation through cooperation.
- Shared visions, goals, and objectives are key for each project and at the national level.
- Money, expertise, and people are needed on the ground.
- Leadership at all levels is essential. It must be fostered, nurtured, and rewarded. Leadership is key to convene as well as sustain.
- Funding: how much, how, to whom must be addressed.
- Tolerance and patience.
- Transparency and inclusion.
- Flexibility and adaptability.
- Equity, environment, and economics.
- You can't do it or apply it everywhere.
- Government structures, performance measures and metrics, and incentives must be aligned with cooperative conservation.
- Education, outreach, and publicity.
- Trust, respect, clarity and forgiveness
- Share credit and success.
- Efficiency, constituency, and consistency.
- Must collaborate for reasons with focused and clear goals and benefits for all who participate.
- Cooperative conservation needs constant care and feeding from convening to implementation to adaptive management.
- Educate and inform with case studies, success stories.
- Support and build informal networks.
- Foster diversity in thinking about actions, responsibility, authority, and commitment.
- Needs to be impetus to change: shared pain, leadership catalyst, and crises.
- Cooperative conservation calls for a different and new skill set.
- Don't forget urban areas, marine resources, and other areas in need of cooperative conservation.

- Stakeholders are missing: environmental NGOs, minority community, developers, Department of Energy, and Department of Commerce.
- Needs to be place based and at a geographic scale where efforts can be focused, results seen.

B. National-level Practical Actions *that could be taken by the Federal government, national NGO's, and other national organizations. Diverging views and/or questions are also noted.*

- Support regional to local conferences just like this one with even more diverse voices.
- Sponsor another national conference like this one within 5 years.
- Share best practices and showcase success -- via conferences like above, websites, printed materials, database, emails, and informal networks – especially for new entrants and participants.
- President publicizes cooperative conservation actively and forcefully.
 - Create a new Civilian Conservation Corps.
 - Speeches, statements, and press conferences.
- Consistency
 - Assist, support, reward agencies for cooperating with each other. Provide a means to resolve interagency disputes effectively and efficiently.
 - Find ways to bring consistency across agencies to planning process/efforts, NEPA activities, etc.
 - Provide funding across fiscal years. Predictability across years to give cooperation time to blossom is key.
- Flexibility and adaptability
 - Develop cooperative guidebook that would emphasize procedural flexibility and resource integrity.
 - Allow local field managers to make decisions in the local context. Push decision-making and authority down.
 - Review existing rules and regulations. Don't make new ones. Reform and revise the ones you can to bring into alignment with cooperative conservation.
 - Devolve responsibility, authority, and grants to states. Encourage pilot and demonstration projects.
 - Review and revise FACA, if necessary.
- Performance measures and metrics
 - Metrics must be diverse and acknowledge social capital (intangible or qualitative) as well as hard capital (tangible and quantitative) (not just board feet per year, but new relationships, more sustained harvest due to sustained partnerships, etc.)
 - Reward cooperation and risk taking. Reduce penalties for failure if lessons are learned and progress made in turn.
 - The skills/actions of cooperative conservation must be elevated as key performance measures for managers and staff.
 - Align annual budgets, performance reviews with the more adaptive/organic timelines of cooperation as well as other stakeholder's timelines (businesses and economic timelines; seasonal activities, etc.).
 - Match talents to tasks. Don't ask a "square" to fit into a "circle."
- Leadership and accountability

- Create cooperative conservation czar with singular responsibility (and enough authority and funding) to make this happen.
- Strike team of interdisciplinary skills to parachute in, when requested, to analyze, coach, help overcome obstacles and barriers.
- Create master cooperators from all sectors and then allow projects and local efforts to access them.
- The Secretary should be out doing it. Walk the talk. Show the leadership.
- Establish state cooperative conservation committees modelled on NRCS's state technical committees.
- Encourage and enforce civil interaction, basic groundrules, and prevent the game of gotcha. Create a safe environment to be open, take risks, and not suffer later.
- Education and Information
 - Disseminate Conference proceedings to all Congressmen, Senators, and Governors.
 - Disseminate videos from this conference to all participants for their use via CD.
 - Communications strategy should be an integral part of any cooperative conservation effort.
 - Build a turbo tax like program that can help local groups access multiple agencies resources, grants, and funding streams.
 - Provide and support generating information and data jointly, using indigenous knowledge.
- Funding
 - If it's important, fund it. Put your money where your mouth is. Walk the talk.
 - Increase funding for successful existing programs that foster cooperative conservation.
 - Provide funding to both agencies and communities via grants if agencies and communities are already collaborating. Partnership is key criteria of getting money. A demonstration and commitment of collaboration to precede funding.
 - Reduce costs of administration so more money goes to action and assistance, not administration.
 - Create mechanisms to pool multiple sources of funding for supporting efforts.
 - Find ways for federal dollars to leverage other funding sources.
 - Link rural development monies with cooperative conservation. Rich ecosystems, vast forests, and poor communities often go together.
 - Allow the feds to buy food for cooperative efforts.
 - Fund assistance from technical assistance to procedural assistance.
 - Fund monitoring and evaluation so we know what works.
- Build from existing resources
 - Expands the USFS and BLM Resource Advisory Committees
 - Mine existing data; make it more accessible locally, don't reinvent the wheel
 - Build on existing, local, informal networks
- Capacity Building
 - Identify and recognize the skills needed for cooperative conservation. Train in it. Reward it. Hire for it.
 - Train how to identify where issues and parties are ripe and ready for cooperative conservation (and where they are not).

- We have to train in conflict resolution, negotiation, facilitation, strategic planning, communication, leadership, informal networking, social mapping, community assessment, marketing, fund raising, listening, and other skills.
- Train communities, national and local together.
- Train, train, train. Align, align, and align. Reward, reward, reward. Where needed, retire, retire, retire (fire too).

C. Local-level Practical Actions *that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations. Diverging views and/or questions are also noted.*

- Get corporations involved in cooperative conservation and publicity
- Active, “in the choir” corporations enlist new corporations in cooperative conservation.
- Not just do, but advocate for cooperative conservation at all levels of government, with the public, and so forth.
- Engage and partner more with local universities and land grant institutions.
- Education and Information
 - Disseminate Conference proceedings to participants’ organizations, local media, and networks.
 - Show videos from this conference to local constituents and partners.
 - Communications strategy should be integral part of any cooperative conservation effort.
- Encourage reflective practice. Take time to think, learn, ponder, and adjust.
- Foster, nurture, and support local leadership.
- Don’t be afraid! Be inclusive. Include diverse participants and those with whom you don’t agree. Include those who will benefit later from your actions.
- Engage youth, especially in urban areas. Educate them. They are the future and they can often best get the adults in their lives to change.
- Tap into, utilize, and grow local, informal and often “hard to identify” networks.
- Use local institutions/organizations for their process and social capitals like facilitation, conflict resolution, etc.
- Network across sectors and organizations. Mentor one another.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Building Successful Partnerships

Topic Summary: Strong and sustainable partnerships represent the foundation of every successful cooperative conservation endeavor. Participants will identify key principles for building trust and offer individual suggestions to integrate partnerships into conservation efforts. Tools for successful partnerships, case study presentations from Day One of the conference and personal experience will serve as the basis for discussion.

Facilitators: Paul De Morgan, Linda Kucera, Robin Roberts, and Carl Moore

A. Major Repeated Themes Raised in the Discussion. A grouping of like ideas repeated with some frequency in the session and brought up again during the group summation process. Also includes diverging views and/or questions about the topic.

- Building successful partnerships includes: developing trust, sharing information, developing a shared vision, openness, inclusion, communication, listening, leadership, including proper stakeholders, voluntary participation, recognition, solving common problems, getting buy-in, and early engagement, cooperation not regulation, collaboration not confrontation.
- Having 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, and helps to ensure early success
- Manage expectations up front in terms of time, level of effort, and results
 - Clearly lay out roles, responsibilities and expectations. Everybody should know what is expected of them, what others can contribute, and ensure that actions aren't redundant
 - Who plays what roles will be dependent on the type of issue
- Identify the links between different interests/cultures, and use those links to create new ways of shared thinking such as, "Marines can go to war for conservation".
- Fostering cooperative conservation partnerships should not be seen as an opportunity to cut budgets but is likely to incur additional resources.
- The role of the Federal government is to support these types of endeavors through a variety of mechanisms including funding, technical assistance, and active support and/or participation.
- Partnerships are empowered by champions
- Everyone brings different strengths to the table which should be utilized.
- People come to the table with preconceived notions and these need to be overcome; be willing to listen to different interests.
- Even small pots of money can be leveraged.
- Ensure that sharing experiences and celebrating successes is an ongoing aspect of your partnership so that 1) others can learn and 2) the group can build common ownership and have fun

- Forming partnerships when there isn't a crisis can lay the groundwork for addressing future challenges; however, in reality, it is a significant challenge to get participants interested.

B. National-level Practical Actions *that could be taken by the Federal government, national NGO's, and other national organizations. Diverging views and/or questions are also noted.*

- Share these conference materials with as many existing State and regional networks as possible.
- Host follow-up regional conferences to showcase success stories.
- We need a government-wide policy statement (e.g., Executive Order on Partnerships) on partnering principles and competencies needed to implement them.
 - We need clear definitions across the Government (e.g., farm, grasslands)
 - Need clear lines of communication within and among agencies
 - Set partnership related to agency goals and measure progress against them
- Create a “one-stop shop” regionally for coordinating information, sharing success stories, and providing assistance in accessing conservation and environmental programs.
- Develop and use a coordinated and streamlined permit application process.
- Create clear lines of communication within and among agencies.
 - The Department of the Interior and EPA need to better communicate and model the principles and policies for partnership. There needs to be consistency and follow-through among Federal regional offices.
 - USDA and EPA need to resolve agricultural issue conflicts created by the Clean Water Act, the Clean Air Act, CERCLA and RCRA.
- Amend FACA so it cannot be used as an impediment to partnerships.
- Don't give “lip service” to cooperative partnerships commit to dedicate real resources to support partnerships.
- Need Federal agency support (e.g., funding) from the top and the appropriate structure to support on-the-ground efforts (e.g., partnership specialists and partnership offices).
- Create incentives to make participation attractive to private organizations (e.g., something from agencies – improved relations, changed rules, stock rating grading).
- Provide access (use and interpretation) to technical information (e.g. mapping data) and experts.
- Offer agency training on what is entailed in incentives for partnerships to help create culture change
- Encourage risk taking inside Federal agencies and respect and reward such actions.
- Allow for failure and, rather than condemning failure, focus on lessons learned.
- Respect community level management and implement collaborative, local based management and allow for flexible “place based” solutions.

- In creating grant programs, lay out broad goals and objectives but allow partnerships at the local level to define their priorities and approaches.
- Incorporate more money and resources into the conservation portion of the Farm Bill during its reauthorization.
- Create mechanisms that allow for easier transfer of funds for collaboration between federal agencies.
- Encourage use of existing mechanisms for collaboration (e.g., Coordinated Resource Management approach).
- Develop a national conservation policy promoting cooperative conservation that could:
 - assess the scope and success of such efforts thus far,
 - identify gaps, areas unaddressed by existing cooperative conservation efforts and the limits of cooperative conservation, and
 - explore and encourage efforts to apply cooperative conservation to problems in areas and on scales not yet addressed.
- Establish long-term funding programs (5 years or more), as often one-year funding going away and leads to the partnerships going away.
- Partnerships with a long term, good track record, need to be endorsed through prioritized, long term funding.
- Streamline requirements for comprehensive/strategic/community plans, so that all federal entities have the same requirements and one plan can be developed to meet all agency needs.
- Modernize and update ESA and NEPA to recognize cooperative conservation partnerships under law.

C. Local-level Practical Actions *that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations. Diverging views and/or questions are also noted.*

- Get involved in the Farm Bill process.
- Create grant programs at the state level with criteria that require matching funds and partnerships. Give priority to partnerships in allocating non-Federal resources.
- Encourage participation in *regional* partnerships (across State borders and political jurisdictions).
- Be proactive to work and coordinate outside of your organization/agency.
- Look for opportunities to help agencies be productive.
- Identify and support champions within agencies.
- Better coordinate agency field staff at the local level.
- Promote transfer of knowledge among local groups about successes (e.g., field trips from one region to another). Communicate local success stories upward to State, Federal agencies.
- 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.
- States can develop tax schemes to provide for private sector incentives.
- Change organizational policies and cultures to support partnerships.
- Fully empower and support local agency representatives to participate.
- Build a “business case” on why partners should participate (may not be financial).
- In addition to the public and private sectors there is a role for academia to work with community partners by providing technical/scientific advice, setting standards, and monitoring.
- Explore state authorities for cooperative conservation.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Expanding the Role of Tribes, States and Communities in Cooperative Conservation

Topic Summary: Nonfederal participation is vital to the development and implementation of sound environmental conservation. This discussion will provide a forum for conferees to explore ways, such as shared stewardship and innovative management practices, to expand the roles of Tribes, state and local communities as partners with Federal agencies.

Facilitators: Christine Carlson, Greg Wolf, Elaine Marquis Brong, and Nadine Tafoya

A. Major Repeated Themes Raised in the Discussion. *A grouping of like ideas repeated with some frequency in the session and brought up again during the group summation process. Also includes diverging views and/or questions about the topic.*

Define true collaboration as including flexibility in partnerships with adequate funding.

Demonstrate respect for roles and responsibilities at all levels.

Recognize local indigenous knowledge as well as scientific and technical knowledge.

Build collaborative relationships from the ground up and collaborate at all levels.

Recognize that collaborative processes take time.

Institutionalize a cooperative culture within government and within communities that includes best practices for conducting cooperative work.

Recognize Tribal sovereignty at the outset of any collaborative effort.

Recognize distinct differences among Tribes.

Revise the performance measurement system to support and measure cooperative conservation.

Improve understanding of Federal government's trust responsibility and importance of government to government consultation.

Educate kids, partners, public on cooperative conservation and building partnerships.

Build capacity for Federal, state, local agencies and Tribes to conduct collaborative processes. This requires a change in values and priorities among those who allocate resources.

Successful partnerships must have an advocate to move forward; champions and leadership are keys to success.

Turf battles, fragmented government structures based on a silo approach are challenges to collaboration.

Need to integrate environmental, social and economic for sustainable solutions.

Need to celebrate successes and leaders of today and not just leaders from the past.

Need collaborative identification of problems and opportunities as well as the development of solutions.

Recognize there are places where collaboration will not work.

For collaboration to be successful employ integrated long-range planning.

Successful collaborations need a common vision, clear objectives and priorities.

Energize and empower the public to participate.

Develop understanding about the Tribes and their unique relationship to the environment.

Taking a project-based focus is a good way to integrate resources and efforts, e.g. fire plan

Involve youth in collaborative processes in addition to teaching them about collaboration.

Develop funding systems to support collaborative conservation – money does create success.

Need commitments and assurances to provide funding and work together to get funding.

Need more volunteer and friends groups.

Cooperative conservation is a bipartisan issue.

Recognize that employee turnover and administration changes are barriers to continuity of collaboration.

Under-served regions have more trouble with collaboration.

B. National-level Practical Actions *that could be taken by the Federal government, national NGO's, and other national organizations. Diverging views and/or questions are also noted.*

Hire, train, encourage, evaluate performance and reward employees for resolving problems through collaboration.

Tribal sovereignty needs to be understood and acknowledged in all Federal policy development and action.

Tribes need to take responsibility for learning about the policies and regulations that impact them.

Review FACA processes and make recommendations to promote collaborative conservation.

Intent of NEPA is good, but need to review and evaluate how it has evolved and has been implemented over 40 years.

Need enabling legislation that mandates opportunities for community input in developing plans, i.e., Healthy Forests Restoration Act.

Expand cooperating agency status in NEPA to include local groups.

Federal agencies need to get on the same page with each other. Need to develop financial mechanisms that allow for pooling of partner funds from the various sectors.

Need to merge the Forest Service and BLM; look at consolidating other common agencies.

Improve data integration through a common database on a geographic basis or an issue basis. Collaborative groups should set objectives for data needs.

Review funding authorities; make sure they support collaborative conservation.

Make it easier for people to do business with the federal government.

Revise and update Federal and state procurement policies and rules to ensure they support collaborative conservation.

Designate percentage of budgets or integrate budgets for collaborative conservation versus program allocation.

Use tax credits and other measures as an incentives to promote collaboration.

Leverage capacity by enabling federal employees with technical expertise to assist others.

Provide mechanisms for place-based governance and project-focused funding that connects agency research and technical assistance in support of on the ground collaborative teams.

Develop a better process for distributing funds based on performance.

Develop a success-based “certification process” for NGO’s in order to recognize successful collaborators.

Need regulatory piece as the framework upon which the collaboration occurs (not the hammer).

Explore the co-management of federal land (community, local government, NGO’s, etc.)

People are tired of hearing we can’t do it because the rules are that way, or the courts or science or other obstacles preclude decisions or action.

Cooperative conservation should not be a stand-alone. It should be tied to other Federal initiatives such as No Child Left Behind and urban renewal and rural poverty.

Training needs to be project-focused and need to train agency personnel to understand Tribal culture.

Federal employees need to learn more about states.

Federal agencies need a transition strategy to ensure continuity of collaborative efforts when there is employee turnover.

C. Local-level Practical Actions *that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations. Diverging views and/or questions are also noted.*

Build capacity for Tribes, local communities, NGO’s and develop mechanisms to fund and support community involvement.

States work with NRCS to develop collaborative processes to implement federal programs such as Conservation Reserve Program.

National and state level work together to fully utilize section 6 of ESA – e.g. model in Arizona with the Fish and Wildlife Service.

At the local and Tribal level, establish ways to have regular contact through inviting counterparts to participate in meetings.

States develop MOU’s on government-to-government relationships with Tribes.

Hold conferences like this one at the regional and state level in order to involve more local and community people in this discussion.

Increase private sector involvement in support of conservation efforts.

Recognize the convening role local governments and Tribes can play in gathering the views of their respective communities.

Recognize and thank local leadership that works this way.

States, local governments and Tribes should take initiative and go to Federal government with proposals to leverage funds.

Have yearly meetings of stakeholders to check progress on meeting objectives as an alternative to performance measurement systems.

Ensure best practices are being followed for cooperative work including full inclusiveness of participants.

Encourage kids to be involved in local projects for educational purposes.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Improving Certainty and Incentives for Stakeholders

Topic Summary: Generating stakeholder participation is crucial to the successful completion of cooperative conservation projects. This session seeks to identify and improve existing incentives and mechanisms for providing certainty in conservation efforts by exploring opportunities for improving and developing policies and programs across government, business, private and non-profit sectors.

Facilitators: Gregory Bourne, Frank Dukes, Catherine Barner, and Randy Moore

A. Major Repeated Themes Raised in the Discussion. *A grouping of ideas repeated with some frequency in the session and brought up again during the group summation process. Also includes diverging views and/or questions about the topic.*

- Need for market-based incentives.
- Reward good stewardship.
- Balance tension between the need for regulations which serve as incentives and flexibility which is often not supported by regulations.
- Value of local leadership and mechanisms for enabling local leadership.
- Need to improve cooperation between agencies at all levels of government, harmonizing local, state and Federal agencies and their regulations.
- Incentives for information sharing.
- Importance of linking watersheds and oceans.
- Need incentives to get past “fear factor” of working with local partners.
- Need incentives to recognize and reward agencies and personnel for pursuing cooperative conservation; include training on collaborative problem solving/innovation.
- Need for holistic approach, not improving one resource at the expense of another.
- Need to ensure enforcement mechanisms are still in place.
- Need strong leadership now and in the future to improve certainty.
- Incentives for increasing species recovery projects.
- Incorporate flexibility, such as adaptive management.
- Need for patience, honesty and trust.
- Be result/outcome oriented based on developing a common vision for projects.
- Develop common definition of success.
- Develop better means for dealing with staff turnover.
- Simplify regulations and make more flexible and legible; one size does not fit all.
- Conduct national priority setting, with implementation occurring at the local level.
- Voluntary conservation practices work better.
- Owners of the land are stewards of the land; maintain working landscapes.
- Role of “third parties” (e.g., farm coops, not-for-profits, legislators).
- Unintended consequences and disincentives need to be considered up front.
- Funding is not always directed to the areas of greatest need.

- Not always dealing with long term landowners- sometimes they are corporate giants, where profit margins are the most important.
- Funding sources can be in conflict (e.g., soybean subsidies and protecting prairies).
- Need to take an ecosystem approach rather than a species-by-species approach
- Agencies should support landowners and stakeholders to develop a menu of options for implementation that will work and even exceed goals, then support these practices with technical assistance and monitoring for feedback and accountability.
- The high level of Department support for locally driven collaborative solutions is encouraging, but there is a disconnect between and within Departments/agencies.
- Legislators and elected officials can be key in supporting processes that develop local solutions rather than fixing it themselves.
- Some incentives work because the regulatory hammer is behind it.
Example: ESA and Safe Harbors work to provide increased certainty over time. Other programs just focus on incentives. Example: Conservation Reserve Enhancement Program.
- Sometimes state and local governments can be a barrier to locally and collaboratively designed solutions if they don't provide for a participatory process. Federal programs delivered through state and local governments can impede local access and dialogue with Federal agencies.
- Private forest owners struggle with trying to knit together the array of different programs between NRCS, Forest Service, Department of the Interior and EPA; program delivery is too fragmented; stakeholders can contribute to this by not wanting to share their programs.
- Need a better vocabulary to distinguish between different types of incentives.
- Sometimes it is better for agencies to just say NO rather than MAYBE when you'd like to say NO. However, others think that the public gives up too early.
- Need to remove disincentives and create and promote a toolbox of incentives.
- Success should not be measured by level of Federal funding; seek other sources.

B. National-level Practical Actions *that could be taken by the Federal government, national NGO's, and other national organizations. Diverging views and/or questions are also included.*

- Align protocols and regulations to create more consistency.
- Remove barriers to Federal Partnerships so they can participate fully in collaborative efforts.
- Federal land management agencies should spend money on non-Federal lands to accomplish multiple objectives.
- Treat all partners as equals.
- Develop offshore incentives to offset detrimental marine effects.
- Make delisting work as well as listing (ESA).
- Set national priorities and implement locally.
- Need cultural change within agencies from the top down.
- Need for one jurisdiction to implement ESA.
- Develop a national framework for watersheds to the oceans.

- Balance between small and large land ownerships.
- Use Farm/Ranch Saving accounts.
- Tax credits for land/species conservation, energy, et. al. at all levels of government.
- Need to seek continuity of vision given diverse communities of places and interests.
- Encourage shadowing between federal and local sectors.
- Develop mechanisms for maximum flexibility and minimum risk.
- Expand regulatory certainty for landowners and companies to go beyond compliance and reduce risk of future regulation.
- Utilize policies and laws that reinforce early involvement by participants, e.g., organizations that come in at the end of a process to disrupt.
- Keep stewards on the land. Make it worth their while through easements, payments for services, etc.
- Remove obstacles to using multiple programs under the Farm Bill and get rid of conflicting requirements; allow more flexibility to use multiple programs and remove income caps that are a disincentive to large landowner participation.
- Support suburban community forestry open space programs (S. 941).
- Support President's capital gains proposal.
- Expand markets for what you want and expand markets for ecosystem services.
- Federal government can set goals, but private sector should help design market-based incentives. Then government supports and monitors achievement.
- Expand use of third parties to achieve Cooperative Conservation e.g., broker mitigation and environmental services; disperse funding more efficiently; facilitate landowner co-ops to develop conservation management practices; aggregate ecosystem service benefits across multiple landowners; remediation and negotiation.
- Use fines to improve Cooperative Conservation on the ground, instead of returning funds to the Treasury, BUT avoid the reverse incentive (i.e. speeding ticket quotas).
- Support DOD encroachment initiative.
- Implement the cooperative aspects of the 2002 Farm Bill that already gives authority to coordinate programs and design/tailor programs to meet local needs.
- Establish or empower CEQ to establish a Federal environmental council to mediate and develop mechanisms for interdepartmental long range conservation goals to reduce fragmented delivery of programs for these goals; a diverging view is to target particular problem areas that keep coming up.
- Provide training for collaborative problem solving within agencies.
- Create "ombudsmen" within agencies and Departments for unsticking projects and collaborative innovations; must be at a high enough level to overcome inertia.
- Develop a working group between agencies to strategize ways of implementing NEPA that includes adaptive management.
- Use funding as an incentive by expanding the model of Conservation Security Program to fund projects that have cooperation and collaboration in place; some funding could be set aside to prepare communities for this type of readiness.

- Develop and expand pilots for Coops under the Farm Bill. They can distribute funds to farmers more efficiently, especially when Coops tailor and develop conservation practices.

C. **Local-level Practical Actions** *that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations. Diverging views and/or questions are also noted.*

- Local partners must develop common vision at the outset.
- Clearly identify and engage constituents.
- Improve accountability, integrating all major interests.
- Federal/state/local interagency cooperation.
- One-stop shop (for information) and remove silos.
- Develop cost-share arrangements.
- Establish wetland mitigation banks.
- Utilize conservation easements and link to long term investments such as IRA.
- Simplify outcomes.
- Pool resources to community.
- Share working models within the same landscape (knowledge, labor and equipment).
- Build on the Gulf Coastal Plan Ecosystem Partnership concept.
- Identify locally driven values for endangered species, allows community to recognize value of species then assign a dollar value to the species.
- Interagency cooperation and coordination, building on Utah Partners in Conservation.
- Improving communications to the general public is necessary to improve involvement.
- Bring science to the local level for solutions.
- Conservation constituents go to Congress to support programs that are working.
- NGOs develop web based networks so landowners can get service providers.
- Private sector should help design market based incentives.
- Support organizations that all parties trust. They are key to dialogue & getting people and agencies to work together.
- Rural communities should engage mayors of cities about what incentives will work to avoid open space fragmentation; include perspectives of land developers.
- Local communities should ask for & set up integrated meeting with federal agencies and state and local agencies.
- Be more strategic about where and when to use collaboration and design the process to create more certainty; dialogue should happen at the local level between various agencies and stakeholders; a third party may be useful.
- Be clear with participants that the substantial investment of time and money on the front end is more effective than the back end or having to repeat the process.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Infrastructure Projects: Collaborative Partnerships for Successful Outcomes

Topic Summary: Government agencies at all levels are engaged in infrastructure development and management that requires substantive communication and cooperation with communities, non-governmental organizations and the public for successful outcomes. A wide range of public infrastructure types are involved: transportation, facilities, utilities, and many other forms of physical infrastructure. Session participants will identify cross-cutting themes, propose collaborative approaches and discuss policies, processes and legislative solutions.

Facilitators: Rafael Montalvo, Daniel Dozier, W. Steve Lee, and Janice Larkin

A. Major Repeated Themes Raised in the Discussion. *A grouping of ideas repeated with some frequency in the session and brought up again during the group summation process. Also includes diverging views and/or questions about the topic.*

An overarching theme was the need for a change in paradigm.

- The new paradigm should:
 - ✓ Be regional, contextual, ecosystem-focused, and include environment from the beginning. Joint planning rather than in silos.
 - ✓ Provide for early, upstream planning and involvement with agencies and stakeholders working together under one set of principles and guidelines. These should include:
 - Look at the costs and benefits.
 - Create the right boundaries around the issue and around the interests.
 - Work with sound science.
 - Engage in collaborative learning.
 - Reward results.
- Another way to think about “upstream” is to frame the problem broadly and inclusively to identify upcoming challenges and opportunities for collaboration, as well as potential partners. Projects can take five to ten years until they are constructed. There is a need for a single set of regulations from federal agencies that will not change over time.
- ✓ Allow for the question to be raised of whether a project should continue (e.g., if there are significant unintended consequences).
 - ✓ Allow for collaboration across the full life cycle of the project, including early planning for closure, continuation or reuse over a fifty-year or longer horizon.

- ✓ Allow agencies to assume the role of ally or resource to stakeholders, if that is more effective.
- ✓ Be proactive, discussing opportunities and issues up-front.
- ✓ Be driven by a vision; bolder, regional.
- ✓ Produce multi-purpose projects – ones that address environment and infrastructure, and take advantage of resources associated with infrastructure projects for multiple purposes.
- ✓ Reflect and encourage a change in agency culture, and create a climate for collaboration and risk sharing.
- ✓ Focus on future rather than blame for the past.
- ✓ Recognize economic driver and economic value of conservation.
- ✓ Defines success in way that seeks to learn from failure.

Other themes included the following.

- Agencies may have difficulty reaching and convening stakeholders in some communities and circumstances. Deliberative and tailored outreach is necessary to reach and bring to the table stakeholders who might not otherwise participate.
 - ✓ Find a local partner that can reach out to stakeholders and be a convener. These partners should know and be trusted in the communities more than government agencies.
 - ✓ Build trust through framing issues in ways that create mutual objectives, principles and transparency.
- It is important to recognize the magnitude of the deteriorating and inadequate infrastructure problem that needs to be solved and the limits of federal commitments to address those needs.
 - ✓ Partners are needed for creativity and funding and finding access to private markets.
 - ✓ Identify the framework for multi-purpose projects that create the opportunity for unlikely allies.
- Collaboration is more likely to succeed if convened pursuant to an agreed-upon set of principles and with people with the right set of interests and authority to come to the table.
- Need for vision, shared purpose to initiate a collaborative effort
- Need for policy that enables collaboration.
- Need for someone to play the convening role, bringing folks together
- Need for leadership, authority, ability to make decisions, rewards for risk (need to overcome risk aversion of agencies and agency leaders), and a champion.
- Identify mutual benefit.
- How to effectively involve stakeholders and reach out to the public?
- Role of NGOs, letting NGOs and other stakeholders take the lead and the risk.
- Need for a shared information base, common understanding of current state of the science or facts.

- Communication – how do you find, communicate and engage with the stakeholders
- How do you effectively share resources?

B. National-level Practical Actions that could be taken by the Federal government, national NGO's, and other national organizations. Diverging views and/or questions are also noted.

Actions for Administration and Congress

- Clear statement of conservation as a national commitment from the President and Congress.
- Reflect incentives, actions, and outcomes that implement the new paradigm in the appropriations and reauthorizations.
- Allow longer project timelines that foster collaboration.
- Provide direction to agencies that reflects the new paradigm.
- Provide incentives for agency to work across normal lines of authority.
- Provide clarity in the legislative direction to agencies.

Actions for Agencies

Direction

- Develop internal policies and direction to:
 - ✓ move decision-making authority to local agency offices,
 - ✓ provide incentives for flexibility, collaboration and partnerships,
 - ✓ reward risk taking,
 - ✓ insulate risk takers,
 - ✓ reward based on outcomes.
- Recognize that collaboration takes time and money. Include time and dollars in budget and schedule. Change budget process to allow longer timelines, if necessary.

Training

- Cross-cultural training between NGOs and government.
- Training regarding what is possible under current law.
- Assess internal agency competencies to collaborate and train to remedy weaknesses.

Partnerships

- Work with NGOs, let them take the lead and take risks.
- Support and incentivize local government actions and participation. Local governments often have more flexibility than federal agencies.

Other Specific Suggested Actions

- Continue collaboration throughout the life of the project, collaborate with stakeholders to evaluate. The project and therefore the collaboration never go away.
- Incentivize collaboration within current cost-sharing rules (ACOE).
- Ensure regulatory consistency over life of the project.
- Use regulatory negotiations.
- Use memoranda of agreement.
- Assess the impacts of proposed projects on stakeholders.
- Establish an adaptive management process that allows agencies to look at a project and, seeing positive and negative results, can account for changes in values and actions.
 - ✓ This requires sharing of risk.
 - ✓ Requires feedback loops to ensure that process and results continually improve, and that the process reaches the point of predicting problems.
- Need a review of policies to identify and remove disincentives to collaboration.
- Engage Congress so they understand agency actions and programs. For example, assess what happened in the FY 02 Farm Bill and inject lessons learned into the FY 07 Jobs Bill.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Managing Diverse Resource Demands on America’s Public Lands: A Cooperative Approach to Improving Conservation

Topic Summary: Growing demands on finite natural resources increase the need for careful management of diverse uses. This session will address multiple use conflicts, cooperative resolution, and shared decision strategies. Conferees will explore collaborative approaches to improving use compatibility and suggest solutions to the obstacles inherent in potentially inconsistent resource demands. Examples may include the relationship between mineral development and habitat conservation, motorized and non-motorized recreation, irrigation and fisheries needs.

Facilitators: Mary Margaret Golten, Ed Moreno, Don Charpio, and Matthew McKinney

A. Major Repeated Themes Raised in the Discussion. *A grouping of like ideas repeated with some frequency in the session and brought up again during the group summation process. Please also document diverging views and/or questions for further thought about these themes.*

- Information – “good data and good maps,” scientific baseline for decisions and data on economic and social impacts of decisions is especially important. Best if generated jointly by all stakeholders – joint fact finding.
- Representation – All key stakeholders, including key decision makers, need to be at the table with a meaningful role and need to understand everyone’s interests, responsibilities, and decision constraints and mission requirements. Enable communication and build trust.
- Respect local knowledge and integrate informal community networks with formal planning processes. Agencies need to develop relationships with local people and get personally involved with the local community.
- Timing and timeline - Process needs to begin early and involve stakeholders proactively before problems arise. Short-term administrative deadlines need to be adjusted to the longer-term realities of collaboration.
- Education – Teaching local decision makers and stakeholders about the planning process and how they can get involved.
- Identify and build on shared interests, values, visions, and goals.
- It is crucial to invest time, energy, money, and other resources to make collaboration work.
- To build trust requires building relationships.
- Strong leadership is necessary for successful collaboration.
- It is necessary to clarify ground rules, assumptions, roles, and parameters for negotiation.
- Participants must be clear on leadership’s commitment to the implementation of the agreement that was reached.

- Appropriate funding must be available for planning, implementation, and monitoring.
- Regulations must be streamlined and coordinated between agencies.
- Build a framework of incentives to encourage collaboration.
- Public agencies are often risk-averse, especially regarding litigation, which is a disincentive for cooperation.
- There is a need for “political will” by both the legislative and executive branches to fund and provide other support for collaborative processes.
- There is a special need to provide outreach and resources and other support to low income and limited resource communities.
- Someone litigating and blowing apart consensus after it’s developed chills the whole process.
- Finding partnerships and leveraging dollars is critical.
- There is a need to protect workforce and infrastructure in rural communities.
- There is a lack of understanding about the need for a long-term planning horizon, beyond just a few years
- Regulatory inflexibility creates bureaucratic disincentive.
- Agency turnover halts momentum of progress.
- Typical planning process out of step with needs of cooperative conservation.
- It is important to have a neutral facilitator or mediator, especially in highly controversial cases.

B. National-level Practical Actions *that could be taken by the Federal government, national NGO’s, and other national organizations. Diverging views and/or questions are also noted.*

- Make advanced collaborative planning part of the NEPA process.
- Build better collaborative processes within NEPA by:
 1. Starting early,
 2. Providing training on collaborative processes to federal employees,
 3. Increasing the resources and recognition for federal and private participation,
 4. Assuring stakeholder representatives work closely with constituents, and
 5. Making meetings local
- Implement programs for training employees and establishing employee performance measures based on application of cooperative conservation.
- Provide shelters for innovation. Make financial resources available for projects to take risks.
- Promote better intergovernmental coordination. Provide consistent rules and regulations across the agencies. Consider the value of consolidation of land management agencies.
- Agency leaders need to interact with the public more, e.g., town hall meetings.
- Increase the percentage of federal funds available for collaborative processes relative to funds dedicated to litigation.

- Protect the public's ability to participate in and influence land management decisions.
- Develop better public involvement procedures and revise the notice and comment process.
- Incrementally document progress and celebrate those accomplishments.
- FACA needs to be amended while keeping the original open meeting intent.
- Federal and state agencies should share information both vertically and horizontally early in the collaborative process.
- Bring economic discussion up to the level of environmental and ecological discussion.

C. Local-level Practical Actions *that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations. Diverging views and/or questions are also noted.*

- Identify a local champion to drive the process.
- Locals have to learn what the responsibilities of agencies are so that they may approach the agencies and ask for what they need.
- Build the capacity of local stakeholders to participate in collaborative processes.
- Develop a mechanism for unincorporated communities to serve as cooperating entities.
- The conservation ethic must be taught in local communities.
- Organizations must be responsible for disseminating information about decisions that are made during the collaborative process.
- Local governments need to think more regionally in their planning process.
- Designate a single community point of information on land use.
- Land grant universities need to be more involved in the process of gathering information for decision making.
- Citizens and local officials need to encourage participation in resource advisory committees and other existing processes.
- Remember customs and culture of the area, define it and keep it part of official planning documents.
- Create incentives to keep staff local such as removing barriers that prevent them from participating in community activities.
- Create a "safe harbor" process for collaborative land use management.
- Design a new policy for analysis at a landscape scale rather than at a single species level regarding the ESA.

**White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation Template**

Topic: Measuring Success of Cooperative Conservation Efforts

Topic Summary: Setting common goals and measuring and monitoring the results of cooperative conservation efforts are essential, not only to substantiate the merits of a project, but for purposes of adaptive management as well. This session will provide a forum for conferees to explore collaborative approaches, and discuss policies, processes and legislative solutions for optimizing cooperative conservation efforts.

Facilitators: Michael Elliott, Mary Lou Addor, Kirk Emerson, and Robert Jones

A. Major Repeated Themes Raised in the Discussion. A grouping of like ideas repeated with some frequency in the session and brought up again during the group summation process. Diverging views and/or questions are also noted.

“Plan well, monitor effectively, celebrate often!”

Goal Setting Themes

- Goals are only as good as the process that generates them. Assure all engaged stakeholders understand and are in agreement on goals; getting the right stakeholders and a process that has integrity is essential. Ensure that local stakeholders define problems, needs and interests; develop a shared vision; and create clear and measurable goals.
- Assure accountability of group to its vision and goals by linking performance measures directly to clear, measurable goals.
- Set appropriate short, intermediate and long term goals with measures for each.

Monitoring and Measuring Success Themes

- Measure progress in terms of both process as well as outcomes. Seek to measure outcomes, not outputs; incorporate qualitative and quantitative measures.
- Adaptive management requires effective monitoring.
- Acknowledge and validate citizens’ roles in monitoring and measuring progress.
- Communicate to public the progress being made and lessons learned from evaluation.

Cross-cutting Themes

- Resources (tools, funding, technical support, capacity building) are needed to effectively evaluate performance of cooperative conservation processes.
- Interagency and cross-jurisdictional coordination of governmental agencies is required for effective cooperative conservation processes, including increased consistency on performance measurement requirements.

B. National-level Practical Actions that could be taken by the Federal government, national NGO's, and other national organizations. Diverging views and/or questions are also noted.

Setting goals and desired outcomes

- Set national vision for cooperative conservation; assure national goals are clearly defined but general and can be translated at the local level.
- Any new laws should be facilitative, not dictatorial and the government's role in specific cooperative efforts should be facilitative.
- More funding for monitoring; however, this funding must be flexible.
- Develop and disseminate consistent and uniform guidance by engaging partners at all levels in developing goals, monitoring progress, and reporting. In particular, best practices are needed for gathering and supporting the use of qualitative and quantitative measures of success.
- Develop and promote the use of a uniform set of indicators to improve consistency, make monitoring/measuring easier, and better utilize trend data.

Monitoring Progress

- Create an interagency task force to develop protocols for evaluating progress that local communities can accomplish with resources they are likely to have. At the very least, have protocols that someone skilled in environmental evaluation could use to direct schools, conservation corps, and other local groups to gather data and monitor the progress of the project.
- Federal agencies provide seed monies to accomplish the monitoring and measuring of success. Monitoring should be considered integral to implementation of the project, and resources need to be earmarked for monitoring.
- Federal government should provide a toolbox that supports evaluative processes which include clear measures of effective collaboration processes (building relationships, improving communication, developing partnerships) as well as measures of environmental outcomes (improvements in wildlife density). The toolbox should provide assistance and guidance, but not be required.
- Establish key indicators at the national level and coordinate across agencies.
- Monitor using realistic time tables and parameters.
- Develop, build upon, and enhance standards and compatible, accessible data among Federal agencies and other partners. Mandate Federal agencies to use these systems in their management processes and decision making.

Measuring success/outcomes

- Federal agencies should be held accountable for achieving conservation results and agencies' staff should be rewarded for successes.
- Provide recognition to effective collaboratives and use the criteria for the awards to stimulate more effective monitoring and measuring of success. Use public agency press releases and other forms of recognition to support this goal.

- Successful conservation initiatives will require partners to join in developing a system to archive data and share information, including best management practices, case studies, and evaluation guidance.

General Concerns

- Federal agencies should reduce uncertainty in providing future funding; look at the budget process to identify areas where no-year money may be used to support collaboration processes. Multi-year processes should include annual increments of progress and funding to support long-term processes.
- Streamline rules and work through OMB to shift money between Federal and State agencies (inter-agency transfer and coordination). Get MOUs for buy-in from Federal agencies for funding. PART – Program Assessment Rating Tool needs to be adapted to collaborative conservation.
- Identify and utilize resources to share information and monitor progress, particularly using web-based databases. Build a database of case studies, resources, and lessons learned that help collaboratives define and measure success.
- Convene regional cooperative conservation conferences to follow-up on St. Louis. Providing training for capacity building and action, ensure cultural competency training to understand diverse perspectives and what is “valid info”.
- Establish realistic timeframes when using collaborative processes – take longer, permitting involved. Set broad non-prescriptive national goals; let state and local governments define best approaches on how to reach those goals.
- Incorporate qualitative decisions and knowledge into the process, program, system.

C. Local-level Practical Actions that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations. Diverging views and/or questions are also noted.

Setting Goals and Desired Outcomes

- Initiate the collaborative process with identifying the needs, interests, setting a common vision, problem identification, developing a common language and definitions, agreed on process amongst all parties on the criteria and how to evaluate goals.
- Incorporate qualitative decisions and knowledge into the process, program, or system.
- Implement train-the-trainer programs in process management and leadership.
- Align measures for appropriate scale and resources.
- Establish baseline measures at beginning of processes.
- Local collaboratives need to define more clearly the existing problems such as the presence of litigation or the absence of effective communication that caused the creation of the collaborative and set goals to enable them to get credit for improvement in those conditions.
- Local collaboratives should look beyond the immediate environmental goals to community goals such as sustainability or improvements in public health and incorporate those in their community goals of measuring success.

- In order to develop accountability, clearer definitions between local and national entities are needed on what constitutes accountability since programmatic and financial are reported and measured differently. Groups use different terminology to define the processes.
- Clarify expectations about the process (timelines, participation, different types of metrics, opportunities for revising measures, etc) at the outset.

Monitoring and Evaluating Progress

- Measure incremental progress toward goals. Be sure public sees and understands progress based on monitoring and evaluation.
- Set clear standards for monitoring with built-in trigger points for projects and partnerships that enable change along the way.
- Develop conferences on monitoring, techniques, and processes.
- Public has to trust integrity of data and understand progress.
- Interdisciplinary backgrounds for baseline data—measure for certain indicators rather than long term objectives; blend science/expertise into the discussion; adaptive management; readjust or refine goals with more data; add science into goals.
- Establish training component for communication/facilitation to identify gaps in data and engage everyone; explain data/definitions.
- Risk aversion is big issue; support risk-takers “up” through the chain of command; alternative performance review processes.
- Multi-year funding essential for partnerships.
- It’s not just about goal-setting; program theory – establish strategic map for monitoring, recognizing complexity.
- Strive for a limited suite of measures for monitoring. For example, focus on the management policy decisions and what information is needed to inform them.
- Use Extension to monitor and evaluate at local/state level.
- Establish precise work plans for monitoring and measuring success that keep people focused on the evaluation function.

Measuring Success/Outcomes

- Develop indicators for economic benefits, human health and environmental improvement.
- Value ecological services to private sector and consider how economic incentives can assist in making cooperative conservation efforts self-perpetuating.
- Measure impacts outside boundaries of project (avoid leakage); also assess unintended impacts (both positive and negative)
- Measure trends, direction based on indicators; measure over appropriate time period
- Evaluation isn’t punishment but celebration of progress (how to make this fun) and basis for adaptive process management
- Consider using integrated permitting processes (such as SEPA) based on national standards, and develop an encompassing monitoring plan.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Reaching Across Boundaries to Promote Shared Governance

Topic Summary: A fundamental hurdle facing many cooperative conservation projects is that jurisdictional and political boundaries oftentimes do not coincide with landscape realities. Complex ecological issues are requiring more sophisticated landscape-level responses from society. This discussion will explore the strategies needed for shared governance to achieve conservation and economic benefits for communities through inclusive and adaptive structures.

Facilitators: Lucy Moore, Pat Tallarico, Marlon Sherman, and James Moye

A. Major Repeated Themes Raised in the Discussion. *A grouping of like ideas repeated with some frequency in the session and brought up again during the group summation process. Also includes diverging views and/or questions about the topic.*

- Much confusion over what “shared governance” means: is it a shared vision or shared governing? Group uncomfortable with this term, even as defined, and challenged the notion of “shared governance” as a tool for cooperative conservation. Prefer thinking in terms of partnership, collaboration, or shared vision.
- Challenge to recognize/respect authorities and share resources.
- Legitimacy/credibility of process: need for clarity of public’s role...has the decision already been made?
- Citizen/Convening groups are essential to the conservation process – these participants face unique challenges relating to lack of funding that limits full engagement.
 - i. Funding for projects vs. funding for convening others and travel.
 - ii. Always realize that there are folks attending meetings that are “on the job” versus others who are away from their job.
- Shared Governance – issue of upper case versus lower case “g”.
 - i. How do they interact?
 - ii. What is the voice of little “g”?
 - iii. The little “g”, with a sense of place, must interact with decision makers/elected officials so as to create political will.
 - iv. There are different ways for the two to interact. For example, the small “g” may bring specific ways to improve services from agencies.
- Implementation of on-the-ground actions accompanies the policy realm. Shared governance here also involves the small “g”.
- Sound Science, including/balanced with individual ways of knowing, provides the foundation for cooperative conservation and shared trust.
- “Ethic” issues often present a barrier to full involvement of potential Federal/state/expert involvement with collaborative venues.
- Boundaries are horizontal and vertical in nature. Federal, state, local interactions often work, but boundaries between Federal agencies and between individual agency programs can cause problems.

- Need for a common vision for resource management goals.
- Less money means need to focus on core functions, need high level decisions on priorities.
- We should also recognize the many conflicts that prevent cross boundary work, including legal impediments, social issues, inconsistent regulations, etc.
- Although boundaries vary location to location, collaboration allows us to overcome barriers.
- “Trust-lines” can take longer than “time-lines”, but the former clearly are more important and valued.
- Need to invest public and private resources in capacity building at Federal, state, local and tribal levels to create shared governance.
- Shared governance initiatives should be results-oriented rather than process-focused.
- There needs to be a balance between regulatory incentives and reward-based incentives.
- Encourage the use of flexible time to allow for agency staff and local organizations to attend meetings.
- Agencies should have a similar set of authorities and policies to encourage shared governance.
- Tension between national level policies and local interests. . .need to preserve Federal responsibilities and regulations vs. need to include and empower local interests. . .expand opportunity for local input but not give away Federal responsibility for Federal laws; need for governing body to keep legal authority for decision making.
- Need predictability and reliability of process. . .participants need to understand expectations and commitment; need to preserve/ensure access and transparency of process.
- Incentives: “if you succeed, fine, but if you fail, you’re finished”. We need risk takers. How do we create incentives for risk-taking that is sometimes necessary for conservation success?
- Success relies on relationships.
- We need watershed type forums, much like we have with species specific venue, like the flyway councils. Identify catalysts that bring parties together and outside of statutory mandates.
- As progress will not occur overnight, we need to seek venues to report on progress, or lack of progress, as well as barriers, and initial successes. All participants in shared governance must be held accountable.
- Better implementation of laws and programs, not MORE laws.
- Technical assistance is more valuable than money.
- Communication, cooperation, coordination vs. confrontation and competition.
- Cooperative conservation must become a permanent element in all of our government’s and communities’ goals and decisions.
- Leadership must sustain its commitment to cooperative conservation.
- The shared governance means sharing power and sharing responsibility.
- Framework and guidelines are necessary. Use templates protocols in government.
- Provide quality facilitation for shared governance processes..

B. National-level Practical Actions *that could be taken by the Federal government, national NGO’s, and other national organizations. Diverging views and/or questions are also noted.*

- Create mechanism to provide greater funding support to citizen groups and convening entities for fuller participation of these conservation partners.
- Secure improved, functional connectivity between decision makers (capital G) and citizen groups (lower case g). Encourage big “G” to make decisions with the lower case “g” at the table.

- Seek consistency of Federal message for public involvement/engagement at the national level. This venue serves as an example. Seek coordination within the Federal family for policies, regulations, terminology and definitions.
- Identify principles and standards that lead to successful collaborative conservation (i.e. the Enlibra Principles).
- Identify common language, measures of success, and standards of accountability relating to natural resource and environmental issues.
- Seek ways to reward people who collaborate and bring creativity to issues. Incorporate these characteristics into personnel actions; recognition, incentives, awards, corporate sponsorship.
- Engage U.S. Institute for Environmental Conflict Resolution, the Policy Consensus Initiative, and others to develop practices, standards, case studies, and sunset guidance to assist others with new and ongoing cooperative efforts. Also look to Section 101 of NEPA to provide guidance for this action.
- Ensure that DOT, DOE, and Homeland Security are invited to the table and any next conference.
- Need for data, maps, repository at CEQ, one stop shop for land owners.
- Seek authorities for multi-year appropriations and spending on projects. You could develop a strategic plan and partnership for purpose, maybe at a state or regional level.
- Embed priorities for cooperative conservation in the authorization process.
- Challenge the notion of “shared governance” as a tool for cooperative conservation. Private landowners and tribes do not want to be told what to do.
- Develop performance expectations and measures for federal agencies to measure success in collaboration and change cultures and behaviors
- Government agencies should be up front and clear about their authority to deliver.
- Provide training, education, sensitivity for federal, local and tribal staff on shared governance issues including cultural and religious differences.
- Increase allocation for state wildlife grants.
- Agencies should make better use of local information to influence decision making (e.g., joint fact finding).
- Agencies should establish broad umbrella programs and goals and promote innovation and local flexibility for achieving these goals.
- Federal agencies should adapt their public involvement programs to encourage richer community engagement in goal setting implementation and accountability.
- There should be a balance between regulatory programs and reward-based incentives for shared governance activities.
- Establish policy supporting shared governance, perhaps via an ecosystem approach.
- Funding for relationship building and development can achieve greater conservation results than project dollars.
- Consolidation...not necessarily of agencies, but priorities and issues within agencies.
- There is competition between efforts...leaving that for politics to decide will not help the situation.
- Provide procedural relief in federal laws and regulations for projects and activities that involve state and local collaboration.
- We need a national conservation icon, e.g., Smoky Bear. That’s an icon that the general public understands that raises their awareness. We all have our own individual missions, but we need something constant that the American people can see and identify.

- There needs to be mutual benefits. You can't try and get me there to do your work, you have to have the agreement that if both of us weren't there at the table collaborating, then the project wouldn't be taking off.
- Improve the Federal statutory and regulatory framework to encourage more efficient state and local collaboration by streamlining Federal agency processes.

C. Local-level Practical Actions *that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations.*
Diverging views and/or questions are also noted.

- There is a need for leadership skills and training for shared governance process and performance measurements. Also need to promote success stories.
- Gift acceptance authority – make it easier for the local government to accept volunteer work and gifts.
- Incentivize local participation with something other than dollars.
- Increase environmental literacy at the local level and foster “environmental citizenship”.
- Encourage university and extension role with environmental education.
- Look for opportunities for shared positions between governments.
- Encourage local entities to be “cooperating agencies” for processes like NEPA
- Hold yourself, the national government and organizations accountable to deliver on their promises.
- There is a need for data, maps, repository at CEQ, one stop shop for land owners.
- Local communities should invest in visioning process then make planning decisions.
- Use contracts with NGOs for planned development and implementation to avoid political turnover problem.
- Communities should promote understanding of different perspectives among local citizenry and educate young people about priority natural resource issues.
- Community-based organizations should develop a diversified funding base which includes private sector and foundation funding.
- Local community groups and organizations should communicate to national counterparts and local organizations their goals and needs.
- Communities should define tangible goals to ensure that they have something concrete to work on. This motivates individuals to participate and is easier to achieve success.
- Provide a range of incentives to encourage cooperative process. This can be as simple as having assurance of a place at the table, or a recognition that the law can provide the incentive.
- Establish shared and streamlined permitting.
- Present economic options and what comes with these choices for landowners doing land use planning.
- Mentor program for new employees from the experienced people in every kind of partnership.
- Utilize nature to model (biomimicary) our attempts at shared governance similar to how the ecosystem does/don't divide its functions amongst soil, water, wildlife, etc. Evaluate the ecosystem and not just the individual resources.
- Learn each others languages. Communities learn techno-speak and agencies need to learn to listen to stories.
- Have a decision-making process more suited to the collaborative environment.

White House Conference on Cooperative Conservation
Day 2 Breakout Sessions
Topic Compilation

Topic: Using Science and Technology to Reach Cooperative Conservation Goals

Topic Summary: Science and technology play a critical role in successful cooperative conservation efforts. This discussion will provide a venue to identify the ways science and technology can be used to inform stakeholder decisions. In addition, conferees will explore new approaches to streamlining and improving the development and application of scientific and technological tools.

Facilitators: Scott McCreary, Dave Ceppos, Larry Fisher, and Doug Sarno

A. Major Repeated Themes Raised in the Discussion. *A grouping of ideas repeated with some frequency in the session and brought up again during the group summation process. Also includes diverging views and/or questions about the topic.*

1. Taking stock of existing conditions and setting goals
 - Interagency, multidisciplinary teams are a strength because down the road those assessments are much stronger than if you had only experts within a single agency. *Joint sponsorship and implementation of scientific assessments.*
 - Educate stakeholders about the process of scientific inquiry.
 - Engage the community in jointly framing questions to be addressed, information needs, in interpreting resulting findings and their implication for management decisions.
 - Establish a clear baseline. Educate the public about the potential roles of science in environmental policy making.
 - Be clear about nomenclature. Draw a distinction between the process of scientific inquiry and the way scientific information enters regulatory processes.
 - Be clear about roles and contexts for use of science in local decision making.
 - Effectively communicate scientific issues in language, format, and context that the public can understand and appreciate.
 - Use community networks to expand opportunities to implement solutions and long-range evaluation. Use of community networks enhances collective ownership of process and results. For example, using citizen scientists for monitoring and for implementation captures the intent of most stakeholders to do the right thing and further allows us to enjoy results with likely cost savings.
 - Important to establish mutual agreement on what constitutes credible science. There are various ways to achieve this, ranging from development of national peer review systems to small group specific rules of engagement. Regardless of method, it is nonetheless a very compelling need.
 - Need new tools, including but not limited to policies and legislation to support adding monitoring to all conservation programs with commensurate funding.
 - Need to honor and respect cultural norms and local anecdotal data that is provided by indigenous people, large land owners, multi-generational families, etc. These data

sources and the information they provide need to be considered equivalent to other more traditional/academic scientific endeavors.

2. Taking action

- Support science aimed at identifying emerging questions.
- We need to be clear about the questions we are asking of science; science should be used to inform decision making and not drive it.
- Science needs to be used to verify the validity of technologies.
- Recognize that knowledge is power. It transforms power relationships.
- Support baseline data sets.
- Distinguish science's role as a support function but identifying alternatives is a policy role.
- There's a big difference between validation and invalidation of assumptions.

3. Meeting challenges

- Often we lack an overarching conceptual model.
- Each discipline takes its own approach and gives its own advice.
- Communication barriers need to be overcome.
- A comprehensive planning approach helps establish roles and develop trust, and can help resolve the financial issue.
- When environmental science gets to the local level, include social factors.
- The educational system today in the US does not produce good generalists. Communication has to be done at different levels to different audiences.

B. National-level Practical Actions that could be taken by the Federal government, national NGO's, and other national organizations. Diverging views and/or questions are also noted.

- Develop a national research strategy with steps to ensure transparency and credibility.
- Provide incentives and rewards for innovation, success, and encouragement for risk taking in implementing cooperative conservation.
- Convene an annual workshop to keep people engaged, but don't just talk about success; talking about and analyzing reasons for failure should be a part of the agenda.
- Recognize that American higher education does a weak job of training generalists; emphasize true multidisciplinary learning.
- Create a national training program for science staffing, emphasize communication to multiple audiences.
- Establish a federal commitment to long term monitoring data.
- Carry out ecosystem-based management from the standpoint of evenness in disciplinary representation.
- Recognize that science plays a support role in analyzing alternatives, but identifying and selecting among alternatives is a policy role.
- We ought to try to achieve mutual understanding and appreciation for cultures of the landowner and scientific community and the rigor and authenticity of each.
- Invest in ongoing dialogue with groups like this to make these ideas operational.

- Support early public education, including hands-on experience in environmental monitoring.
- While the private sector rewards success, often in the public sector a project perceived as successful experiences a reduced funding stream. This sends the wrong signal. Two forces behind this dynamic. One is the political process that is intrinsically reactive to public concern over a problem and the eagerness of elected officials to make their mark and distinguish themselves from their predecessors. Another is the annual budgeting cycle which limits the ability to plan for and implement long term initiatives. The temporal scale of solution building for natural resource challenges is very different from the temporal cycle of elections and budgeting.
- Reorganize higher education to focus on and make operational interdisciplinary natural resource management.
- If Cooperative Conservation is to have an identity, it needs to have an institutional home. Seriously consider international initiatives and protocols, such as International Union for the Conservation of Nature biodiversity framework.
- Delegate responsibility for implementation to the states and look to long-term funding (5-8 years).
- Eliminate institutional barriers that undermine full participation, e.g. FACA in cooperative conservation. Reinterpret FACA so that it fully supports cooperative conservation.
- Fund monitoring and research as part of project implementation.
- Look for opportunities for creating long-term funding commitments. Need to further discuss the benefits and drawbacks to creating a national data system. The system could include but not be limited to protocols for collection, use, management, update, sharing, etc. There were very diverse strong feelings about this suggestion.
- We should consider as an action, an evaluation of how much existing law poses an impediment to cooperative cooperation and we need to evaluate the role that existing resource laws have on encouraging/mandating the use of science and technology in monitoring cooperative conservation.
- We need to consider either nontraditional interpretations of NEPA, or restructuring NEPA as a means to better accommodate adaptive management, ranges of potential scenarios, ranges of potential actions, etc.

C. **Local-level Practical Actions** *that could be taken at the local or community level by Tribes, state and local communities, private citizens, and local organizations. Diverging views and/or questions are also noted.*

- Identify regional research agendas with multiple stakeholders.
- Use a joint approach to frame questions, identify expertise needs, collect data, and interpret results. Build this process architecture into the front end of collaborative conservation.
- Scientists need to understand that their role is to help people solve problems and to reorient themselves to this goal.

- Recognize that scientific communication is not just the province of scientists; scientific communication and integration is its own specialty that deserves funding and attention.
- Take a critical look at the incentive-rewards systems in science: recognize that prevailing professional norms do not reward synthesis and popular writing.
- Similarly recognize that scientific norms do not reward long term monitoring.
- Create broad coalitions to support the need to support science funding
- Build in independent scientific review.
- Bring citizen science down to the community or project level; put it in the hands of the people who need to make decisions: “If it’s not understandable, it’s not useful.”
- Recognize and build upon existing successful models including cooperative extension, the National Estuary Program, NRCS-state conservation, and conservation districts, community wildfire protection planning
- Recognize and build upon some of the successful case studies illustrated here.
- Recognize the need for a trusted convenor organization. Candidates could include community based NGOs, local universities and professional neutrals.
- Recognize the value of an appropriately designed process, and educate stakeholders about the value of a well designed process. Pay enough attention to the science of convening people as to the science; it’s not just about the integration of science, it’s about the science of integration.
- Create a pilot project to reduce redundancy in resource regulations such that stakeholders can attempt to be creative in the use of science and technology to create solutions while not risking statutory retribution.