CHARACTERISTICS OF SUCCESSFUL COLLABORATIVE EFFORTS

- Open Minded
- Trust
- Compromise
- Inclusive
- Follow-Thru
- Shared Goals & Values
- Personal Contact
- All In
- Outreach
- Respectful
- Eggs in Check

CHALLENGES

- Public Buy-In
  - Differing Opinions
- What’s the public?
- Who do I even talk to?
  - @ Different agencies
- Understanding how a org/agency operates
- Time
- Measuring Success
  - Could Jeopardize Future Funding
- Prioritize Projects Across the State
- Keeping the Momentum Going
- Dealing / Working w/ Bureaucracy
- Understanding all of the elements of the equation
- Following regulations in order to ensure safety causes frustration for public
- Red tape
- Working w/ people from different backgrounds with different priorities
- Key people leave or retire
  - Change in personnel
- Positions vs. interests
- Effective Mitigations are expensive
- Other options haven’t been tested
  - Harder to get $ without good data
- Funding for education, outreach, monitoring, etc.
- Look @ long-term needs & putting together a plan of action to reach milestones
- Getting agreement on priorities
  - Finding short term wins
- Enforcement
  - Entrapment (Related to speed limits)
- Wyoming Plan, not just benefitting
- State agencies can’t take private money
  - Mechanisms to leverage private funds
- Lack of Support
- Embrace Technology
- Liability

**CHALLENGE CATEGORIES**
- Financial / Funding
- Scientific Data / Knowledge
- Partnerships
- Outcomes
- Bureaucracy
- Outreach
- Respectful Buy-In

**Scientific Data Solutions**
- Share Date between Agencies & Public
- Clear Up special inaccuracies / inconsistencies in data
  - Consistency in reporting methods
- Conducting more monitoring w/ GPS radio collars
- Science on modifying animal / human behavior
- Motorist Reporting
  - Maybe some aren’t getting reported

**Partnerships**
- Agree on / project, fund it, get a short-term win
- Matter of opinion between cooperating agencies (& NGO’s)
- Define Issues & then shop it around
- Rely / Message
  - Outreach
- Reach out to non-traditional partners
- ID Stakeholder & what they bring to the table
Financial / Funding

- Change law to allow private donations to agencies
- Find someone w/ fundraising skills
- Prioritization & design so we get federal dollars when they come along
- Private funding utilized for WyDOT projects
- Increase # of partners to lessen financial burden on 1
- Prioritize your needs for WyDOT
  - Consider seasonality of issue
- Creativity

Brainstorming = 32 Challenges

4 Main groups of challenges that were established

1. Relationships
2. Data
3. Implementation
4. Funding

Solutions

- Relationships (Improve)
  - Increase Awareness
    - Articles to interested groups about successful mitigation
    - Release data utilizing press releases & social media
    - Increase youth awareness
    - Make data more accessible to public
      - Make 511 app combined w/ collision data for hotspots
  - Engage People in process
  - Be willing to listen

- Data
  - Central data storage point
  - Larger landscape data (collecting)
  - Pre/post project monitoring
  - Know what animals are _______ locations

- Implementation
  - Schedule / Prioritize key areas
  - Understand process early (WyDOT)
  - Balance existing land uses
  - Having funding in place
Funding
- Propose optional donation on hunting/fishing licenses
- Explore alternative funding sources
  - Tax, donations
GROUP 2

CHALLENGES

1. **Funding – garnering**
   
   Search & find added value
   
   Land Ownership – Mineral Ownership

2. **Prioritization – different sites (putting it in the right place)**

3. **Private/Public & Agency Support**

   Working with guidelines / rules
   
   Short / long term maintenance of habitat / infrastructure
   
   Difficulty in using private / donated funds

4. **Acquisition of data/information**

   Constrains – Geography
   
   Accesses
   
   Fence Design appropriate for migration
   
   Public awareness /education buy-in

SOLUTIONS

1) **Funding (Sources for Funds)**

   - Additional fee to hunting licenses (user fee)
   - .06 Sales Tax or non-consumptive fee
   - Fundraisers
   - Federal Grants
   - More State Funding for Specific Purpose Leg Action
   - Insurances
   - Off Site Mitigation funding – Cont divide oil/gas development
   - Common place or dedicated organization
   - Umbrella org.
   - “Go Fund”
- Pooling of funds states / count funds
- Prioritize funds for various project & funding (over passes / signs, etc)

2) **Prioritization**

- Use data sets
- Find where data is missing
- Local input
- Public safety
  - # of fatalities
  - # of carcasses
  - # of property damage
  - Species / population (genetics at risk herds)
- What specifies benefit first
- Create focus group to decide factors (consistent / state-wide approach)
- Biggest bang for buck items
- Species / benefits
- Identify & prioritize tools (fence vs. overpass – dms signs vs. standard signs)
- Public education, buy-in, & show success

3) **Private / Public & Agency Support**

- Public education / grade school
  - Lives saved hunter/wildlife cost savings
- Have good scientific / empirical data for issue
- Public / Social Media
- Public awareness campaigns
- Imprints in structure
- County land use plans & county comm. Resolutions
- Collaborative efforts – grass roots / diversity / all s.h.
- Show success & Track progress
- One on one conversations
- Transparency & addressing concerns
- Structure for moving on
Leadership?
- Identify common purpose
- Identify local messengers for project “advocates”
- Other benefits to local landowners etc.
- Joint public mtgs – facilitated

4) Acquisition of data/information
- Central clearing house (areas, locations, migrations) & making it accessible
- Funding – getting
- Lots of studies – consolidate
- Define what is good info / data relevant use
- Identify sources of information / data gaps “what do we need”
- Formatting of data – consistently
- Analyze data / interpret data – consistently
- Communicate data findings to public
GROUP 3

Characteristics of Successful Collaboration / Partnerships

1. Leadership buy in
2. Accountability to each other/citizens
3. Passion
4. Putting right people together - never give up
5. Ask, don’t tell; don’t think you have to answer. Local knowledge, enthusiasm.
6. Finding Champions (People interested on a local level)
7. Project 1st (comes 1st) Clear roles of participants – Communicate – Do your Part.
8. Flexible w/ Rules – Develop Trust
9. Assemble diverse groups of people interested in success
10. Don’t let funding challenges stop you – Move On
11. Dedication; don’t let each other down
12. Dedicated old-time locals – want to do it
13. Honest, talk & listen – Relationships
14. People willing, known NGO’s – look for common interests
15. Unselfish, listen consider ‘feelings’
16. Listen to opinions

Current Challenges to Funding and Implementing Projects

1) Obtaining “seed” money - “match” money
2) Contract NEPA works with lot of folks w/ fund implementation, but not NEPA
3) Receiving $ is difficult, so need partners
4) Manage expectations –
   ▪ Do it up front
   ▪ Be honest
5) Politics – Need relationship and trust
6) Raising $ - Could be a tax (SPED – 1% extra tax)
7) Communication – raise awareness value – measured action item
   ▪ Diversity – how strategy to bring stakeholders together w/ different interests
8) Collaborative funding strategy
   ▪ Willingness to commit
   ▪ WHO drives the train
9) Set competing interests aside
   ▪ Bureaucracies of all organizations – trust
   ▪ Get in our own way w/ processes
10) Lack of
   ▪ Funding shouldn’t discourage
If we value something, find a way to get it done, clear priorities are needed
- Sometimes unintended consequences
- Fight

11) Territoriality w/ strings
- Personalities
- Time
- Short Term results can discourage
- Language – translate bureaucratic terms

12) Competing priorities can hinder
- Safety and connectivity
- Agency resources to complete work
- New Federal Priorities

13) Availability of $

14) Developing consensus takes time
- Communicate out come from start

15) Finding Funds
- Communicating up front

16) Economy of Scale

17) Maintaining momentum is tough
- Initial support is good
- Maintaining is tough

**Solutions**

1. Reduce Speed w/ enforcement
2. Focus on Hot Spots
3. Empower local working groups locally – local buy-in
   - Work in back yards
4. What people want!
   - Education
   - Enforcement
5. Behavioral Changes
6. Funding Solutions & Planning
7. Look for Local Solution (LOCAL, LOCAL, LOCAL)
**GROUP 4**

**Challenges (1 = Funding, 2= Communication, 3 = Constraints & Regulations, 4 = Process)**

- Funding for comprehensive planning, pre-post monitoring - 1
- Funding - 1
- Re. Data and resources – how to make data independent and accessible? 1 & 4
- How to educate local people on importance of this issue? - 2
- Need stakeholder buy-in how to get it, e.g. with view sheets? - 2
- State agencies – need to find ways to tell the story of the agency as a facilitator with some sidebars not a barrier - 2
- Inconsistent messaging within agencies - 2
- Internal agency buy-in - 2
- Take organizational blinders off - 2
- Understanding others agency and organizations processes and limitations - 2
- Share resources e.g. graphics 2 & 4
- Need specificity and clarity of information and definitions need to all know what we are talking about – common body of knowledge? 2 & 4
- Who is in charge of what? To facilitate working etc. 2 & 4
- WyDot Fencing constraints and liability issues - 3
- Time - 3
- Regulatory constraints and how to address them - 3
- Prioritization balancing of competing interests - 4
- Prioritization on a cost-benefit ratio - 4
- How to find the win or compromise when there are competing interests - 4
- How to think small and locally – not just the big over or underpasses - 4
- Need to not be afraid to make decisions w/out viable data - 4
- Sound Science to ensure effectiveness - 4
- Competing interests, species, and other factors - 4

**Solutions**

**Funding Category**

- Create local, multiple stake holder efforts to work w/ WyDOT, WGFD to identify problems, find solutions and advocate for funding the solution
- Create network of diverse stake holders to raise funds through outreach
- Create agreements between agencies and NGO’s to facilitate a ‘slush fund’ to take care of wildlife situations, or take advantage of them
- Create a website w/funding available and funding needs regarding wildlife.
1) **Funding Solutions**
   - Find more ways for tourists to contribute
   - A wildlife license plate for wildlife crossings

2) **Communication**
   - The website can also be used to share all wildlife crossing info
   - Visit w/ each other to learn what is going on – have reps to provide and seek info.
     Create more local relationships between agencies and stakeholders
   - Local Relationship prioritization – make it happen

3) **Communication Solutions**
   - Use of Social media
   - Early and Often
   - Foster culture within agencies to support finding and supporting solutions regarding wildlife crossing and movements

4) **Constraints – Regulatory Framework**
   - Know regulations and why we have them
   - Know how to navigate
   - Know how to streamline
   - Revisit regulations if necessary

**Process - Solutions**

- Need distribution of info, press releases etc.
- Need funding for conserving collaborative processes to find solutions
- All entities internally prioritize the importance of wildlife – road issues
- Need internal champions within agencies for wildlife – road issues, e.g. in WyDOT
- Valium – to have patience with other opinions. Whiskey is good too.
- Need to build on this Summit
GROUP 5

Characteristics of Success

- Trust
- Begin with the End in Mind
- Clear vision
- Clear Goals
- Identifying roles & Responsibility
- Flexibility
- Listen
- Win-Win Benefits Both
- Common Interests
- Open Minded (learning)
- Action items & Deadlines
- Clear Final Destination
- Listening to all Viewpoints
- Cooperation among the group
- Cooperation of Diverse entities

Challenges/Issues

- Public Education
  - Why deed done/important
- Competing needs for $ Funds
  - Prioritization
- Magnitude of funding necessary
  - Expensive
- Conservation of wildlife (priority)
- Structure placement /location
  - Choosing Location
  - Data Showing Location
    - Potential challenges w/ location
- Unintended consequences of wildlife treatments
- Comprehensive landscape view
- Identify out options
  - Tunnel Vision
  - Funding
- Need to involve industry
  - Insurance
  - Oil & Gas
- Diverse Land Ownership
✓ Time Scheduling
✓ Design Time
✓ Government regulation
✓ Sticker shock
  o Public support
✓ Mechanism to use private funds
  o Requirements for public funding

Challenges / Issues
- Funding 10 Votes
- Public Education / Stakeholders Public Outreach Support 6 Votes
- Comprehensive Biological View 7 Votes
- Expanding Mitigation Options logistics (Short/Long Term) 3 Votes
- Diverse Landownership
- Government Regulations

Funding Solutions
- Contact Insurance Companies / Businesses/ Industries 7 Votes
- Grants 3 Votes
- Mechanism for Public /Private Partnerships 3 Votes
- Get the Right person in the room 1 Vote
- Integrate Wildlife Projects in established projects 8 Votes
- Wildlife Taxes (local taxes) 1 Vote
- Seek Untraditional Funding / Multiple Agency – Specific Person Utilize partnerships (administering & Recording) 2 Votes
- Involve Sportsman (License Sales Donation) Specialty Plates Donation on registration / license 8 Votes
- Open Range Concept Fines for killing Wildlife 5 Votes

Comprehensive Biological View – Solutions
- Inventory / Identify Areas 12 Votes
  o Prioritizing
  o Research
  o Collar More Animals
  o Include Diverse Stakeholders
- Involve Public (Get Feedback buy in)
- Look Outside Collision Driven Areas 4 Votes
  o Look At landscape permeability
  o Interconnecting (I-80)
- Collaboration across Jurisdictions 1 Vote
- Identify Consistent Values (Human and wildlife) 2 Votes
- Correct Solution, Right Place 3 Votes
GROUP 6

CHALLENGES

Group 1
- ID Priority project coming to agreement
- Public perception of what a project will or will not do – community support
- Public perception of group doing the project
- Local buy in and further participation
- How to educate those with negative perceptions
- Landowners, buy-in, participation

Group 2
- Different group missions
- Urgency / timing
- Laws competing interests – ex. Highway speeds (recent increase)
- Sci-based direction vs. perception based (agreement on what to do)

Group 3
- Completion reports, getting them to NGO’s / etc.
- Expertise to write grants / fiscal admin.

Group 4
- $ Funding
- Time / Capacity

Group 5
- Bureaucratic process / planning (understanding of those)
- Agency & Individual mindset “old norms”

Group 6
- Role identification – clear & balanced
- Communication staying uninformed about process / staying comfortable connected
- Close mindedness
- Maintenance after installed
- Momentum
- Attrition - change in role /personnel
  - Volunteer retention & excitement
- Creating more challenges – where they don’t exist
Politics – different view can stall or kill a project

1) Public Perception / Buy-in Local / landowners / politicians
2) Priorities of partners involved
   - Data collection
   - Missions
   - Agreement on problems & what to do
   - Monitoring
   - Follow up
3) Follow up
   - Maintain
   - Monitor
   - Completion reports
4) Funding the whole process & capacity
   - Grants
   - Admin
   - Reports
   - Pre-data
   - Post data & maintenance
5) Process “Old Norms”
6) Team Effectiveness
   - Work together to achieve
   - Accountability

Solutions

1) Perception
   - Define project well & educate people in advance
   - Have good data (more convincing)
   - Inclusive
   - Proactive
   - Define big picture
   - In agreement w/ partners – on same page (same message)
   - Know your public /constituents & their goals/priorities
   - Outreach, social media, partners, etc.
   - Need leadership
2) Priorities
   - Sharing resources available – not so to duplicate efforts
   - Knowing partners strengths
   - Education (presenting facts) getting on same playing field
   - Defining project well – steps to completion
   - Building relationships & trust among partners for follow through
3) Follow Up
   - Capacity / resources
   - Research funding options
   - Need to prioritize
   - Plan for follow up from the beginning
   - Set reasonable goals
   - Planning
   - Strategic w/ goals

4) Funding
   - Know available resources and develop
   - Agency cooperation in allocating funds for planning projects
   - Defined roles

5) Process
   - Open minded WFGD – leadership WyDOT – New Process New Mindset
   - Well informed planning
   - Communicate early w/ NGO’s, public agencies
   - Aware of timelines / agency bureaucracy / NGO fundraising timing
   - Wildlife highways working group
   - Aware of process of different stakeholders
   - New ideas coming from top down & id it as a key priority
   - Proactive & aggressive

6) Team Effectiveness
   - Communication
   - ID clear roles & capacity & skill sets
   - In person, face to face meetings
   - Campfires, smores, beer
   - Not duplicating efforts
   - Leadership
   - Buy-in from team / committed
   - Diversity of interest & expertise
   - Plans for how decisions are made
GROUP 7

Characteristics of Success

✓ Engagement
✓ Trust
✓ Listening
✓ Look for Win-Win
✓ Relationships (Enduring)
✓ Passion of participants
✓ Communication
✓ Public Awareness
✓ Common Purpose
✓ Creative Thinking
✓ Clear Mission & Diversity
✓ Understanding of Each other
✓ Humility
✓ Persistence
✓ Respect

Challenges

✓ Funding
✓ Public Perception - is it a wise use of $
✓ Education (Internally & Externally) Bottom to top
✓ Prioritization of projects with competing values, missions, etc, of collaborators
✓ Don’t let established ________ get in the way of easy ops
✓ Unrealistic expectations
✓ Understanding other alternatives (matching solutions to the problem)
✓ Process Paralysis
✓ Turnover of players
✓ Difference processes/timeliness
✓ Different languages / terminology
✓ Landownership / Different values
✓ Communications to affected interests
✓ Not knowing who the players are
✓ Enough Data?
✓ Including monitoring for success

Solutions

⊙ Funding - Diverse Funding sources show current cost of collision
- Federal Trans Bill – Including migration mitigation $
- Map 21 – Integrated plan involving diversity of partners & funding for match
- Ballot Measures at county level
- Coordinated donation campaign
- More appealing than tax
- Text a donation
- Something equivalent to lodging tax
- Off-site mitigation $(BLM, USPS)$
- License Plate $
- Establish a diverse working group to address the funding & other big issues
- Create an electronic “Story Map” similar to migration initiative
- Establish a “play Book” for what needs to be done and who needs to be contracted
- Identify priority areas but identify low-hanging fruit or easier /cheaper solutions
- Continue meetings including agency partners, both statewide and more local
- Need to inform involve local public early on
- Need information on all the alternatives & their effectiveness
- Speed limit signs should address why (wildlife migration corridor)
- Parking Lot - Reach out to insurance companies
Characteristics of Successful Collaborations / Partnerships

- Shared Vision
- Relationships
- Mutual Benefit
- Respect x2
- Communication x3
- Open / Honest Communication
- Cooperation
- Respect Others Ideas
- Building Relations that built trust
- Think outside the box
- Flexibility

Challenges to Funding and Implementing Projects

- Funding – Lack of
- Agencies – Relationships
- Competing Interests
- Buy-in – Public/Political/Agency
- Agency / Group Mission
- Egos
- Fear of Change
- Proving Effectiveness
- Cost/Benefit Ratio – est.
- Legislation – Private Property Rights
- Perception – Public
- Political Paradigm (Statewide politics)
- Agency Politics
- Site Selection / Unintended Consequences
- Esthetics
- Schedules Input / Coordination / Timing
- Regulatory Rules (NEPA)
- Surface Ownership
- Existing Surface Uses
- Terrain
- Project Prioritization

Challenges to Funding / Improving Projects

- Health and Human Safety
- Agreement on Solutions
- Tunnel Vision
- Lack of Wildlife Data
- Why it’s beneficial (convincing ppl)
- Finding expertise
- Fear of Failure
- Resistance to fencing
- Follow-up / fixes
- Fence maintenance
- Continued Funding and evaluation

**Challenges (Groups)**

**Relationships (Politics)**

- Build Trust
- Selling the Problem
- Have to have #
- An encompassing
- Willing to listen
- Tell People about what we are doing – engage people in the process
- Awareness – Articles to interested groups
- Public talks
- Media Tours
- Press Releases, Social Media
- Workshops (Like this one)
- Web Cams
- Intro info into schools
- Release States (before and after)
- Citizen science (collision reporting)
- Make data more accessible (app?)
- Interviewing public officials (involving)

**Lack of Data**

- Central Data Storage point
  - Insurance, WyDOT, wildlife, consistency ?
- Pre Project Planning
- Monitoring projects (gather info)
- What are animals doing at that location
- Need larger landscape data
  - Sharing Data
- Collaboration & partnerships
- ID research needs

**Implementation**

- Scheduling (prioritize) ID Key areas when opp. Arrive
- Understood process early (WyDOT)
- Prioritize mitigation locations (WyDOT & G&F)
- Balancing existing land uses
- Having funding in place

**Funding**

- Research
- Design
- Const.
- Monitoring

Find a way to engage NGO’s in process

**Solutions**

- Insurance Companies – building relationships
- Relationships take time, persistence w/message

**Funding Solutions:**

- Hunting license fee goes to mitigation or optional donation box
- View tax (visitation tax)
- Explore Alternative funding sources
  - Hotel Tax
  - Add tax to gas
  - Tax on outdoor recreation equipment
  - Realistic transfer tax
  - ID Priority areas in state
  - Taxed accordingly
  - Fine for hitting deer