

# Field Guide To Developing Partnerships Discussion 8/18 3:00pm

US NABCI Meeting

## Instructions

Cameras on, if you can

Introduce yourselves (name and affiliation) in small groups

Nominate a NABCI Committee member from each group to lead the discussion and report out

One person to take notes in shared Google doc

30 minutes for discussion

## Questions to Answer

- What did you find most helpful about the Guide?
  - How **expansive and inclusive it is and different sectors it opens up for possibilities**, a little overwhelming in fact but lots of possibilities.
  - Scope is impressive, volume is overwhelming so maybe **ways to organize or streamline?**
  - Well documented and broad, nice to have 40 years ago when started partnerships, broader partnerships outside our comfort zones, probably some people very appropriate for NABCI to partner up and others we shouldn't, given size of our partnership and NGO organization and how mix and match so we don't go to the same people repeatedly where others already have strong partnerships.
  - **Good strategic overview of where need to get started and the complex nature of partnerships.** Partnerships are only as good as the sum of the parts and make sure people bring collective strengths to what you are addressing. Lot of challenges relate to capacity of people on the ground to get the work that needs done accomplished. Gets you started down the path but other details on how to actually pull off and get to conservation outcomes we need.
  - In private realm don't have to worry about people stepping on toes in fact can be **opportunity to get people to work together when see a lot of requests for complementary ideas.**
  - Document good for high level to see possibilities and potentials for crafting a partnership. Most successful partnerships are very organic and by entities that see a benefit to achieving outcomes.
  - Help thought process as you look at existing partnerships or think about engaging new partners.
- What could be strengthened about the Guide?
  - **Defining partnerships better.** Transactional versus relational. Document seems oriented toward collaborative partnerships.
  - **What scale is relevant is it regional or national and how approaches differ.** Who NABCI has partnered with in the past and success and who do we want to target nationally to assist with priorities that can assist with regional and local efforts.
  - Partnerships are usually locally driven, how use what we are doing and get more done by being **collaborative across multiple scales.** Ways to collect project information and connect them and efforts. **Common partnership structure that builds from local efforts to regional and national.**
    - Coordinated federal emergency response that generates massive response from funders that can be sourced out to local partnership networks.
    - RCPP program is a good example of this and way to navigate diverse partnerships. Macro scale of challenge RCPP is focusing on now how solve it and building partnerships to achieve. How NABCI help wrangle funders and partners to assist.
    - Guide doesn't adequately articulate how much time this takes in terms of years versus one or two meetings.
    - **Learning to speak language of different entities** from forests to health care. Figure out interest from NABCI partners and what are key language tips for starting conversations.
  - Strategies to evaluate who to engage that align with scope of issue and avoiding green-washing stereotypes.
  - **Recognize capacity of partners and be prepared to cover their time for engagement** from indigenous communities to landowners, etc.
  - On section where we have carbon sequestration, water conservation **add segment on regenerative ag and biodiversity**
  - **Look at how guide is organized and consider where possible by region as landscapes are partnership opportunities do vary.**
- What are some of the key takeaways from this Guide that can help us build unprecedented partnerships and engage in broad, diverse collaborations?
  - Find **common ground and special relationships** with partners you never expected
  - **Finding connection points with products like forestry and boxes and Amazon and connecting them with where their products from- sense of place and stewardship responsibility**
- What "unprecedented partnerships" are on the horizon for your organization?
  - ABC with USFS IP and NABCI's International Subcommittee are working on a relevancy project that aims to build partnerships with entities in the sustainable development, broader conservation, and impact investing sectors. We are focusing our efforts on priority countries in Latin America.

## Report Out to Group

What unprecedented partnership did your group bring up that was surprising or inspirational?

**Click on Your Discussion Group Below For Space to Make Notes**

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## Room 1

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### Questions to Answer

- What did you find most helpful about the Guide?
- What could be strengthened about the Guide?
- What “unprecedented partnerships” are on the horizon for your organization, and
- How will this guidance help your organization or partnership expand its network or relevancy?

### Discussion

Attendees: Ken Rosenberg, Dean Smith, Elizabeth Galli-Noble, Jude Scarl, Shaun Oldenburger, Catherine Rideout, Lacy Elrod, Mark Delfly, Guy Foulks

#### What did you find most helpful about the Guide and What could be Strengthened?

- Very well-organized and comprehensive guide
- Very helpful to highlight pitfalls and lessons learned - will be helpful to dig in.
- The executive summary is intended to serve as a ‘cliff notes’ version
- Could there be a set of visuals which could lead you to the text - a term is being used for this “place-mat” - the pieces and parts of each issue? The call out boxes and success stories do this to a certain extent and there be a way to make these more of an ‘infographic’
- Very pleased to having a section on diversity/equity/and inclusion
- Very much appreciate the concept of using partners to build partnerships, particularly on the corporation side of things
- Is there a way to vet this with other sector experts - what resonates with them, what could be improved? There may be some good input from these different perspectives
- The importance of listening and being curious and open to learning about partners and their perspective while developing relationships is key

#### What are some of the key takeaways from this Guide that can help us build unprecedented partnerships and engage in broad, diverse collaborations?

- Building partners across the hemisphere with Full life cycle conservation is critical - how do we address any cultural differences? A lot of that has been happening in US, Canada, and MX and we have some lessons to learn there which can hopefully be applied to other conservation partnerships; full annual cycle in research will require international conservation and in support of conservation investments
- It’s okay to be told no - sometimes you have to learn from mistakes and improve your approach
- National Native Seed Strategy, National Invasive Species Council, and Wildland National Fire Council ‘found each other’ and can protect areas which are vegetatively functional - bringing together these groups which can help each other by working collaboratively is important
- Key issue of learning how to speak the language of the group you want to work with - examples would be ag industry, private landowners, etc. What can you provide to these groups and speak their language - emphasize this a bit more in the document

#### What “unprecedented partnerships” are on the horizon for your organization?

- This 3 billion birds coalition has to be bigger than NABCI - the idea that we don’t know of the partners mentioned during this conversation is eye-opening. Everyone will have a subset of these groups - the reach of finding new partners we do not yet even know about.
- Continuing to work across different bird groups - waterfowl, upland game, and other bird groups
- One key point is to be careful about using words which may alienate those involved in consumptive use
- There is a need to focus on the general public and working to implement bird conservation with involvement and engagement by the general public - a part of that is insuring we share success stories of implementation with those audiences

## Room 2

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### Questions to Answer (Alicia H, Dan B, Scott Y, Jerome F, Sara S, David B, Iain S, Deb H, Gray A)

- What did you find most helpful about the Guide?
  - Articulates ideas in one place, good summary and reference, codified.
  - Refresher, reinforces ideas that we may already know.
  - Examples are helpful, although it adds to length. These are really useful as ideas.
  - Relationship Development is really about leadership development.
- What could be strengthened about the Guide?
  - Suggest reducing the length. At 43 pages it's daunting. Some repetition. Format and layout will help.
  - Possibly a more thorough Ex Summary (meatier) with links to make it more user-friendly.
  - We need a "field guide" version in addition to the textbook.
    - Summary of maybe 10 pages +/- with appealing layout would help.
    - Structure and layout needs to provide for quick reference to meet the "Field Guide" title.
  - An electronic source with more examples would be helpful, which could also be more dynamic. New guidance that wouldn't be relevant to new partners might help.
  - Has to be on-line if it is targeted to new (younger) professionals.
  - It seems to be oriented toward established entities (organizations?). It doesn't provide the guidance on developing a new constituency. A need to carve out new things, as opposed to reaching out to established organizations. Response: This document is dynamic, and may need to embrace other topics.
  - Treatment of how to build internal partnerships,
- What "unprecedented partnerships" are on the horizon for your organization, and
  - USFWS is trying to reach out to black birders. Recent events have triggered this direction.
  - New ideas of conservation are welcome. We need to be open and take the lead to ask those questions. :
  - Ranchers and land-owners to be connected through the birds they share. Share knowledge and build community across the Hemispheres. (related to cross-cultural connections).
  - Society of Range Management has some foot-hold in this.
  - DU has been promoting co-benefits of waterfowl to whole-ecosystem services, expanding connections. This is forcing us to think about things in a different way, often not talking directly about waterfowl, to build new partnerships and a broader coalition of support. Exalta (chemical company) relationship with DU, some support goes to Mexico communities to improve water quality and waterfowl populations.
- How will this guidance help your organization or partnership expand its network or relevancy?
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### Discussion

- Question about distribution of document: Electronic or paper?
- Suggestion: Building relationships with groups south of the border. Challenge of building connections. A huge component of the partnership is building bridges through whole life-cycle connections.

## Room 3

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### Questions to Answer

- What did you find most helpful about the Guide?
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### Discussion

- What did you find most helpful about the Guide?
  - We often do these things, how can we be more intentioned?
  - Real life examples
  - Comprehensive, scaled, overdue
  - Well thought-out
- What could be strengthened about the Guide?
  - Distill key sections into one or two pages--will be very helpful
  - Webinars to focus on highlights
  - What are lessons learned?
  - Add “Catchy tag lines” (quick summary)
  - Include a value statement that we can use to move forward when working with partners. Can pull in relevancy info
  - Include links to videos, e.g., what to do, what not to do
- What are some of the key takeaways from this Guide that can help us build unprecedented partnerships and engage in broad, diverse collaborations?
  - What in the next 5+ years will we do that is different? Specifically, what does “unprecedented coalitions” mean?
  - Change “unprecedented” to “diverse and inclusive”
- What “unprecedented partnerships” are on the horizon for your organization?
  - ABC is putting together mainstream approach to target impact investors. Want financial return, but also environmental and social benefits. Willing to take lower returns in exchange.
  - JV working on permanent partnership with NRCS, National agreement administered state by state.
  - Great Plains--bringing in tribal and ranching partners. Working in grassroots manner.
  - Also corporate and foundation partnerships, using birds as indicators of ecosystems
- How will this guidance help your organization or partnership expand its network or relevancy?
  - Having a guide that can help new orgs recognize the value of partnerships
  - More gets done when we band together
  - Help identify commonalities, break down silos
  - Helps get us past an existing mindset. Maybe see things better from their perspective or move out of our frame of reference?
  - Promotes efficiency
  - Helps to improve our communication skills
  - Helps to reinforce value of partnerships
  - Gets us out of our comfort zone

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In Room 3

Jennifer Cipolletti

Geoff Geupel

Diane Tessaglia-Hymes

Kevin Ellison

John Alexander

Amy Upgren

Randy Wilson

Brad Andres

Todd Fearer

## Room 4

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- What did you find most helpful about the Guide?
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### Discussion

- Lots of detail in the document, hard to digest in short amount of time
- Might be better if there was a quick guide with the key points
- There were redundancies, could be streamlined
- Like emphasis on sharing priorities, seeking overlapping/mutual values
- See book “Don’t be such a scientist” . This document seems to reflect some of those lessons
- Consider putting more structure in the executive summary with links to pertinent information in the document
- Didn’t see anything about how we learn from other partners...should be called out that other partners bring a different perspective. We need to understand limitations that some partners have
- A lot of successful partnerships have compatible rather than mutual goals. Should expand on this.
- Should read as one voice. Sections are not tied together, have duplicate information. Needs a sharp editing pen. Reduce to a maximum of 20 pages if you want it to be impactful.
- Reduce the size of the document and focus on the most relevant and useful information. Other information could be, retained and place on online in a separate document
- Building diverse partnerships (cross cultural collaborations) is important and should be treated explicitly or emphasized more. Need guidance on how we reach out to more diverse audiences. Chronicle the steps to building more diverse partnerships.
- Should address traditional ecological knowledge and reaching indigenous peoples in the document
- Should acknowledge that it takes a long time to build trusting partnerships
- Should stop talking just to ourselves. Move outside our comfort zone and engage with nontraditional groups
- There is a new partnership in the northern boreal forest
- North Carolina started a partnership with the Department of Defense to restore the longleaf pine ecosystem. A \$20 million endowment was established and held by NFWF to manage Red Cockaded Woodpeckers long-term.
- The Ruffed Grouse Society is working with corporate partners
- Reminder that Joint Ventures have flexibility that allow corporate partners to become involved in conservation
- Georgetown is establishing a new interdisciplinary environmental school

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### Discussion

- Overwhelming, a lot of information
- David Hoge - Certainly to a broader base - outside out comfort zone - different from previous
  - Some orgs are more appropriate than others for NABCI to partner with
  - How do we avoid approaching the same orgs?
    - EJ: don't have to worry too much, might happen, but larger orgs sophisticated enough to handle
- Steven Riley - a lot of experience building partnerships
  - Good strategic overview - looking into the rabbit hole
  - Partnerships only as good as the sum of the parts - collective strengths
  - How can we put enough folks on the ground to do things on a larger scale?
  - Soil Conservation Service as example - massive
- Dave Gordon: Good for high level helping see the possibilities - most successful partnerships are organic in their formation, see the benefit of the outcome for both.
  - USFWS/NCTC tried this kind of effort in the past.
  - Conservation community is much more diverse than it used to be.
- Keith Norris: Comprehensive guide
  - Defining of partnerships was very good, so that everyone is on the same page
  - TWS uses this name fluidly
    - Transactional vs. Collaborative (focus of this doc)
    - This distinction could be made more explicit
- David Hoge - what are we trying to chase - small scale, or national partners?
  - Who has NABCI partnered with in the past? What is the history?
  - Who does NABCI want to partner with?
- Doreen Mengel: lots of partnerships are locally driven
  - How to tackle projects over multiple scales?
  - EJ: good point: We think about compatible systems for monitoring, but haven't thought of this for partnerships!
- Brian Smith: Develop massive coordinated response in addition to OTG partnerships?
- Steve Riley: RCPP program as example - lots of \$, searching for leverage to put on the ground, prompting new partnerships.
  - Macro-scale - RCPP/RAWA finding to prompt smaller scale efforts
  - How does NABCI wrangle partners and money for smaller supporters?
- EJ: Not sure the guide adequately conveys how much time this takes - some relationships take years, not months or a few meetings.
  - Related: learning to speak the language of different entities/groups - If you throw me in a Forestry meetings, I can speak it, but not so for healthcare. Can NABCI help line up “translation” resources (how do I speak “oil”? How do I speak “healthcare”?)
- Keith: Bristle at defining orgs to not approach...
  - How
  - Should this doc include being aware of/shielding against using conservation orgs for “greenwashing”?
  - Steve Riley: Mitigation as example...
    - This is not just something you dip your toe into - takes a long time.

- Both internal org conversations and external communication strategies...
- Brian Smith: What are key takeaways?
  - Tammy: being intentional, knowing communities on the landscape, ensuring everyone has a shared voice - lifting each other up!
  - Steve Riley: Great thing about partnerships is that you can develop the most powerful relationships with unconventional partners - makes folks want to be engaged.
  - EJ: ABC/International Paper - “boxes for birds” - started over drinks - including account manager for Amazon - 2 yrs down the road - put “bird layers” in their GIS...

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### Discussion

- Very complete and impressive
- Document is really long and not very accessible. Can we get a distilled down checklist?
- Missing case studies (blue prints/roadmaps). Real life examples would be helpful. Examples might find a way to identify those relevant people.
- It should stay digital
- The communication tips were very short. That should be expanded a bit (Susan volunteer?)
- Patience and willingness to grind it out missing should be stated
- Cross cultural section has good pull out box. Thought document was long but individual section was short. Hard to balance to two.
- If a living doc online - the people/groups identified as potential partners could review their section and update contact info.
- ABC/SI - approaching entities doing sustainable development, impact investors (who they are and where they are working).
- Example of future partnership: Maine F&W collaborating with Dept of HHS to get domestic violence victims in underserved communities participating in bird conservation for emotional benefits
- Other taxa groups like NAPPC, MJV, PARC - eager to partner with bird groups

## Room 7

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### Discussion - Tom B, Judy C, Randy D, Evan G, Frank Q, Tom W, Mark W, Rick W

- Most Helpful
  - Assistance in identifying potential partners; and in recruiting others in helping us recruit non-traditional partners is needed; we could see this continuing to expand
  - Sharing these stories and experiences among ourselves for 15 min was helpful in and of itself
- Strengthen / Suggestions
  - Help identifying which messages resonate; e.g. helping a country meet global obligations will not resonate with some (but will with others).
  - We recognize some things that may not be clearly tackled herein: we are one (often small) partner in a large coalition; and we need to be comfortable
    - With less “bird content” and goals
    - Turning over some control to other members of the coalition to ensure engagement
    - How to convey to a new partner what they’re entering into; what their role can be; and how to identify what their goals are in a common context- but the potential reasons for partnership are in there! (Banks: community investment) and advice for managing
- Partnerships on our horizon
  - Underserved communities - Judy: in ME, e.g. outreach with group representing women survivors of domestic violence; reaching out to private partners to fund activities & assist (LL Bean?). A challenge you may not consider early on: needing to have a social worker present for activities.
- Expanding relevancy
  - Tools to build partnerships that help fund or support activities beyond our own organization
  - Tom Will: partnering with a local park system to recognize that their birds are part of a bigger world; getting them to support a banding (MOSI) station in middle American to broaden perspective. Challenge is now \*they\* have to be open to different understandings among communities. A supporter/funder could see “banding notices” happening from afar.

## Room 8

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### Discussion

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## Room 9

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### Discussion

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## Room 10

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### Discussion

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## Room 11

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### Discussion

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## Room 12

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### Discussion

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## Room 13

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