A Commons Conservation Collaboration Network Report

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Introduction:

The Center-West Ecoregion of Vermont (CWE) - as defined by Vermont Family Forests (VFF) - extends from the Middlebury River in the south across the lowland forests and fertile Champlain Valley to the Winooski River, and from the Champlain Valley over the slopes of the Green Mountains to the Mad River in the east (Figure 1, p. 4). Although it hosts a large number of organizations who do conservation work, these organizations do not always collaborate on projects even when their goals overlap. Therefore, Vermont Family Forests tasked us with envisioning a new way of working together that will allow these groups and organizations to better use their funds, infrastructure, and personnel to address challenges in which we all have a collective interest: atmospheric carbon reduction, wildlife protection, and water conservation. Through this coordination, VFF hopes to build relationships among different groups, to maintain an independent monitoring system to track progress, and to begin to address the question: what does conservation look like in a rapidly changing environment and a rapidly changing culture?

In our project this semester, we have focused on researching what it would take to build an organizational structure that would address the needs articulated by the community. Our project has involved three main activities: researching case studies, soliciting information and feedback from potential partners, and analyzing interview and survey results. Over the course of the semester, we have worked to better understand a) what people working in the CWE are doing, what they want to be doing, and how they articulate their conservation goals, b) what landscape-level coordination has looked like in other regions, and c) what a functional organizational structure for landscape-level conservation in the CWE might look like. Ultimately, this project is about capacity building. Multiple groups around the CWE are actively working in the areas of air (atmospheric carbon), water (water quality), and wildlife (habitat,

connectivity, and endangered species) commons. VFF argues, and we agree, that in the context of a radically changing climate, it is critical to improve coordination of efforts across the ecoregion. This coordination will allow groups to act most effectively to address the highest priority issues facing the region and focus resources on independent monitoring of these efforts in order to ensure lasting success.

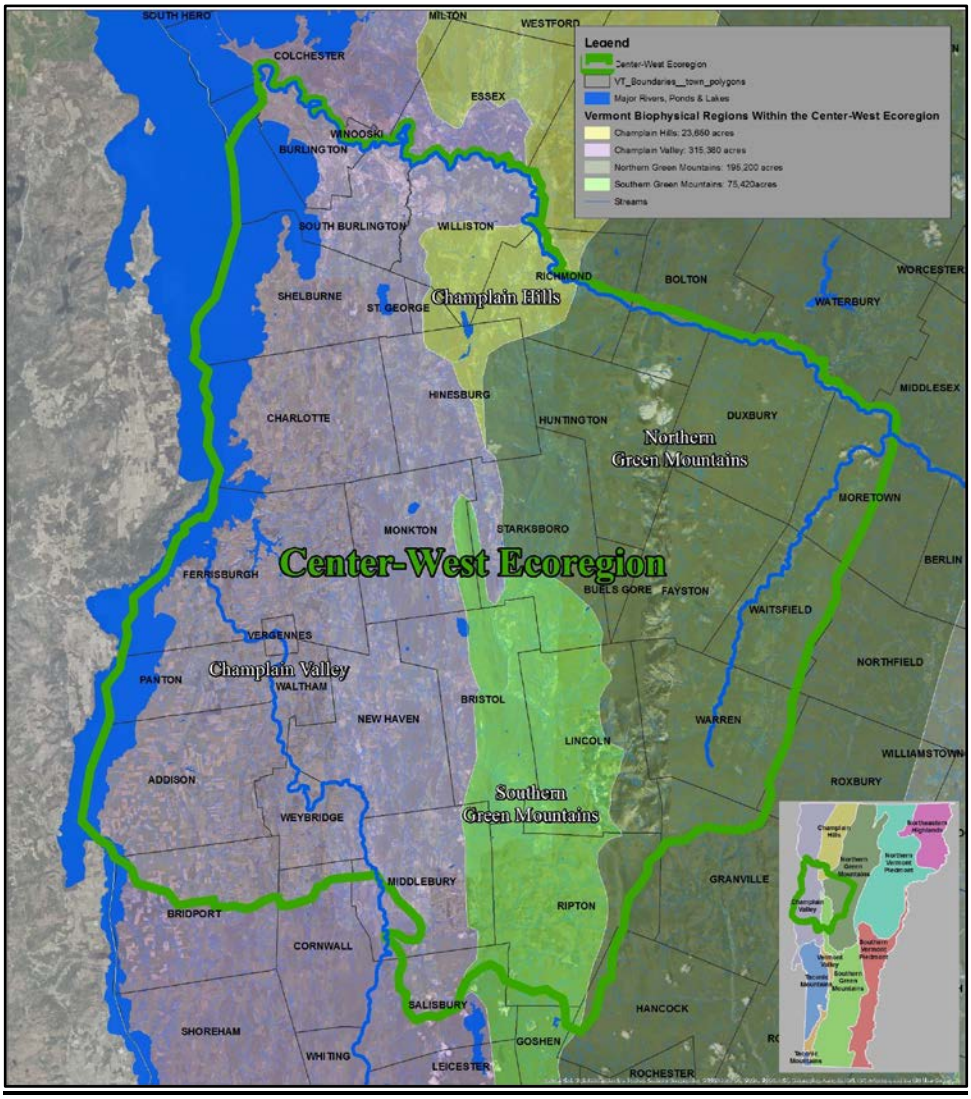

Figure 1

Background: Commoning:

As David Brynn, Executive Director of VFF, articulated at the 2019 Commons Conservation Congress, "Our water, wildlife, and air are calling out for conservation supported by the Commoners who live in this place we get to call home...a polluted Lake Champlain, our increasingly fragmented wildlife habitats, and an atmosphere that is choked with carbon all show that effective commoning is needed" (VFF). Vermont Family Forest's vision of a collaborative network in the CWE demonstrates the influence of intellectual contributions from Elinor Ostrom, David Bollier, and other scholars of the commons, emphasizing the importance of "the active, knowing participation of people in shaping their own lives and meeting their own needs" (Bollier and Helfrich 2015, p. 11). Commoning - the active, continuous process of cooperating in order to achieve shared goals and needs - has existed as a form of governance among human societies for thousands of years, and has been brought into the modern world through projects such as the Public Library of Science, designed to make high-quality scientific research available to all (Bollier and Helfrich 2015, p. 179), or the Humanitarian OpenStreetMap Team, which allows volunteers to access base maps and add information about local infrastructure and physical environments to help first responders conduct effective disaster response (Bollier and Helfrich 2015, p. 214).

Ecologist Garrett Hardin, in his 1968 essay "The Tragedy of the Commons," brought increased public awareness to what he classified as the dangers of "unregulated" communal resources and inspired a decades-long rebuttal to his work in the form of scholarship on the commons (Bollier). Political economist and Nobel prize-winner Elinor Ostrom provided the most prominent rebuttal to Hardin's concept of the commons by describing how common resources have been and can be governed, through eight key principles (Ostrom 1990):

1. Clearly defined boundaries

2. Congruence between appropriation and provision rules and local conditions
3. Collective-choice arrangements
4. Monitoring
5. Graduated sanctions
6. Conflict-resolution mechanisms
7. Minimal recognition of rights to organize
8. Nested enterprises

Hardin presented the idea of the commons - a shared, economic resource such as cod or grazing lands - as a free-for-all system in which each person makes decisions on how to use the resource based on an analysis of the resource's personal utility. Bollier builds on Ostrom's work when he pushes back against Hardin's characterization of the tragedy of the commons by demonstrating how a commons has "boundaries, rules, social norms and sanctions against free riders. A commons requires that there be a community willing to act as a conscientious steward of a resource" (Bollier 2014, p. 24).

Since Ostrom's work on governing the commons, many scholars have continued to identify and study governance structures of common pool resources, and have looked at how digital commons and knowledge commons are emerging through the use of modern technologies. In 2012, the first German Sommerschool on the Commons used Ostrom's eight design principles for governing commons and re-interpreted them as a series of active statements, written from the perspective of commoners, to show how the principles of commoning could be embodied (Bollier and Helfrich 2015, p. 48). Written in the first-person, the eight points of orientation for commoning echo Ostrom's design principles in statements such as "we enter into or modify our own rules and commitments" and "every commoner can make use

of a space and means for conflict resolution" (Bollier and Helfrich 2015, p. 49). The first-person language also strongly emphasizes that engaging in commoning is a choice; being a commoner means being part of an intentional community that is constantly working to be more equitable, more effective, and accountable to one another.

As Bollier argues, "the commons helps bring to the fore new perceptions and perspectives, and opens up new solution sets for vexing problems" (Bollier 2014, p. 150). The active process of commoning occurs as people come together, share their knowledge, identify their needs, assess problems, and enact fair and site-specific management systems (Bollier and Helfrich 2019). Thinking like a commoner provides a new lens through which to approach collaboration; given this framework, a commons conservation collaboration network is one in which the goals, processes, and structure must be flexible, mutable, and specific to the site and to the needs of commoners. Here in the Center-West Ecoregion of Vermont, commoners share a collective interest in conserving wildlife, water, and air commons. This project attempts to identify how the commoners of the CWE can build a collaborative vision for conservation, recognizing where goals and projects overlap and committing to more efficient use of funds, infrastructure, and personnel.

Project Methods:

A. Meetings with Community Partners:

Through meetings with David Brynn (Executive Director and Conservation Forester) and Sandra Murphy (Forest Community Outreach and Rewilding) of Vermont Family Forests, we were able to get a better sense of VFF's vision for landscape-level conservation in the Center-

West Ecoregion and to develop the beginnings of a work plan for how we might implement that vision. Our first meeting gave David the opportunity to explain VFF's emphasis on commoning; he maintained that our goal should be not just to enhance collaboration through an umbrella conservation organization, but to focus on the goal of truly serving the land. Since we all have a collective interest in conserving air, water, and wildlife, how can we work together - rooted in community - to build a network capable of caring for these commons?

In our discussions with David and Sandra, we determined that we should focus on finding out where different groups' goals overlap. We aimed to keep things simple by identifying spaces of shared interest where we could make the best use of pooled resources, requiring as little time, energy, and money as possible from potentially interested groups. We also identified a particular focus on monitoring and citizen science as a key potential aspect of a future network. Going forward, we resolved to build a contact list of folks who might be interested in contributing to a collaborative conservation network; not just of established organizations, but of anyone and everyone who lives on the land and loves the land, such as hunters, cross-country skiers, or AP Biology students. We compiled a preliminary list of interview questions, including: what would draw you to a collaborative conservation network? What might be your reluctance to get involved? What are you doing on water/carbon/wildlife? How does it fit into your group's mission? How can we better connect with one another? For our own investigations into what a collaborative conservation network could look like, we asked: what tools are available? How can we keep this specific, measurable? What might our finished product look like?

As we continued to meet with David and Sandra over the course of the semester, we refined our goals and redefined the scope of our finished product. Although we originally intended to solicit information from both conservation organizations and individual commoners

of the CWE, we came to the conclusion with David and Sandra that solely contacting organizations directly would be more efficient. By distributing our survey to conservation organizations, town conservation commissions, and local high schools, we aimed to gather information representative of the full diversity of conservation efforts in the CWE. Although we had dabbled with the idea of building a network as the deliverable, we decided along with David and Sandra that our goal would be a report and a presentation for VFF on our findings, which could inform their hope to facilitate greater collaboration in the CWE.

B. Case Studies:

In order to gain a deeper understanding of what collaboration looks like at the landscape level, we decided to research similar projects across the United States. We each proposed four potential organizations or partnerships, and from those chose two each for which we performed a more in-depth study. These six case studies were: the Addison County Riverwatch Collaborative, the Rensselaer Plateau Alliance, the New England Community Forest Collaborative, the Chesapeake Conservation Partnership, Cold Hollow to Canada, and the Boulder Canyon Community Stewardship Area. Once we had a list of organizations or partnerships, we created a standardized guide for completing the case studies (see Appendix A). We decided to focus on budgetary and structural information, methods of communication among participants, whether the group had implemented a monitoring element, what type of land the group is working on, and whether the group works solely on a particular environmental resource/service or whether it has adopted a more general landscape approach. In completing and then discussing these case studies, we gained a deeper understanding of the benefits and challenges of partnering at the landscape level and assessed which structural approaches might be best suited to collaboration

within the Center-West Ecoregion (CWE). These case studies informed the interest group survey we sent out during Phase Three.

- *Addison County Riverwatch Collaborative:* We chose the Addison County Riverwatch Collaborative as one of our case studies because this group is already working in the Center-West Ecoregion and because the group has a strong focus on citizen science and water quality monitoring, a project of particular importance to the collaborative vision of Vermont Family Forests. The group monitors six rivers in Addison County and works with towns and landowners to develop conservation plans for the rivers.
- *Rensselaer Plateau Alliance:* We chose the Rensselaer Plateau Alliance to continue the investigation we did as a class of this conservation group. The RPA serves as an exemplary organization in terms of conservation accomplishments, community engagement, and public transparency of budgetary/structural information.
- *New England Community Forest Collaborative:* We chose the New England Community Forest Collaborative because we were interested in the structure of an organization focused primarily on collaboration around a specific mission and not just a geographic region or feature. The New England Community Forest Collaborative is a joint effort between three different groups to acquire and manage land as community forests. We were interested in how resources and responsibilities are shared in this partnership.
- *Chesapeake Conservation Partnership:* The Chesapeake Conservation Partnership brings together many groups from across a highly populated six-state (plus D.C.) landscape, and thus operates at a much larger scale than the Center-West Ecoregion of Vermont. However, we chose this group as a case study because of the group's structure: its work revolved around semi-regular working group phone calls and one annual in-person

meeting. Although the CWE is much smaller, and supports a much smaller population, this seemed like an interesting organizational structure to consider.

- *Cold Hollow to Canada:* Cold Hollow to Canada, based in north-central Vermont, operates at a slightly smaller scale but in a similar landscape to that of the Center-West Ecoregion: mostly forested with low population density. Like a collaborative group in the CWE would have to do, Cold Hollow to Canada works closely with both official conservation organizations, municipal governments, and landowners. It also has a strong focus on promoting citizen science.
- *Boulder Canyon Community Stewardship Area:* The Boulder Canyon Community Stewardship Area in north-central Colorado is in the process of forming a partnership network to address issues of erosion, forest health, water quality, and more in a 15-mile stretch of canyon formed by the Boulder Creek. Although it has not yet established a formal organizational structure, we were particularly interested in how the group articulates its goals and its approach to conservation.

C. Compilation of Interest Group List:

From our own research and communication with David Brynn of Vermont Family Forests, we compiled a list of thirty-eight groups doing conservation-related work. From this list, we identified seven groups to prioritize for in-person interviews. As a result of adding groups from interviewee recommendations and the VFF Conservation Congress invite list, our list expanded to include sixty-five organizations, five high schools, and twenty-four town conservation commissions (see Appendix B). This list was then utilized to distribute the survey.

D. Interviews:

At the start of our interview phase, we aimed to complete four to six in-depth interviews with major actors in conservation in the CWE before sending out our survey on 10/31/19. We sent out a total of seven interview requests via email and completed four: Bob Heiser of the Vermont Land Trust (VLT), Matt Witten of the Addison County Riverwatch Collaborative (ACRWC), David Brynn of VFF and the Watershed Center (TWC, and Gustave Goodwin of the Nature Conservancy (TNC). (We would like to note that David Brynn is also our primary community partner). Given everyone's busy schedules, we were only able to complete two interviews (VLT and ACRWC) before we began putting together the survey. However, since we highly valued the input from those two additional groups (TNC and TWC), we decided to waive the end date and proceed with the interviews at a time that worked for everyone. We reached out to the Lake Champlain Maritime Museum, Otter Creek Tactical Basin Program, and the Champlain Valley Farmers Coalition but they did not respond to our requests to set up an interview with a member of their respective organizations.

For each of our interviews, we followed an interview question guide in a semi-structured manner (see Appendix D). We conducted our interviews with Vermont Land Trust and Addison County Riverwatch Collaborative via online video conference. We conducted our interview with The Watershed Center with David Brynn in-person during our second community partner meeting and we conducted the interview with The Nature Conservancy via a telephone call. We transcribed all four of these interviews. In the preliminary research section of this report, there is a short write-up for each interview which provides a brief summary and an outline as to how the interview influenced our work moving forward. After the completion of these write-ups, we

contacted our interviewees and acquired permission to directly name them and their organization.

E. Survey Formulation:

The survey questions were compiled using our research from the case studies, feedback received during our interviews, and discussions with our professors, other ES staff, and community partners. These questions were designed to get information about many aspects of conservation efforts in the CWE including: compilation of efforts currently underway in the area, what collaboration currently exists between conservation organizations, what could be done to improve collaboration, what obstacles do organizations face while attempting to achieve their goals, as well as personal opinions and sentiments about conservation in Vermont as a whole. The survey began with a brief introduction of our project and informed the participant of how and to what extent the data acquired from this survey will be used.

We constructed our survey with strong consideration towards the potential time constraints of many of our contacts. We decided that an open survey period of two weeks is sufficient to provide those in our contact list with enough time to complete the survey. Further, participants are able to pause the survey and rejoin at a later date at that same location they previously paused. In preparation for the survey, our community partners directed us to limit the estimated length of the survey to 15 minutes, however we personally aimed to limit the survey to approximately 10 minutes. Among the format of the questions, we preferred the use of multiple choice questions and sought to restrict text-box answers unless we deemed this answer format absolutely necessary for the type of information the question sought. For many multiple choice

questions, a particular answer would prompt an additional multiple choice question or a short text box to further clarify the participant's position.

Preliminary Research:

Case Studies:

As we began to compare and discuss findings from the case studies, we were struck by the variety in organizational structure, mission, and scope of each of the umbrella organizations or partnerships we were investigating. The Community Forest Collaborative, for example, is comprised of three conservation-focused NGOs who come together under the Collaborative for a specific purpose: to pool resources in order to acquire forest land for community forests. The Chesapeake Conservation Partnership, on the other hand, serves as a meeting point between NGOs, tribes, and state government departments to share ideas and create action plans to improve the health of the Chesapeake watershed (a zone that includes six states - plus the District of Columbia - and more than 18 million people). Each case study provided a distinct example of how collaboration could be achieved.

In completing the case studies, we were particularly interested in learning more about communication methods between partner organizations. We found that most of the smaller groups had a stronger focus on community engagement, and thus issued monthly newsletters and provided regular opportunities for attending meetings or other events. The Boulder Canyon Community Stewardship Area, the only group that we characterized as having a general landscape focus as opposed to a focus on a particular resource or service (such as community forests or water quality), emphasized its goal to serve as a hub for communication in the region

through social media, e-newsletters, email lists, publications, and public events. In putting together our survey, we drew from these examples in putting together a list of potential functions of a collaborative network that we then asked all survey participants to rank by preference.

Additionally, we found that three groups - Boulder Canyon Community Stewardship Area, Addison Country Riverwatch Collaborative, and Cold Hollow to Canada - placed a strong emphasis on citizen science and monitoring in order to foster community awareness and responsibility. They promoted their monitoring efforts through newsletters, annual reports, and op-eds in local newspapers. The Chesapeake Conservation Partnership and the Rensselaer Plateau Alliance, on the other hand, conducted more professional science projects and communicated their findings through annual reports. Since VFF had expressed its interest in focusing on the role of monitoring in a potential collaborative network, we decided to incorporate a series of questions about monitoring into our survey, to learn about what people were monitoring, whether they would be willing to share monitoring data, whether they could use additional monitoring data, and whether they would allow an outside group to conduct monitoring on their land. Thus, we would be able to assess the role that monitoring and monitoring reports would play in our potential conservation collaboration network.

Completed Interview Summaries:

Bob Heiser, Vermont Land Trust:

Anna conducted a phone interview with Bob Heiser of the Vermont Land Trust on October 9th. The interview focused primarily on the mission and work of the VLT: to conserve land for the future of Vermont. Bob spoke to what the mission means to him: the opportunity to

connect people to the landscape and to the land, and to protect land that is important to communities. He explained that the VLT operates within broad categories of conservation. With the end goal of protecting resources that are important to Vermont and to local communities, VLT has chosen to focus primarily on protecting water quality and community conservation, in which a local community defines what is important to them (e.g., prime agricultural soils, forest recreation space, etc.). According to Bob, the Vermont Land Trust holds just over 2,000 easements on almost 600,000 acres of land and, in looking towards the future, hopes to be able to designate funding to compensate forest landowners for conserving large stretches of forest land and to better help landowners with easements actively and creatively manage their lands.

Bob explained that VLT has been involved with many effective, collaborative conservation efforts at the local, regional, and legislative level, such as the Shutesville Hill Wildlife Corridor, the Chittenden County Uplands Conservation Project, and the Association of Conservation Commissions. In response to our question about the usefulness of a collaborative conservation network in the Center-West Ecoregion, Bob raised several pointed questions and constraints to consider, such as funding, time, and staff capacity as potential limiting factors. He also had questions about the rationale behind the Center-West Ecoregion. Bob explained that in other effective regional collaborations in which he's been involved, there has been a real rationale grounded in a geographically-specific problem or solution. At first, it was a little disheartening to have someone question so directly our initial proposal, but Bob's comments proved quite useful when we were designing our survey. We carefully wrote our description of the project to show that our goal was to collect data and enhance existing collaboration, not just to make a new organization. We also built in several questions about interest, capacity, and

challenges to make space for people to name their hesitations about the potential of a collaborative CWE conservation network.

Matthew Witten, Addison County Riverwatch Collaborative:

Our interview with Matt Witten, executive director of the Addison County Riverwatch Collaborative, provided us with much more insight into the work the ACRWC does in the CWE. Matt stated himself that the mission of the group is to "monitor six rivers in Addison County - Lewis Creek, Little Otter Creek, Otter Creek, New Haven River, Middlebury River, and the mighty Lemon Fair." The other side of their work besides data collection is making sure that the data they collect are distributed to the people who have the power to make changes and management decisions in response to the data. This was mentioned as being the hardest part of their mission (according to Matt, finding people to do citizen science was not as hard as we had expected), as their general lack of funding and staff scientists makes it hard to publish formal reports and connect them to established individuals or organizations in Vermont conservation. The ACRWC is funded primarily from governmental grants, town funding, and individual donations, but remains an extremely small organization. Matt Witten is part time and is in charge of coordinating efforts, hiring a part time scientist to analyze and publish data, and the distribution of reports once they are compiled. They have a history of collaborating with other groups, most recently doing work with the Champlain Valley Farmer Coalition about water quality, and would be open to increasing their level of collaboration with other groups depending on finding the right fit/opportunity.

Besides getting a firsthand account of how a small-scale organization like the ACRWC is run, the most important information we received from this interview was Witten's personal

opinions about conservation in Vermont and the status of inter-organizational collaboration. While he said that increased collaboration would definitely be positive, he made it clear that collaboration for the sake of collaboration ends up being a waste of time for all those involved. In his opinion, collaboration is most successful when done for extremely specific purposes (ex: two organizations working on the same section of a river) because it aligns the goals and resources from both groups tightly. Also interesting to us was his insight on how ACRWC recruits its volunteers. In fact, Witten said that ACRWC does not do heavy recruitment but is still able to draw 30+ volunteers to their monthly data collection events. This information is especially valuable as we have found throughout our research for this project that active and engaged citizen science is key to any sort of long-term, successful collaborative conservation efforts. Overall, Witten was generally supportive of our project's mission to investigate conservation in the CWE and see if there was any space for the creation of a collaborative network for conservation organizations.

David Brynn, The Watershed Center:

All three of us conducted our interview with the Watershed Center, as represented by David Brynn, during our second community partner meeting with David. This interview shed a great deal of light onto the internal dynamics of the Watershed Center and its interactions with the surrounding landowners, towns, and regional conservation organizations. The Center is a land-owning non-profit organization consisting entirely of volunteers. The focus of this organization is the land that it owns - how to involve the community with the land, how to increase what we can learn through the land, how to make a low-impact profit from the land, and how to expand the scope of conserved properties surrounding the Watershed Center land.

However, even though the organization is small and consists of less than a dozen board members, there is still divergence in the opinions of how to open up the land for others to recreate on it and what that means for the perceived conservation goals of the organization. Throughout the interview, David provided numerous different examples of how the Watershed Center currently opens up access to its land for a range of purposes - simple walking recreation, deer hunting, leasing to Northeast Woodland Training who uses Watershed land to teach proper logging, reptile and amphibian citizen science monitoring, a single site for stream quality monitoring by the Addison River Watch Collaborative, and a deer exclosure monitoring project by the Vermont Land Trust. However, David frequently followed the description of current examples of monitoring projects with the note that the Watershed Center is not participating in enough collaborative monitoring projects with other conservation organizations. He stated that the Center has the capacity and the interest to open up its lands to more long-term, permanent sample monitoring lots.

This interview considerably influenced the amount of attention we gave towards the concept of monitoring when it came to the development of our survey questions. Specifically, as a direct result of this interview we included a question geared towards land-owning organizations on whether or not they are open to allowing other organizations to perform monitoring projects on their land. Further, as David touched on for the Watershed Center, there is a range of ideas about conservation and the best way to approach this concept. As we developed our survey, we understood that there is a wide diversity of ideas and concerns in the Center West Ecoregion and we sought to design the survey in a way which enabled participants to succinctly express their take on these diverse opinions. Aside from the ways in which this interview had concrete effects on how we designed our survey, the interview contributed to our continued personal realizations

of how important communication is both among conservation organizations and between organizations and local citizens. To employ a hypothetical example influenced by our interview with the Watershed Center, a landowner could be the most open owner in the region to allow citizen science data collection and monitoring, but her willingness to allow this is only as good as her ability to communicate this opportunity to the larger conservation community and surrounding towns.

Gustave Goodwin, The Nature Conservancy:

Anna conducted a phone interview with Gustave Goodwin, conservation planner for the Nature Conservancy in Vermont, on November 12th. The conversation began with Gus detailing the evolution of the Nature Conservancy's approach to conservation; while the organization had been founded with a focus on protecting special places and rare species, it had evolved in response to ecological and climate science to incorporate ecoregional planning and continental-level analysis of climate resilience. According to TNC's most recent analysis, 44% of Vermont has been identified as high priority for resilient and connected landscapes. Within Vermont, Gus explained, TNC holds conservation easements on about 30,000 acres of land and owns about 3,000 acres of land itself. Although it mostly works with universities and state agencies on science projects, it does have some opportunities for citizen science through iMAP, an invasive species monitoring tool.

With regards to how TNC defines conservation, Gus argued that conservation involves multiple strategies, but must have some element of permanence and perpetuity to which those strategies aspire. In Vermont, he went on to say, land protection is just one strategy for conservation; while TNC focuses on acquiring strategic land (such as a 9-acre piece off the road

between Stowe and Waterbury to protect wildlife road crossings or a 3,500-acre piece of core forest in southern Vermont favored by bears), he and his colleagues have also debated whether the change they are hoping to achieve can only be reached by employing higher-level tools, such as carbon markets or payments for ecosystem services. The Nature Conservancy also expands its conservation strategies through collaboration with state agencies, universities, local land trusts, and other conservation organizations.

When asked about the potential for enhanced collaboration in the CWE, Gus expressed some reservations: "It seems like a good idea, but I think that collaboration is always easier when there is a clearly stated objective or at least a clear pathway for each group to pursue its mission...it's just more a question of limited capacity and opportunity cost." Echoing statements heard before from Matt Witten and Bob Heiser, Gus explained that, in order for TNC to want to get involved in a project, it would need to be specific, mission-oriented, and grounded in a particular geography. Although we had already sent out our survey at the time of this interview, these findings were still incredibly helpful for us as we began to analyze the results and prepare our final report for Vermont Family Forests.

Survey Results and Analysis:

Quantitative Analysis of Multiple Choice Questions:

Structure and Focus of Vermont Conservation Organizations:

Three questions were aimed at identifying the general structure and common foci of Vermont conservation organizations. Many organizations conducted work at multiple geographic scales (Watershed, Town, Regional, Statewide, Other) with the majority of work coming at the town

level (Figure 2, p. 22). Organizations also provided responses to a question seeking to identify what conservationists believe to be the most pressing conservation issues currently facing the Vermont landscape. Most organizations responded with multiple selections, with water quality and atmospheric carbon being the most common responses (Figure 3, p. 22). The focus of organizations was determined via a question that asked respondents to identify the foci of their respective organizations. The majority of organizations listed multiple foci for their work, with water quality, forests, and wildlife being the most common answers (Figure 4, p. 23).

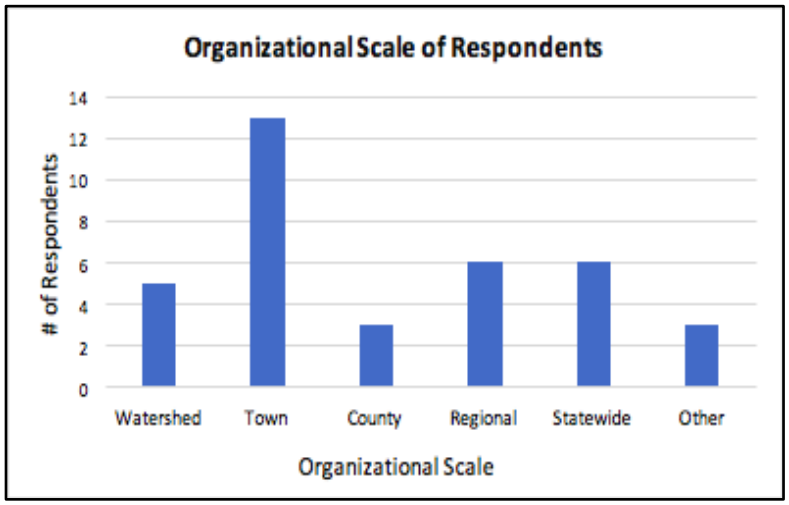

Figure 2

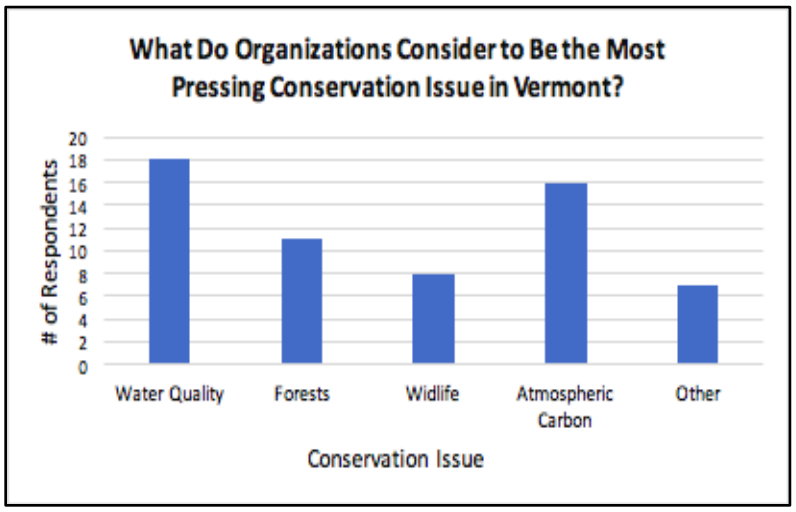

Figure 3

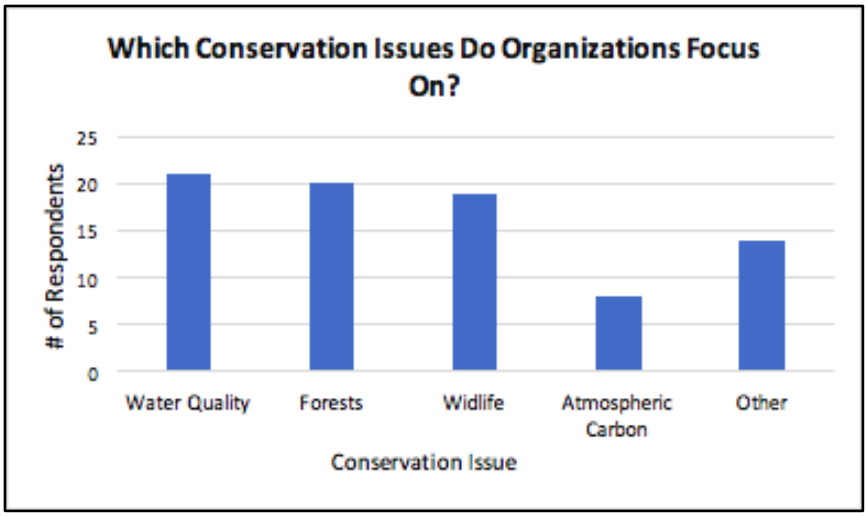

Figure 4

Status of Monitoring Done by Vermont Conservation Organizations:

Addressing the current status of monitoring efforts was a key component of our research. Our results showed 66% of the respondents conduct some type of natural system monitoring with the vast majority of those who responded positively specifying that their monitoring was being done on water, forests, and wildlife systems (Figure 5 and Figure 6, p. 23-24). Almost all groups said that increased access to monitoring data would be desirable, and the majority of the groups said they would allow monitoring efforts on their land (Figure 7 and Figure 8, p. 24).

	Does Your Organization Monitor?
Yes	20
No	11

Figure 5

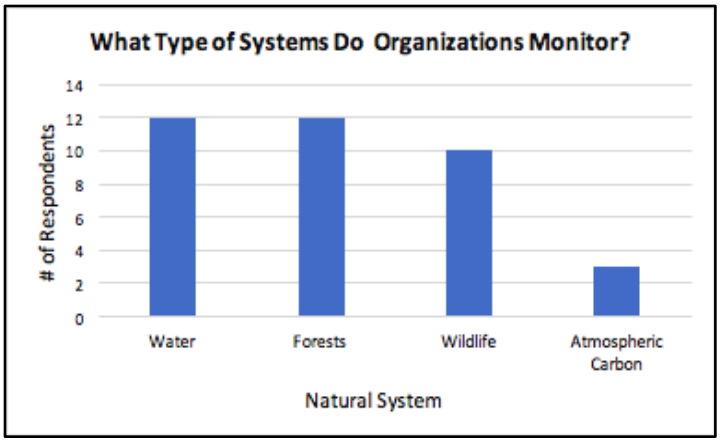

Figure 6

	Would Access to Monitoring Data Be Helpful?
Yes	29
No	2

Figure 7

	Would You Allow Monitoring On Your Land?
Yes	19
No	0
N/A (don't own land)	11

Figure 8

Current Status of Collaboration Among Vermont Conservation Organizations:

All groups that responded stated that they are currently involved in some form of collaboration with conservation groups, however, every group said that collaboration is limited due to limited resources such as time, money, and overburdened staff (Figure 9 and Figure 10, p. 25).

	Do You Collaborate With Other Groups?
Yes	29
No	0

Figure 9

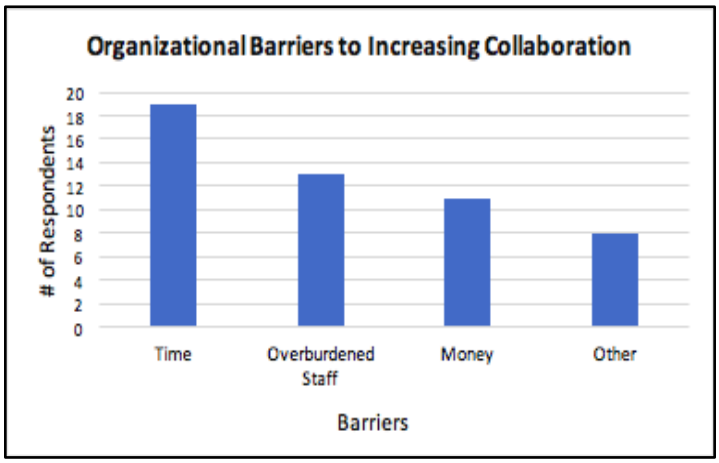

Figure 10

Potential for Enhanced Collaboration Among Vermont Conservation Organizations: Researching the potential for enhanced collaboration among conservation organizations was one of the principal goals of our study. Responses to questions about the usefulness and organizational involvement of a potential collaborative network were very positive (Figure 11 and Figure 12, p. 26). There was a strong positive bias in respondents' answers to which functions of a potential network would be most useful (this is probably due to the generally positive sentiment towards increasing collaboration shared by the vast majority of the respondents). However, when looking at these results with the context gleaned from our preliminary interviews, it appears that specific and targeted collaborative research projects seem to be of the most interest to the respondents (Figure 13, p. 26). A follow-up question about respondent willingness to partake in each of the functions showed that most organizations are

willing to participate in all of the different functions we detailed (Figure 14, p. 27), with a preference for involvement on a yearly basis rather than shorter time intervals (Figure 15, p. 27).

	Do You Think a Collaborative Network Would Be Useful?
Yes	26
No	2

Figure 11

	Would You Submit Updates to a Collaborative Network?
Yes	20
No	3

Figure 12

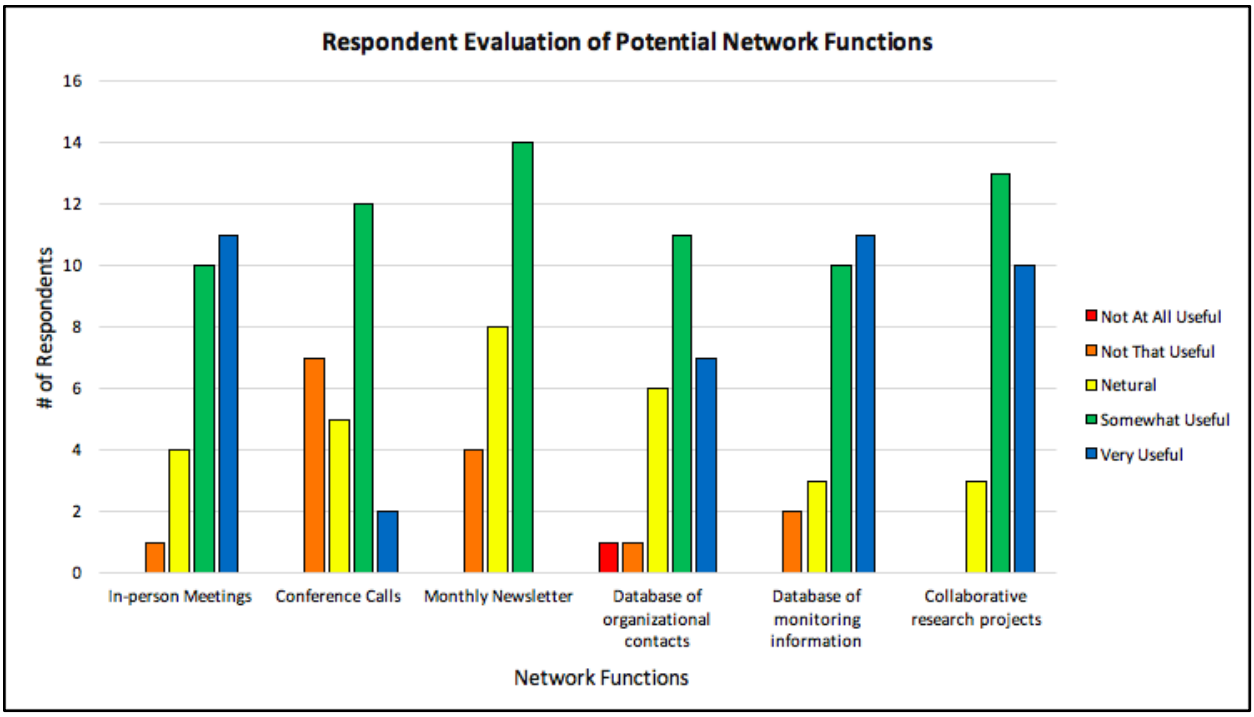

Figure 13

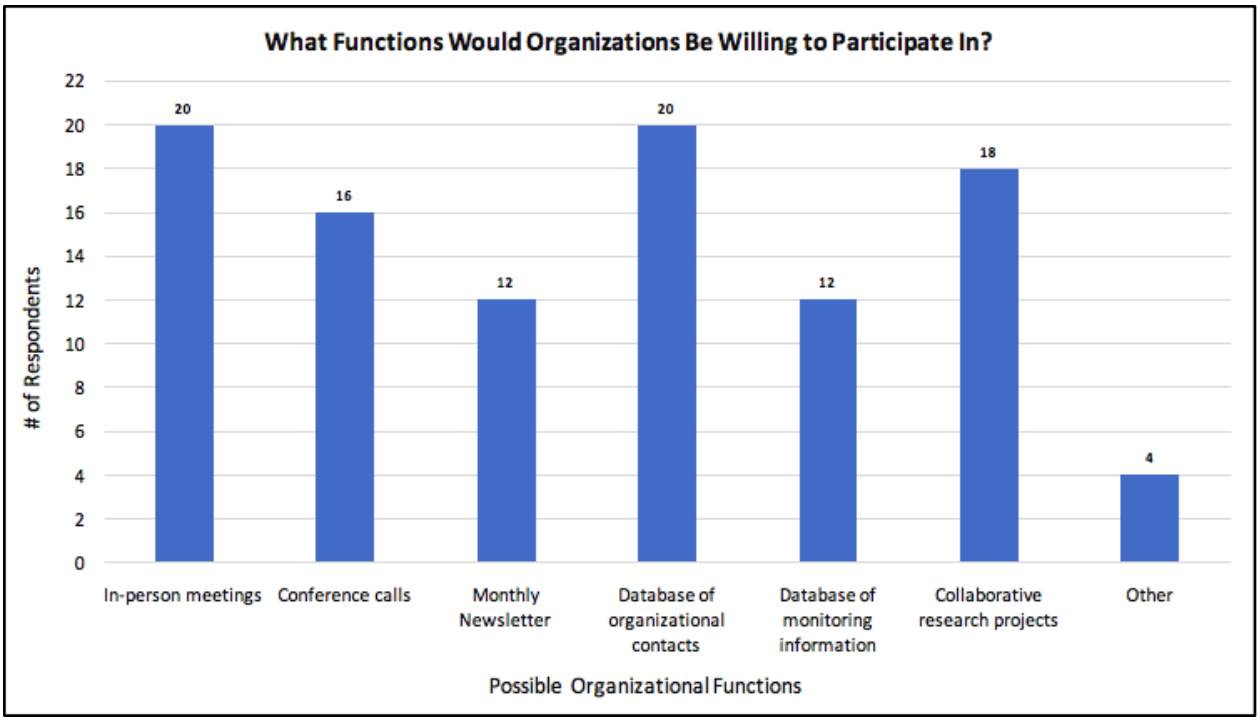

Figure 14

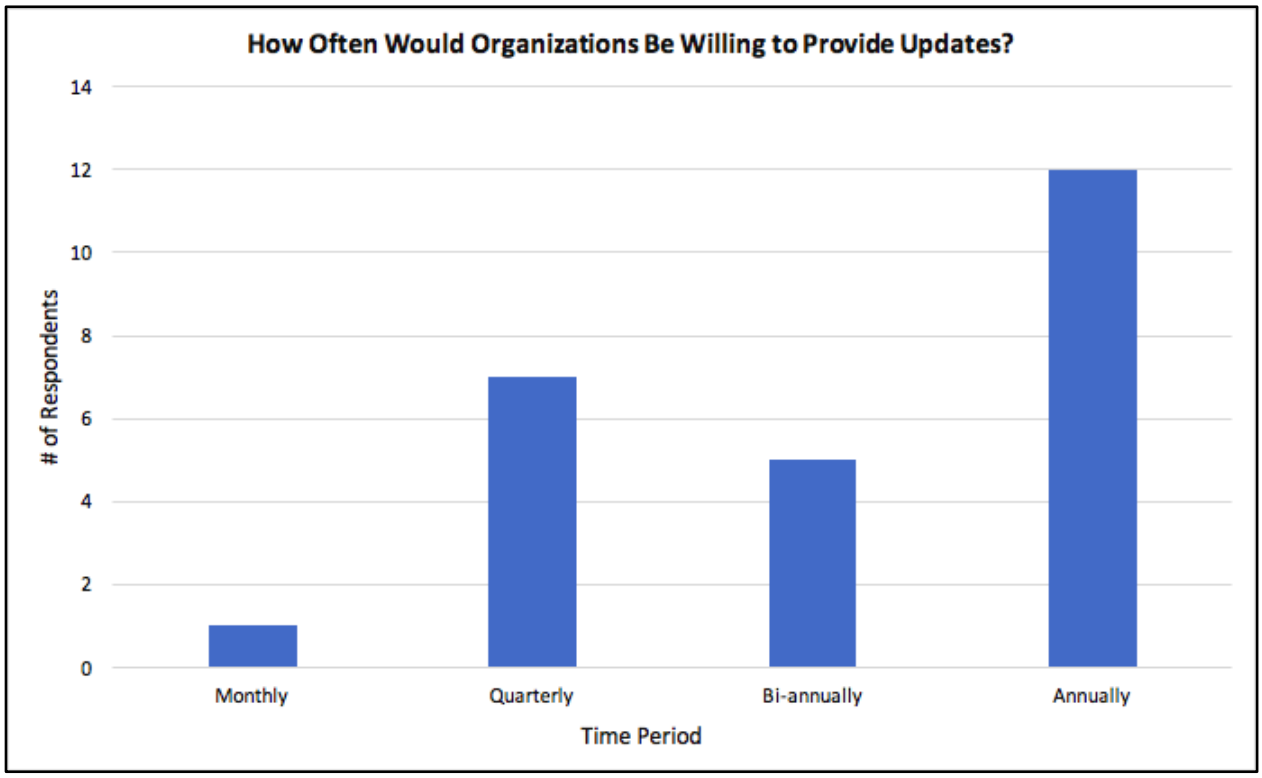

Figure 15

Qualitative Analysis of Open Response Questions:

Obstacles:

A portion of the survey text responses allowed respondents to outline the obstacles that they face while trying to fulfill their organization's conservation goals. Among all of the responses, three themes emerged as commonly shared obstacles. A common obstacle that is frequently on the minds of many of our contacts is funding. As many of these organizations are dependent on continual donations and grants that must be applied for, there can never truly be a guarantee about an organization's financial status in the future. In combination with this uncertainty, many of our contacts reported that all the funds that they do obtain are immediately spent to meet their organizational needs and continue their current conservation projects. Due to this, conservation organizations and town commissions frequently referenced that they are perpetually stretched thin and that their continued conservation efforts are dependent on the next acquisition of finances.

Further, there is a reiterated obstacle surrounding organizations' ability to perform public outreach and generate sufficient public interest in their conservation work. There is a shared sentiment that simply increasing the amount of public outreach attempts may not correlate with more interest in their organization due to what is perceived to be an innumerable amount of public interests and concerns competing for attention. Rather, some respondents specify that their particular obstacle is the lack of communication skills and organizational capacity to perform public outreach that is in the compelling, relatable, and in an accessible format necessary to be able to out-compete other general public interests.

A third barrier that organizations encounter in the achievement of their conservation goals is an insufficient amount of person power and staff capacity. This obstacle demonstrates that the previous obstacle of public outreach is inherently born from the need to effectively

encourage the participation of more volunteers. There is a widespread view that the amount of volunteers involved in a given conservation group is not enough to effectively pursue the goals of that organization. Additionally, many current volunteers and paid staff members of organizations are already stretched to their capacity and are unable to take on more commitments in pursuit of their conservation goals.

In the face of these reported obstacles, some respondents offered generalized ideas about what can be done to enable their organization to more effectively respond to these obstacles and reach their conservation goals. Some respondents suggested experiential education programs as a potential means to directly involve the general public in their conservation work and generate more volunteer interest. Further, there is the general idea that stronger communication and coalition building among conservation groups, possibly spearheading action and collaborating on specific projects, has the potential to create a more noticeable message for public outreach.

Current Collaboration:

Some survey questions directly asked respondents to describe their current forms of collaborative effort with other organizations. The impetus for this question was not only to further compile information about the extent of conservation efforts in the region, but to also establish an idea of what respondents actually consider to be examples of collaborative effort. A number of respondents reported that they actively share information with other conservation groups in the region, such as monitoring data, new conservation project ideas, relevant outreach information, notes on state programs, and experiences working with specific funders. Further, a number of respondents partner with other conservation groups throughout the state to pursue specific projects. One respondent noted that they are currently attempting to standardize a

measurement system of stormwater runoff among groups as a way to better enable locally-scaled data to be compiled with multiple measurement locations for a larger scale. An additional method of collaboration that respondents reported is the involvement of school groups in their organization's monitoring functions. In general, there is the shared view that there is a high frequency of collaboration between conservation organizations within the region and the state, and that this scenario is a result of how geographically small the state is which makes it significantly easier to communicate and engage with other conservation organizations.

Concerns - Results and Analysis:

One of the questions in the survey prompted respondents to generally answer 'yes' or 'no' as to whether they think a collaborative network among conservation groups would be useful. Out of the 28 respondents to that particular question, 26 reported that such a network would be useful. This purposefully binary question sought to confine all of the potential caveats and concerns individual respondents may have about the concept of a network of increased collaboration in order to encourage respondents to take a definitive stance on the idea.

To increase our depth of awareness about this singular binary question, we analyzed the text responses to understand the central concerns respondents have about the concept of collaborative effort. In the survey, there was not an explicit question which asked respondents to list their concerns of increased collaborative effort. We chose not to directly prompt respondents about this topic in order to avoid a situation in which survey participants alter their natural response to the question to either increase or decrease their perceived concern. Rather, our final analysis on the concerns that respondents have about increased collaborative effort is through a comprehensive analysis of all of the text responses. In many of these questions, respondents

naturally mentioned their concerns through the course of their answer to a question with a different focus. Out of all of the individual and specific concerns respondents listed throughout the various text responses, there are three general, yet still highly overlapping, concerns that are frequently reiterated throughout the responses.

First, there is the concern of specificity. Any form of collaboration must be specific in its purpose and have very clearly stated goals and intentions. Specificity involves two components of collaborative effort. First, respondents consider a specific definition on the extent of collaborative effort to be important - what precisely is being collaborated on. Second, respondents value a specific scope of the collaborative effort and how it will be considered complete - what do we hope to achieve. Many survey respondents demonstrate that there is strong resistance to involvement in forms of collaborative effort in which the extent and scope of it is not specific.

Similarly, the establishment of collaborative effort must fill an unmet need. Many respondents reported that there is already an abundance of collaborative efforts that occurs between conservation organizations within the state. As one respondent outlined, “Vermont already has many collaborative networks for conservation, adding additional groups may work against the great goals of already existing groups.” There must be a clear, obvious, and helpful way that further collaboration will improve the efficiency and condition of conservation efforts in the region and fulfill an unmet need that is currently not fully addressed by pre-existing channels of collaborative effort. Additionally, there is the expressed sentiment that the conservation community is already saturated with events and public functions. As such, any proposed events in the name of enhanced collaborative effort must be able to stand out above other events and demonstrate that the time commitment necessary for the event is well deserved.

To echo the previous concerns about specificity, the avenue chosen to pursue this unmet need must be clearly defined and as succinct as possible.

Further, respondents outlined concern over their commitment capacity. There is a lot of concern over what degree of a time commitment a new collaborative framework will require of its participants, many of whom are volunteers who are self-reported to already be overworked and stretched to capacity, and if it is the best use of resources. The effect that any proposed events related to the functions of increased collaborative effort will have on the time commitment of its participants must be carefully considered. Additionally, there is the perception that there is an overabundance of newsletters, both paper and digital. If the pursued method of collaborative effort will add to this, it must be for a warranted reason and be able to stand out above what conservation organizations already receive.

Discussion:

Throughout the course of our project, the way in which we presented our research topic continually shifted. As we reached out and contacted an increasing number of representatives from conservation organizations, we learned that there are certain phrases and ways of presenting the concept of increased collaborative effort which do not encourage a positive response. First and foremost, any mention of the word ‘organization’ in reference to collaboration triggered an immediate negative response among some of our contacts due to assumed organizational expenses that accompany that type of involvement. After this, we decided to employ the term ‘network’ when describing our project. On average, we discovered that the word network was generally received much more positively, and this contrast between the two different terms of collaborative effort changed the way that we framed our research moving forward. Despite an

increased positive response for the term network in comparison to organization, it became evident that the two terms are viewed interchangeably among some of the conservation organization representatives that we contacted. Despite our explicit efforts to use the term network rather than organization in our survey, the text responses revealed that some survey respondents consistently reverted to the term organization when addressing our question. This demonstrates that these respondents view the terms network and organization as very similar, and by extension associate similar qualities between an organization and a network. As such, there continued to be an apprehensive reaction to the term network among these respondents.

Two plausible reasons for a continued apprehensive reaction to the term network among some respondents stem from the concerns about both commitment capacity and specificity, detailed in the qualitative analysis of concerns. A network could be conceptualized as a long-term commitment - an agreement among different conservation actors that will require a continuous elevated amount of energy to maintain. Through the text responses about organizations' current forms of collaboration, it is evident that many organizations actively and repeatedly partner with a significant number of different conservation actors in the region to accomplish an array of conservation goals and meet organizational needs. This is built upon a very strong framework of communication among the conservation organizations, as self-reported through our survey and interviews. However, these appear to consistently be individual points of collaboration which occur in succession to each other.

It is possible that any attempt to propose a way to link the overlapping points of collaborative effort among conservation actors into a comprehensive network can trigger an apprehensive reaction born out of the concern of commitment capacity. As such, this concern must be directly addressed, and it could be beneficial to clarify that any attempt to develop a

network of increased collaborative effort is not an attempt to replace or supercede all of the current forms of individual collaborative connections, but that it is a potential method to further encourage and lower the barriers-of-entry for these actions of collaboration. Such a view of a network is aligned with the concept of a 'Peer-to-Peer Network' as defined by David Bollier, in which any node within the network can independently connect with other nodes without any need to pass through a centralized maintainer of the network (Bollier and Helfrich 2019, p. 86). This framing of the network could also address concerns about unmet need, as outlined in the qualitative results section.

Further, concern about specificity may be an additional reason for the apprehensive reaction some of our respondents had when addressed with the term network. As touched on in the previous paragraph, many organizations already engage with a number of other conservation actors to collaborate on conservation projects. Our contacts throughout the survey and interviews made clear that they require a specific end goal for a collaborative project. Some contacts may associate the term network as the opposite of this need. Rather than individual projects with a well-defined scope and precise goal, a network may conjure thoughts of a continual and never-ending series of collaborative efforts. This could extend from the misunderstanding that in order for a network to survive, it requires the committed involvement of its participants for all network actions. A potential way to address this assumption is to emphasize the importance and role of network participant agency. An inherent assumption in this view is that the network will have a centralized body which drives the collective action of the network, rather than potentially be structured as a horizontal network of equals who each have the same level of power to suggest and opt out of examples of collaborative effort.

Conclusions:

Moving forward, we believe that the results obtained from our survey can inform VFF's vision for increasing collaboration in Vermont's CWE. A 'network' is more desirable than an 'organization,' and specific, targeted projects are more desirable than collaboration for collaboration's sake. Collaboration already occurs between many organizations in the CWE, so finding new ways to merge efforts and resources must be done in a way that meets an unmet conservation need in the area and provides clear benefits for the organizations that are involved. We believe that a public database showing what type of work is being conducted and by whom could be the first step in synthesizing conservation efforts. Such a database could foster awareness for the type of conservation going on in an area, and publicly available contacts could lead to an increase in the number of targeted research projects between groups that otherwise would not have collaborated with one another.

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Appendix A: Guide for Completing Case Studies

- Budgetary/structural information
- Frequency of communication among participants
- How is monitoring performed?
- Is there an actual organization? What are other alternatives?
- What is the area of the land considered? Qualities? e.g. how rural, urban, forest-dominated, largely agricultural, etc.
- Is there a focus on a particular environmental resource/ service? Or a general landscape approach?

Appendix B: Interest Group List

Organizations/Tribes

1. Addison County Community Trust
2. Addison County Forester
3. Addison County Interfaith Climate Action Network
4. Addison County Regional Planning Committee
5. Addison County Relocalization Network
6. Addison County Riverwatch Collaborative
7. Audubon Vermont
8. Burlington Parks, Recreation, & Waterfront
9. Burlington Wildways Coalition
10. Catamount Trails Association
11. Champlain College Environmental Studies Program
12. Champlain Valley Farmer Coalition
13. Chittenden County Forester
14. Clean Water Initiative - Vermont Department of Environmental Conservation
15. Community College of Vermont
16. Extinction Rebellion Vermont
17. Forest & Field Club
18. Forest Ecosystem Monitoring Cooperative
19. Friends of the Mad River
20. Friends of the Winooski
21. Green Mountain Club

22. Green Mountain Power

23. Green Mountain Solar

24. Half Earth Vermont

25. High Meadows Foundation

26. Keeping Track

27. Lake Champlain Basin Program

28. Lake Champlain Maritime Museum

29. Lewis Creek Association

30. Lintilhac Foundation

31. Mad River Glen Cooperative

32. Middlebury Area Land Trust

33. Middlebury College Lands

34. Middlebury College Office of Sustainability

35. New England Forestry Foundation

36. New England Grassroots Environment Fund

37. New Haven River Anglers

38. Northeast Organic Farming Association of VT

39. Northeast Wilderness Trust

40. Nulhegan Band of the Coosuk Abenaki Nation

41. Otter Creek Audubon Society

42. Rokeby Museum

43. Shelburne Farms

44. SHO Farm (Huntington)

45. Sierra Club - Vermont Chapter

46. South Burlington Land Trust

47. The Nature Conservancy

48. The Watershed Center

49. The Wild Middlebury Project

50. Trout Unlimited - Central Vermont, Chapter 138

51. US Forest Service -Vermont

52. UVM Field Naturalist Program

53. Vermont Center for Ecosystem Studies

54. Vermont Community Foundation

55. Vermont Department of Transportation

56. Vermont Family Forests

57. Vermont Herp Atlas

58. Vermont Land Trust

59. Vermont Master Naturalists Program

60. Vermont Natural Resources Council

61. Vermont Parks and Recreation Department

62. Vermont River Conservancy

63. Warren and Berry King - Dead Creek Wildlife Day

64. Washington County Forester

65. Willowell Foundation

High Schools

1. Champlain Valley Union High School
2. Middlebury Union High School
3. Mount Abraham Union High School
4. South Burlington High School
5. Vergennes Union High School

Towns (Clerks and Conservation Commissions)

1. Bolton
2. Bristol
3. Burlington
4. Charlotte
5. Cornwall
6. Fayston
7. Ferrisburgh
8. Granville
9. Hinesburg
10. Huntington
11. Lincoln
12. Middlebury
13. Monkton
14. New Haven
15. Richmond

16. Ripton

17. Salisbury

18. Shelburne

19. South Burlington

20. Starksboro

21. Waitsfield

22. Warren

23. Weybridge

24. Williston

Appendix C: Survey Respondents

1. Addison County Regional Planning Committee
2. Bolton Conservation Commission
3. Burlington Wildways
4. Champlain Valley Union High School
5. Chittenden County Forester
6. Fayston Conservation Commission
7. Friends of the Mad River
8. Friends of the Winooski River
9. Green Mountain Club
10. Green Mountain National Forest
11. Lake Champlain Maritime Museum
12. Lewis Creek Association
13. Lincoln Conservation Commission
14. Mad River Glen Cooperative
15. Middlebury College
16. Middlebury Conservation Commission
17. Mt. Abraham Union Middle/High School
18. New Haven Conservation Commission (2 responses)
19. Northeast Wilderness Trust
20. Ripton Conservation Commission
21. Shelburne Farms
22. Starksboro Conservation Commission
23. The Nature Conservancy

24. Town of Lincoln

25. Town of Ripton

26. Vermont Agency of Transportation

27. Vermont Alliance for Half-Earth

28. Vermont Land Trust

29. Vermont Reptile and Amphibian Atlas

30. WildMidd

Appendix D: Interview Questions

- Introductory summary of who we are
    - Every semester, the Environmental Studies Department asks students in the Senior Seminar to apply their learning to a community research challenge. This semester, our class is exploring landscape level conservation in the Center-West Ecoregion of Vermont. Again, this region includes much of Addison County and extends north to Burlington and east across the Green Mountains to the Mad River. We have chosen to focus our efforts here, because we want to attend to the particulars of our home landscape.
    - For our project this semester, we hope to meet with active organizations like yours in the Center-West Ecoregion, or the CWE, to understand what people are currently working on, what they want to be working on, and how they articulate their conservation goals. Through this work, we plan to identify opportunities for greater collaboration between conservation organizations, especially within the realms of water quality, wildlife, and atmospheric carbon. We are really excited to learn more about your amazing work and answer any questions you may have about our project now or as we go through the interview.
- Can you tell us about your organization's mission and whether it has changed over time? In what ways?
    - Formational ideas vs. how early goals have manifested today
- Can you tell us about the structure of your organization?
    - How are different towns represented?
    - Role of citizen science? How to encourage participation?

- How would you/your organization define conservation?
- What are the biggest conservation issues of the land that you work with and which ones does your organization work to address?
    - Overall issues (locally, statewide, regionally, globally?)
    - Ones targeted by the organization
- In your dream scenario, how are you able to address these issues (in ways that you cannot right now)?
    - Are there any realistic changes that could be made that you aren't doing now?
- How do your conservation efforts interact with the efforts of other regional organizations?
    - What platforms do you use to communicate? If none, what platforms/methods do you think would work best?
- Do you work in direct partnership with other organizations in the region? If so, how?
- Is public involvement (outside of specific conservation organizations) in the conservation efforts of your organization an important concern?
    - What does a sufficient/ healthy amount of public and local support look like?
    - Do you work with landowners?
- Are there points of conflict with other organizations? Citizens?
    - How is your relationship with the state?
- In what ways do you acquire information about your conservation efforts when you are in the early stages of them?
    - Do you openly communicate with other conservation organizations to use baseline information they have?

    - How is information shared? Are there difficulties?
    - Do you go out and acquire the necessary information first-hand?
    - Do you rely upon published academia?
    - Do you use information collected via citizen science?
- Could you see a collaborative conservation network in VT (and CWE?) being helpful at achieving conservation goals?
    - What would this network look like?
    - What conservation issues should such a network focus on?
    - In what ways do you think your organization would interact with such a network?
    - Maybe include our initial ideas of a network (once a year meetings, monthly newsletter/updates, conference calls?)
- Do you have any suggestions for other groups/organizations/individuals that we should talk to as we continue to develop this project?

Appendix E: Partner Survey Questions:

Q19 You have been asked to complete this survey as part of a research project conducted by Anna Durning, Ian Knapp, and Max Bochman, students at Middlebury College. The survey is part of a research project for the Environmental Studies Senior Seminar (ENVS 0401) and is designed to look at what Vermont conservation organizations are doing and where, with the goal of evaluating whether there is an opportunity for greater collaboration between these groups.

This semester, the students are exploring landscape level conservation in the Center-West Ecoregion of Vermont. This region includes much of Addison County and extends north to Burlington and the Winooski River, west to Lake Champlain, and east across the Green Mountains to the Mad River. For the past two months, they have been researching case studies of conservation collaboration networks and have interviewed three conservation organizations in the region. This survey will be sent out to 45 conservation organizations.

Q25 Your response to this survey is entirely voluntary, and you may refuse to complete any part of this survey. By completing and submitting the survey, you affirm that you are at least 18 years old and that you give your consent for Anna, Ian, and Max to use your answers in their research. Analysis of this survey will be included in a final report, presented at a Middlebury College Environmental Studies Colloquium in December, and shared with Vermont Family Forests. The final report will also be posted online at the following address: site.middlebury.edu/envs0401.
If you have any questions about this project before or after you complete the survey, please contact Anna (adurning@middlebury.edu), Ian (iknapp@middlebury.edu), or Max (mbochman@middlebury.edu). If you have additional concerns or questions about this project, you can also contact Diane Munroe (dmunroe@middlebury.edu) or Christopher Klyza (klyza@middlebury.edu), the professors for ENVS 0401.

Q1 Responder General Information:

o Responder Name (1) _____

o Organization Name (2) _____

o Contact Email (3) _____

Q26 What is the scale of your organization's work?

- ▢ Statewide (1)
- ▢ Regional (2)
- ▢ County (3)
- ▢ Town (4)
- ▢ Watershed (5)
- ▢ Other (7)

Display This Question: If What is the scale of your organization's work? = Regional

Q29 In which region does your organization work?

_____

Display This Question: If What is the scale of your organization's work? = County

Q30 In which county does your organization work?

_____

Display This Question: If What is the scale of your organization's work? = Town

Q31 In which town does your organization work?

_____

Display This Question: If What is the scale of your organization's work? = Watershed

Q36 In which watershed does your organization work?

_____

Display This Question: If What is the scale of your organization's work? = Other

Q37 If Other, what is the scale of your organization's work?

_____

Q4 What do you believe is the the most pressing conservation issue in Vermont? (check all that apply)

- ▢ Water Quality (1)

▢ Forests (2)

▢ Wildlife (3)

▢ Atmospheric Carbon (4)

▢ Other (5)

Display This Question: If What do you believe is the the most pressing conservation issue in Vermont? (check all that apply) = Other

Q19 If Other, what do you believe is the most pressing conservation issue in Vermont?

_____

Q20 Which issues does your organization focus on? (check all that apply)

▢ Water Quality (1)

▢ Forests (2)

▢ Wildlife (3)

▢ Atmospheric Carbon (4)

▢ Other (5)

Display This Question: If Which issues does your organization focus on? (check all that apply) = Other

Q21 If Other, which issues does your organization focus on?

_____

Q16 Does your organization monitor any natural systems?

o Yes (1)

o No (2)

Display This Question: If Does your organization monitor any natural systems? = Yes

Q17 What type of systems does your organization monitor? (check all that apply)

▢ Water (1)

▢ Forests (2)

▢ Wildlife (3)

▢ Atmospheric Carbon (4)

Q22 Would access to monitoring information be useful to your organization?

o Yes (1)

o No (2)

Q18 Would you allow another conservation organization to monitor your land?

o Yes (1)

o No (2)

o N/A (organization doesn't own land) (3)

Q18 What obstacles does your organization encounter while working towards its conservation goals?

_____

_____

_____

_____

_____

Q19 Given these obstacles, what could be done to improve your organization's ability to achieve its goals?

_____

_____

_____

_____

_____

Q6 Do you collaborate with other conservation groups?

o Yes (1)

o No (2)

Display This Question: If Do you collaborate with other conservation groups? = Yes

Q8 What does this collaboration look like?

_____

_____

_____

_____

_____

Display This Question: If Do you collaborate with other conservation groups? = No

Q9 Are you interested in collaborating with other conservation groups?

o Yes (1)

o No (2)

Q12 Do you think a network for connecting conservation groups in Vermont would be useful?

o Yes (1)

o No (2)

Q34 If you are interested in collaboration, what would you identify as the biggest barriers to your organization's involvement?

▢ Time (1)

▢ Overburdened Staff (2)

▢ Money (3)

▢ Other (4)

Display This Question: If If you are interested in collaboration, what would you identify as the biggest barriers to your o... = Other

Q35 If Other, what do you see as being the biggest barriers to collaboration?

_____

_____

_____

_____

_____

Q13 Rate the following functions of a potential collaborative network:

	Not At All Useful	Not That Useful	Neutral	Somewhat Useful	Very Useful
In-person meetings	○	○	○	○	○
Conference calls	○	○	○	○	○
Monthly Newsletter	○	○	○	○	○
Database of organizational contacts	○	○	○	○	○
Database of shared monitoring information	○	○	○	○	○
Collaborative research projects	○	○	○	○	○

Q15 Which functions would your organization be willing to participate in?

▢ In-person meetings (1)

▢ Conference calls (2)

▢ Monthly Newsletter (3)

▢ Database of organizational contacts (4)

▢ Database of monitoring information (5)

▢ Collaborative research projects (6)

▢ Other (9)

Display This Question: If Which functions would your organization be willing to participate in? = Other

Q21 If Other, what functions would your organization be willing to participate in?

_____

_____

_____

_____

_____

Q22 Would your organization be willing to submit updates on its activity to be compiled and shared within a potential collaborative network?

o Yes (1)

o No (2)

Display This Question: If Would your organization be willing to submit updates on its activity to be compiled and shared wi... = Yes

Q23 If Yes, how often would you be willing to provide updates?

o Monthly (1)

o Quarterly (2)

o Bi-annually (3)

o Annually (4)

Q24 Please share any additional comments or suggestions you have about conservation in Vermont or the potential for a collaborative network:

_____

_____

_____

_____

_____

Q20 Would you be willing to be contacted via email to follow-up on your responses to this survey?

o Yes (1)

o No (2)