

**OREGON LAND TRUSTS AND COLLABORATION: ISSUES,
RECOMMENDATIONS, AND TOOLS FOR IMPROVING
CURRENT COLLABORATIVE EFFORTS**

by

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Abstract

Oregon land trusts have long worked with other organizations and agencies in order to better fulfill its missions of protecting special lands—land for natural habitat of flora and fauna—from development. But, many barriers exist regarding the ease and understanding of the collaborative process that ultimately hinder the ability for land trusts to protect more land and fulfill its missions.

This research investigates Oregon land trusts' reasons for or against collaborating with other organizations and agencies, to what extent land trusts are collaborating, and how effective those collaborative efforts are perceived to be. This research is based on the hypothesis that land trusts choose to collaborate with other agencies and organizations only when it benefits the land trust organization (i.e., by increasing its funds and/or by increasing the number of acres protected). This hypothesis is supported by the results.

The study led to a number of practical recommendations and tools land trusts can use in order to improve its current collaboration and partnership processes.

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CHAPTER 1

INTRODUCTION

DEFINING THE PROBLEM

Present day regional and community planning has long-term, lasting impacts on the design of our area's landscape—both the natural and developed landscape. Organizations and agencies, from local city planners to non-profit land trust organizations, are deciding how our landscape will look. Land trusts make decisions whether or not to work together on projects with local, state, and federal governmental agencies, watershed councils, and other non-governmental organizations based on a variety of reasons. This research paper investigates Oregon land trusts' reasons for *or* against working with the aforementioned groups, and land trusts' views on how effective are those relationships with other organizations and agencies.

This research takes the perspective of Oregon land trusts, with the goal to identify how conservation land trusts can be most effective in protecting land and accomplishing the trusts' missions. In order to achieve this goal, the follow thesis questions were examined:

- 1) Why do land trusts work with other organizations and agencies;
- 2) To what extent and on what level of involvement are these relationships taking place; and,
- 3) How effective are these relationships between land trusts and other organizations and agencies perceived to be?

What is a land trust?

According to the Land Trust Alliance (LTA website 2007) a land trust is:

a private, nonprofit organization that, as all or part of its mission, actively works to conserve land by undertaking or assisting in land or conservation easement acquisition, or by its stewardship of such land or easements.

Landowners may work with a land trust when they wish to permanently protect the ecological, agricultural, scenic, historic or recreational qualities of their land from inappropriate development. In this case, a land trust can place a conservation easement on the willing landowner's property. Easements are either purchased by the land trust or donated by the landowner. The easement's intent is to restrict any development or change to the property, except for natural habitat restoration purposes. Land trust organizations also acquire land by purchasing it or receiving the land as a donation. Land trusts generally actively steward land the organizations own, restoring land to its natural habitat.

Missions of Oregon Land Trusts

Every land trust in Oregon has a mission designed and formulated specifically by the founders of the land trust. But, there are common themes to these goals and missions. Some common missions and goals of these Oregon land trusts are:

- To protect and preserve land from development forever
- To protect and preserve rivers and other water bodies for aquatic life
- To protect and preserve open space
- To work together with its local communities and landowners in protecting and preserving land and other natural resources

Understanding the missions of the land trusts is helpful when trying to realize the reasons why they do or do not work with other organizations and agencies. It is also important to point out that the land trusts have similar goals and missions, thus the information

gathered and analyzed in this research can be shared between land trusts to help each other further accomplish and progress its missions.

Areas outside of Oregon, and other types of land trusts (i.e., farmland trusts, community land trusts, etc) were not included in the study. This research specifically focuses on Oregon because of the complexity of land use laws and regulation variability across state lines. Rather, beneficial information found in the literature about other states' land trust/agency partnerships were included—information and experiences Oregon land trusts can learn from.

I am focusing specifically on the questions: To what extent (and on what level) is there collaboration between conservation land trusts in Oregon and other organizations and agencies, including watershed councils, governmental, and non-governmental agencies; Why or why not; and how effective are these relationships and efforts perceived to be?

PURPOSE OF STUDY

This is a research paper that focuses on exploring and answering the above questions, with the intention to share the information provided and lessons learned from each Oregon land trust with the land trust community. Each land trust's experiences and insights can prove beneficial for another Oregon land trust. Thus, by sharing each land trust's experiences of the costs and benefits of working with certain organizations and agencies, the land trusts may be more effective in fulfilling its missions, and protecting more acres of land.

This research is necessary because land protection and the success of land trusts are important for the future of our planet. Without land trusts, millions of acres of important habitat for fish and wildlife, and forested land could be lost to development. This research aims to provide Oregon land trusts with information on improving its current knowledge about the benefits to and drawbacks of working with other organizations and agencies to increase its acres protected and

funding for more land protection. Interestingly, it was discovered in certain situations, collaboration tended to be a setback to the land trust rather than an asset.

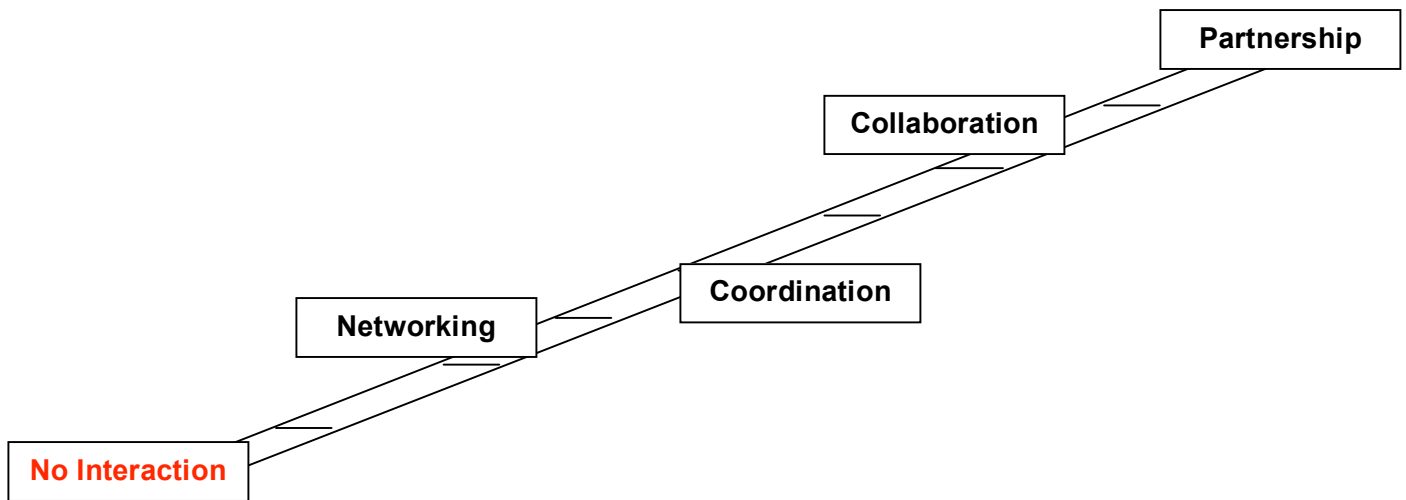
Because working together is not always the most beneficial situation for land trusts, alternatives to collaboration are offered. Opportunities exist to improve or change collaborative partnerships. This research helps clarify the current relationships and experiences between land trusts and other organizations or agencies. Thus, clear recommendations and strategies for improving collaborative efforts arise and are presented in Chapter Five of this research paper with the intention of providing tools for land trust organizations to use in order to collaborate more effectively.

DEFINITIONS OF KEY TERMS

Networking/Coordination/Collaboration/Partnerships

Land trusts have long been working with an array of organizations and agencies in order to further its agenda and accomplish its mission. It is important to identify and define the different levels of involvement a land trust can have with another organization or agency. Often in practice the terms ‘partnership,’ ‘collaboration,’ ‘interagency work,’ and ‘working together’ are used interchangeably. For the purposes of this research paper, a continuum ladder (Table 1) is used to define the terms ‘networking,’ ‘coordination,’ ‘collaboration,’ and ‘partnership.’ ‘Networking’ and ‘coordination’ are referred to as groups working together to a lesser degree—one of attending meetings, presentations, conferences, etc. of a particular organization or agency, and exchanging information. The words ‘collaboration’ and ‘partnership’ refer to the idea of expending more land trust time, effort, and resources into working on a joint project to accomplish joint goals of a project. The word, “partnership” often describes the highest involved level of commitment.

Figure 1. Continuum Ladder of Definitions



A "Partnership," as defined for the purposes of this study, is any group of individuals, organizations, and/or governmental entities that come to consensus on the need to, in this case, protect land. Partnership projects range in level of involvement. Groups working together can be thought of as working together at a specified location on a continuum ladder:

- 1) Networking: Communication or information exchange (e.g., attending regular watershed council or specific state agency meetings)
- 2) Coordination: Slightly more involvement and discussion between groups (e.g., coordinating a joint river clean-up with another organization or agency)
- 3) Partnership: The highest level of involvement with other organizations or agencies (e.g., A long-term project involving multiple groups; or a mitigation project with on land trust land with a state or federal agency)

LITERATURE REVIEW

Literature exists on why and how land trusts around the United States collaborate and partner with governmental and non-governmental organizations and agencies. The literature indicates collaborative efforts and networking are increasing. But, there is a lack of literature and research focusing on how effective these partnerships are for land trusts and how to really improve the missions of land trusts—be it through more collaboration or through less collaboration. The literature lacks discussion and analysis about the different levels

at which land trusts are engaging in work with other organizations and agencies.

Through this research, first-hand experiences and beliefs of Oregon land trust leaders regarding working with organizations and agencies (from simply networking to highly-involved partnerships) are presented. This research study attempts to help fill the gaps in current literature by adding a better understanding of the present state of networking and collaborative planning efforts between Oregon land trusts and other organizations and agencies; a better understanding of the costs and benefits for Oregon land trusts of working with other groups; and a better understanding of why and how working with other organizations and agencies can be improved.

Much of the literature researched on land trusts and collaboration focused on land trusts' experiences of working with other organizations and agencies. Certain case studies of land trusts partnership activities around the United States, as well as literature that exist about collaboration benefits and drawbacks in relation to land trusts are discussed.

OVERVIEW OF METHODOLOGY

In order to answer the question of whether land trusts do or do not work with other organizations and agencies, and how effective are those partnerships, a multi-step procedure was used, beginning with collecting original data through an online questionnaire designed for all Oregon land trust executive directors to complete. Additional original data was gathered through follow-up telephone interviews with six executive directors of Oregon land trusts.

The data collected from this research was analyzed to formulate conclusions and recommendations. The responses to the questionnaire and telephone interviews were quantified, thus providing answers to

the questions of why land trusts do or do not collaborate and how effective are those collaborative efforts.

Limitations of this methodology include the fact that the online questionnaire was structured, but the questions asked were highly qualitative. This may have caused respondents to be limited in their answers. For this reason, six of the questionnaires were followed up with telephone interviews.

IMPLICATIONS OF RESEARCH

Based on this study, a list of recommendations and tools for Oregon land trusts is presented in Chapter Five. The purpose of these recommendations and tools is to provide land trust organizations with strategies to improve its organization through changing its approach to collaborative efforts and partnerships. This paper provides Oregon land trust leaders with tools for improving its organization through enhancing the effectiveness of the leaders' approaches to partnering. These tools are a compilation and analysis of the experiences of Oregon land trusts studied and lessons learned from working with other organizations and agencies. The tools provided all address the key issues and barriers land trusts face when working with other groups as identified in the research.

ORGANIZATION OF THIS REPORT

The remainder of this research project consists of: Chapter Two: Review of the Literature; Chapter Three: Methodology; Chapter Four: Findings; and, Chapter Five: Conclusions, Recommendations and tools.

The literature review provides an overview of research of land trusts and partnerships, as well as specific case studies of land trusts around the United States—their successes and failures with collaborative efforts, and lessons learned from these experiences. The

methodology chapter explains the procedure through which primary data was obtained and analyzed. Chapter Four discusses key findings from the primary data collected through an online questionnaire and follow-up telephone interviews. And, Chapter Five presents recommendations for Oregon land trusts regarding how to improve its current networking/collaborative/partnership strategies to better fulfill its land trust's mission.

CHAPTER 2

LITERATURE REVIEW

OVERVIEW

This chapter discusses the existing literature related to the thesis questions: *1) Why do land trusts work with other organizations and agencies; 2) To what extent and on what level of involvement are these relationships taking place; and 3) How effective are the relationships between land trusts and other organizations and agencies perceived to be?* The theoretical framework that defines this work is also described. Through exploring the existing literature we can better understand what has been written and analyzed in this field and establish the need for future research. This literature may also provide suggestions and ideas for Oregon land trusts for successful interactions with other organizations and agencies.

A significant amount of literature about collaboration and partnerships between organizations and agencies exists. Less literature has been written specifically about collaborative efforts between land trusts and other organizations and agencies, and even less has been written about Oregon land trusts collaborative activities. Literature exists about the obstacles of collaboration for land trusts and how they have overcome those obstacles. Many case studies focus on the successes and failures of land trust partnerships with other organizations or agencies. As well, many land trusts and other organizations have created “how-to” guides for how to create more effective partnerships between land trusts and other agencies and organizations. Little literature exists, however, that discusses why land trusts in Oregon work with other organizations and agencies, and how effective those relationships are perceived by the land trusts to be.

This chapter discusses literature regarding: 1) existing definitions that clarify the use of the words, “networking,” “collaboration” and “partnership;” 2) “rational choice theory,” which informs this research project; 3) why land trusts around the United States work with other organizations and agencies; 4) what are the barriers to collaborative efforts for land trusts; 5) case studies of collaborative projects around the United States; and, 6) conclusions: how this research helps fill in areas of literature that are missing—i.e. answering specific questions about why and on what level of involvement Oregon land trusts work with other organizations and agencies, and how effective those collaborative efforts are perceived by land trusts to be.

DEFINING “NETWORKING,” “COORDINATION,” “COLLABORATION,” AND “PARTNERSHIP”

First, it is important to understand the array of ways people define the terms, “networking,” “collaboration,” and “partnership” because these words can be interpreted differently. When trying to understand why Oregon land trusts work with other organizations and agencies, it is important to first understand what it means to “work with” these groups. Land trusts have always worked with a variety of organizations and agencies on all different levels of involvement—choosing from the continuum ladder to possibly network with an organization by exchanging information (least involved end of the ladder), or—at the highest end of the ladder—by being in a highly involved partnership that requires significant staff time and land trust funds.

The degrees of involvement between land trusts and other organizations and agencies: From networking to partnerships

It is important to understand the continuum of involvement because land trusts have different objectives depending on how involved they are with an organization or agency. A land trust may have more

success accomplishing its mission (be it to protect riparian habitat or protect forested land) by being involved with mitigation projects than it does being involved in a multi-organization/agency partnership community project. Following are definitions for the differing levels of relational involvement.

This research uses the following explanation of the word ‘partnership’ and its numerous varying degrees of interpretation and commitment levels:

Looking at the noun ‘partnership’ from a semantic perspective, it is synonymous with expressions like ‘association’, ‘cooperation’, ‘collaboration’ and ‘alliance’...a partnership is based on some sort of relation between persons, aimed at reaching a common goal, typically the sharing of profits, arising from the joint contributions of resources. (Barenfeld 2005: 63).

The above explanation expresses the point that a partnership could mean simply “association” involvement (i.e. attending regular watershed council meetings where discussions and exchanges of information happen), or a partnership could mean a cooperative agreement between a land trust and another group, where the groups work or act together. Holland, as cited by Stephan Osborne, writes: “A partnership can be defined as cooperation between people or organizations in the public or private sector for mutual benefit” (Osborne 2000: 11). A partnership could also mean partaking in a lengthy, multi-group project, where the land trust’s resources and staff time are significantly used (“Collaboration”).

Numerous people have defined the previous words in many different ways. Common themes run through the majority of the definitions, including the concept of groups coming together to solve an issue or overcome a problem they can only accomplish by working together. This research paper, as well, uses these concepts and explanations of the words “networking,” “collaboration,” and

“partnerships” to better understand why Oregon land trusts work with other organizations and agencies and on what level of involvement.

Sylvia Bates, in a study for Maine Coast Heritage Trust, spoke to the continuum of partnerships. She states that a diverse range of conservation partnerships between land trusts exists. Sharing information is usually the first step in the collaboration process (Bates 2005). She notes that land trusts either meet formally or informally with other groups. These meetings may be a chance to exchange information and open communication lines. As well, “Cooperation on land protection projects is perhaps the most common form of collaboration, ranging from single project joint ventures to more complex multi-party projects to large-scale landscape initiatives involving many partners” (Bates 2005).

Richard Margerum, a professor of Planning, Public Policy and Management at the University of Oregon, focuses much of his work on collaborative planning, and writes that collaboration is: “an approach to solving complex public problems in which a diverse group of autonomous stakeholders work through a self-governed, deliberative process to build consensus and develop strategies and arrangements for translating consensus into results” (2006: 3).

Additionally, from the research report, *Collaborative Planning on State Trust Land*, the authors write:

What is Collaboration? Collaboration differs depending on the specific context in which it is applied, but it generally is identified as a *process* whereby individuals or organizations, often with widely varied interest, work together to share knowledge and resources to achieve mutually beneficial goals. This process often involves a variety of stakeholders that together contribute to the final decision-making process. Key elements of collaboration include a commitment to the process by all members, a clear understanding of the means by which decisions will be made, and inclusion of all essential stakeholders in the process (Ecosystem Management Initiative July 2005: 2).

As the above discussion illustrates, definitions of networking, collaboration, and partnerships are similar, yet imply differing degrees of involvement. It is impossible to discuss why Oregon land trusts work with other organizations and agencies without first understanding the varying degrees of involvement Oregon land trusts have, and why they choose the level of involvement that they do.

Peter Carroll and Peter Steane in their article, “Public-Private Partnerships: Sectoral Perspectives” (ed. Osborne 2000), discusses various definitions for partnerships and how those definitions reflect the idea that partnerships are formed when both groups want to get something out of it. When a group realizes the benefits of partnering outweigh the costs, they will partner. He states, “the term partnerships are cooperative ventures that rely upon agreement between actors in return for some positive outcome for each participant...the term partnership should be used with discretion if the actors in a relationship are not intending that they should be liable for each other's actions” (37).

Rationally, when an organization becomes involved in a partnership, they have “expectations in regard to the benefits of the partnership. Each actor may believe that a partnership will bring about benefits otherwise not achievable, or difficult to achieve” (37). This last quote leads in to a discussion of rational choice theory, which is the theoretical framework for this research.

RATIONAL CHOICE THEORY

In order to understand why land trusts work with other organizations and agencies, it is important to briefly discuss the sociological explanations about why and how people make decisions. Rational Choice Theory informs this research paper. A major hypothesis that stems from rational choice theory is that actors will

make decisions about their participation in collaborative processes after considering the costs and benefits to the organization for doing so. Rational Choice Theory assumes that 1) All humans have goals; 2) We must pick the most important goals to strive for; 3) We rationally choose our actions to attain those goals. (Stockard, 2000: 336, 346, 536). Simply put, people make decisions based on what choice will benefit them the most. According to John Scott, “In rational choice theories, individuals are seen as motivated by the wants or goals that express their ‘preferences’...As it is not possible for individuals to achieve all of the various things that they want, they must also make choices in relation to both their goals and the means for attaining these goals... [and] choose the alternative that is likely to give them the greatest satisfaction” (Scott, John, Eds. Browning, Halcli, Webster 2000: 127).

Accordingly, rational choice theory assumes individuals always choose what they believe to be the best means to achieve their given ends. For example, a land trust chooses to work with another organization or agency because the land trust believes it will maximize its benefits (i.e. protect more acres, increase its funding sources, build useful relationships for the trust, etc). In the same mode, a land trust will also choose *not* to work with another organization or agency if it feels the benefits reaped from the collaborative effort will not outweigh the costs of that partnership, for example, the costs of land trust staff time, or monetary or other resources needed for the collaborative effort to succeed.

Rational choice theory is based on the idea that people make decisions that individually benefit themselves. This benefit may be expanded, however, through working with, or cooperating with, others. That is, people may realize that by helping others, they, in turn, may benefit exponentially, and, as a result, partnerships are formed. For example, a land trust may consider both the costs and benefits of working with another organization or agency before entering into or

declining to enter into a partnership. Yaffee (1998) states that “people support each other because they know they will benefit it turn” (302).

Several authors have applied these concepts to discussions of land trusts. For instance, Macdonald, in her thesis, *The Role of Land Trusts in Landscape-Scale Collaborative Initiatives*, states that “cooperative efforts can, at times, meet personal goals most efficiently by being part of a cooperative effort” (Macdonald 2002: 4). Similarly, Axelrod (1984) notes that many collaborative efforts and partnerships are driven by self-interested pursuits. Gray found that even when the primary motivating factors for participating in partnerships were listed as “larger overarching goals” of the group, the ultimate rationale for participation was self-interest. He stated, “Nor are stakeholders altruists pursuing some greater good...Quite the contrary: even when collaboration is initiated in order to advance a shared vision, stakeholders are anxious to advance their own interests” (Gray 1989: 112).

Finally, Wondolleck and Yaffee (2000) note that a major barrier to collaboration is the lack of incentives. “The incentives perceived by the stakeholders push them away from working together...it is in no one’s interest to think of outcomes that split the difference or produce creative, win-win decisions” (51). This idea that people must have benefits in order to participate in collaboration is a logical hypothesis based on rational choice theory.

My research uses rational choice theory to examine why and how land trusts decide whether or not to work with other organizations and agencies. In the case of this research paper, the land trust’s interest is to further its mission. The hypothesis is that in some cases working with other organizations and agencies is the rational choice to reach its mission and in other situations choosing not to work with other organizations and agencies is more suitable.

WHY LAND TRUSTS CHOOSE TO (OR NOT TO) WORK WITH OTHER ORGANIZATIONS OR AGENCIES

The discussion of why land trusts work with other organizations and agencies appears in many sources—from academic journals to land trust marketing materials. A breadth of literature exists regarding networking, collaboration and partnerships between organizations, both public and private. Some literature even focuses specifically on land trust partnership and collaboration issues.

Many would agree that land trusts choose to work with others in order to fulfill its mission and fulfill more ambitious goals, such as protecting larger tracts of land that the land trust could not acquire by itself. The literature discusses the key issues and problems these collaborative efforts face and how to overcome these barriers. Much of the literature supports the idea that collaboration is good and that groups should collaborate more often so the outcomes are stronger than if they worked alone. But, very little literature exists that focuses on how effective those partnerships are perceived to be. Even less literature exists about Oregon land trusts, specifically. This research paper discusses these unanswered questions. First, though, is a discussion of what the literature says about why land trusts choose to work with other organizations or agencies.

Generally speaking, the literature reports that land trusts will work with other groups if it will benefit the land trust in some way, or the land trust becomes involved in a critical situation that cannot be overcome without working with another organization or agency. Gray (1989), a pioneer of collaboration suggests that partnerships often form when “a critical situation exists that is not being addressed by traditional means” (185).

Wondolleck and Yaffee (2000), examined over 200 collaborative efforts across the United States, and discovered four primary rationales for collaboration between groups, which are listed below. They also

believe that groups such as government agencies, communities, and private groups are collectively solving issues that are common to them all in order to create new strategies for regional protection and development (3). They continue that this approach seems obvious, but in reality it is not, as we are a society used to “top down control, tight boundaries, and extensive rules and formal structures to institutionalize public policies. We preach cooperation yet practice competition” (5). Numerous other authors, including, Carroll and Steane, Land Trust Alliance (LTA), and Margerum, all state that necessity, caused from a variety of factors (need for money, crisis, etc) help form partnerships as it is seen, in many instances, as a valuable tool for achieving a land trusts mission.

The literature provided repeated reasons why and how land trusts collaborate. Following is an expansion of the specific benefits of groups working together.

According to the literature, four general reasons why land trusts work with other groups exist. The four categories include:

- *Fulfill Land Trust’s Mission*
- *Increased Resources*
- *Social Networks/Building Relationships*
- *Publicity/Public Relations*

Within each of these categories, the literature provides an array of specific reasons for why land trusts will decide to work with other groups.

FULFILL LAND TRUST’S MISSION

Fulfilling the land trust’s mission is usually seen as the greatest benefit garnered from collaborative activity. Land protection is often the main mission of a land trust. Working with other entities can bring an increase of land protection (Bates 2005; Myers 1993; LTA *Exchange* 2006). “Cooperation and collaboration ultimately result in more land

being protected. Successful partnerships allow land trusts to use its resources most effectively, to play to its strengths and to achieve more strategic land conservation” (LTA website).

Working with other groups can also produce more widely supported, and thus more effective and stable outcomes—which, of course, will help the land trust accomplish its goals and objectives. Authors note that one of the most obvious, but extremely important to a land trust’s mission is to complete projects (Wondolleck & Yaffee 2000; Myers 1993).

And, lastly, in order to accomplish its mission, a land trust will partner out of self-interest. Gray (1989) found that even if participants cite intangible benefits or larger, overarching goals as primary motivating forces, the ultimate rationale for participation to be self-interest. “...Even when collaboration is initiated in order to advance a shared vision, stakeholders are anxious to advance their own interest” (112). That interest, of course, is fulfilling his or her own land trust’s mission.

As is evident from the literature, many people who have written about why land trusts work with other organizations would agree on the numerous reasons. Bates (2005) states that land trusts are beginning to understand and appreciate the numerous benefits of collaboration at a growing rate, with the underlying reason for collaboration being based on rational choice theory—people make decisions based on what they believe will benefit them. This is the case with land trusts decisions to partner with other organizations, as well.

INCREASED RESOURCES

Second, probably one of the biggest benefits land trusts of any size recognize with a partnership is the increased funding opportunities (Bates 2005; Endicott 1993; Myers 1993; Bentrup 2001; LTA *Exchange*

2006). Most often land trusts will enter into a partnership if they know they will benefit from the resources of the other organizations or agencies they will partner with. Bentrup, in his article, "Evaluation of a Collaborative Model" (2001), states that the catalysts for collaborative planning often are related to financial incentives (740). More participants mean more potential dollars that can be brought to the project, as well as having the ability to spread financial risk (Carroll & Steane 2000). Because land is more expensive than it used to be, Endicott (1993) states it is very difficult for a land trust to purchase land without the help of groups, such as government agencies and foundations. For an all-volunteer or small land trust, the benefits include greater land transaction expertise, more organizational capacity, like standardized easement terms (Bates 2005; Wondolleck & Yaffee 2000; Myers 1993; *LTA Exchange* 2006), and when multiple parcels of land are involved, partnership participants can often benefit from the economies of scale. For example, one appraisal company can be engaged to handle all appraisals for the partnership's land or easement purchases. Resources can be very limited for a land trust; thus, working together with organizations and agencies can prove to be fruitful for a land trust.

SOCIAL NETWORKS/BUILDING RELATIONSHIPS

Thirdly, the literature states that creating social networks and building relationships between land trusts and other organizations and agencies is beneficial. Generally, it is in the best interest for a land trust to hold long-term partnerships with organizations and agencies (Bates 2005; University of Michigan 2005). Benefits of a strong multi-organization relationship many include additional land protection opportunities.

Additionally, collaboration can improve existing relationships and help build new relationships by facilitating face-to-face discussion,

which can break down stereotypes and enable participants to interact more effectively, in current and future planning (University of Michigan 2005). As well, many others (Gray 1989, Wondolleck and Yaffee 2000; Margerum 2006; University of Michigan 2005) agree that building positive relationships with other entities can help each group address a shared problem. From an empirical study conducted by Margerum, he reported, “groups are more likely to achieve their objectives because participants identify mutually acceptable goals. Sharing information and interacting generated new ideas and approaches that lead to creative solutions” (Margerum, 2006: 190). From this information exchange, a sense of shared ownership and responsibility is created, and which land trusts greatly benefit from (Wondolleck & Yaffee 2000; Margerum 2006; University of Michigan 2005). By creating these positive relationships, numerous opportunities can arise, including increasing funding sources and projects accomplished.

PUBLICITY/PUBLIC RELATIONS

Lastly, publicity and public relations are reported to be a benefit to land trusts. Partnering with an organization that can provide a land trust with credibility in the eyes of the public and other groups greatly increases the chance a land trust will choose to work with another organization or agency. Positive publicity generated from a strong partnership can bolster a land trust’s profile in the community (Bates 2005; Griffith 2001; Carroll & Steane 2000).

The literature provides case studies of land trusts who have directly benefited through public publicity, including increased private donations, increased opportunities to partner with more organizations and agencies, and an increased ability to secure grants. On the flip side, Gray (1989) notes that when there is a negative image with negative consequences happening in a community, land trusts and other organizations and agencies realize they must work together to overcome

the issue. Land trusts realize if they are going to be able to improve a problematic situation (i.e. saving an important animal habitat tract of land threatened by immediate development), they must work with others—and the benefit will be, for the most part, positive publicity in the eyes of its funders and most of the community.

LAND TRUST ISSUES AND BARRIERS TO WORKING WITH OTHER ORGANIZATIONS AND AGENCIES

Different groups working together will always have issues, problems, and concerns to some degree. The same holds true for land trusts working with other organizations and agencies. By better understanding what the literature offers about conflict between different groups, we can understand the common themes and issues. Consequently, we can better realize how to overcome those barriers or discontinue the collaborative partnership on a case-by-case analysis.

As with the benefits to collaboration, the literature suggests the same four general categories—plus one additional category—exist for why land trusts choose not to work with other groups, or find the following issues to be barriers to having a successful partnership. Those five categories include:

- *Limited Resources*
- *Publicity/Public Relations Issues*
- *Social Networks/Issues with Building Relationships*
- *Unable to Fulfill Land Trust's Mission*
- *Internal Stress*

Within each of these categories, the literature provides an array of specific reasons for why land trusts will decide not to work with other groups, or find them to be barriers to having a successful partnership.

LIMITED RESOURCES

First, a lack of resources, of either a land trust or other organizations and agencies will deter a land trust from partnering. If the stakeholders do not have incentives or there are constrained resources, it is difficult to convince them to participate in a collaborative project (Wondolleck & Yaffee 2000). Conflict over funding amounts and stewardship concerns will often deter a land trust from collaborating (Endicott 1993). Furthermore, often groups involved in a multi-organization/agency partnership are subject to competing resources, which causes the groups to disengage and limit communication with each other (Yaffee 1998). In addition to financial resources, other resources including land trust staff time are often limited, creating a huge challenge to find time out of their daily work to partake in a collaborative project. Lack of successful partnership education among all groups involved has also been noted as strong barriers to collaboration.

PUBLICITY/PUBLIC RELATION ISSUES

Secondly, negative publicity or public relation issues exist. Sometimes land trusts are wary of becoming involved in a collaborative project with another organization or agency because of the potential for community member and land trust constituents to disagree with the work of that partner organization. The land trust may be looked at in a negative light if they partner with an organization or agency that the land trust's supporters do not support. For this reason, land trusts may shy away from those particular partnerships. This may be especially prominent when considering partnering with government agencies. Overcoming the fear of receiving negative publicity can be difficult for a land trust, especially with limited resources. Usually a land trust cannot afford to be cast in a negative light.

SOCIAL NETWORKS/ISSUES BUILDING RELATIONSHIPS

Third, barriers related to building positive social networks and relationships with other groups exist. The authors in Endicott's book, *Land Conservation through Public/Private Partnerships* (1993), almost unanimously agreed that a "lack of a clear consensus and turf consciousness" (7) are main causes of problems when trying to partner. Issues such as turf conflicts break down positive relationships between organizations and agencies, and usually lead to a failed partnership. Communication accounts for a major percentage of partnership disbandment, or a barrier to getting a partnership off the ground. In a case study of the Elkhorn Mountains Cooperative Management Area in Montana, one of the partners states, "Turf, ego—the human elements – those are the real barriers...personalities are often a problem." (<http://www.snre.umich.edu/ecomgt/cases/elkhorn/challenges.htm>).

Additionally, mistrust, groups attitudes about each other, organizational norms and culture, lack of support for collaboration amongst groups involved, and a lack of clear consensus and consensus building, (Wondolleck and Yaffee 2000; Endicott 1993) are all seen as social networking barriers.

UNABLE TO FULFILL LAND TRUST'S MISSION

Fourth, being unable to fulfill the land trust's mission or realizing conflicting goals and missions amongst potential partners are common reason a land trust will choose not to partner with another organization or agency. (Wondolleck and Yaffee 2000; Gray 1989: 250). Repeatedly, the literature reports that when two or more groups have differing missions, the partnership will fail because one group will undoubtedly be more vested in the project than the other—thus, being no need to partner.

INTERNAL STRESS

Lastly, internal stress within a land trust will commonly cause a land trust to be incapable of working with another organization or agency, because it's energy must be spent internally before it can engage in inter-agency/organization work. Groups experiencing internal stress do not form partnerships, according to Shaw (2003: 117). She states that, if top management cannot support a partnership (because of internal incompetence or fighting) no partnership can exist (117).

As is evident, there are an array of drawbacks and challenges for land trusts to work with other organizations and agencies. Understanding the key issues, as well as which barriers are especially powerful, can improve the likelihood that a land trust can succeed in fulfilling its mission, whether it is through continuing the partnership or ending it.

Much of the literature merely speaks to collaboration being a benefit to all, with little discussion or evaluation to if collaboration is even the best choice, and that potentially collaborating is not the answer to fulfilling a land trusts mission. Even Wondolleck and Yaffee state, "not all issues are amenable to a collaborative solution, and some interests may not benefit by participating in certain collaborative efforts" (48). Fundamental value differences may lead to the impossibility of compromise and collaboration. This research attempts to fill gaps in the literature regarding the analysis of how effective partnerships are perceived to be by land trusts, and why or why don't land trusts work with other organizations and agencies. These gaps in the literature have been attempted to be filled though studying the perceptions of leaders of Oregon land trusts.

CASE STUDIES

Besides academic articles, literature from land trusts and city and county organizations exists, written as case studies of either their own projects or collaborative partnerships they have studied. Some land trusts provide marketing literature about collaborative projects they engaged in. Many case studies have examined land trusts around the United States—successes and failures of its attempts to work with other organizations and agencies. General information about the successes and failures of collaboration, and why land trusts collaborate in the first place has been studied, and this general information can benefit Oregon land trusts to a certain degree, but few case studies specifically have been done on Oregon land trusts successes and failures of collaboration.

In terms of selecting secondary case studies to research and analyze, the case studies were chosen based on the extent to which the case studies could inform the research questions in this paper. The case studies are located in different parts of the United States, but all case studies focus on why land trusts decide to work with other organizations and agencies, how the land trusts approaches this process, and the effectiveness of the relationship and outcome of their efforts to work together.

Interestingly, within all of the marketing literature read, most of the publications provided a section on why the land trusts chose to work with other organizations. The common theme in explanations about why they collaborated is simply a belief that the project would fail if they do not work with other groups. For example, the Lane Council of Governments (LCOG) Metropolitan Regional Parks and Open Space Study on the Rivers to Ridges project, created strategies for the implementation and funding of its project. Their third strategy was to “partner with state and federal agencies and land trusts to help implement the vision” (LCOG, 2003: 25). The report stated, “With state

and federal agencies and two land trusts already active land managers in our region, great opportunities exist to form partnerships that will more effectively work toward protecting open space in a coordinated fashion” (25).

While the example above is from a local county, the same goals and objectives appear in case studies of land trusts. Authors from the McKnight Foundation conducted a case study of the success of the *Embrace Open Space* partnership in Minnesota. *Embrace Open Space* is a campaign to raise awareness of the importance of protecting open space. With The McKnight Foundation as funders for this partnership of 15 groups (from Minnesota Land Trust to Metropolitan Council) the campaign “increased the general ability of each partner to create focused and structures communications to accomplish specific goals, such as mobilizing public engagement in land use planning” (The McKnight Foundation, 2006: 15). The authors state that benefits of the partnership included the fact that each partner organization staff was able to bring their specific sector expertise, experience, and community connections. They stated: “Their day-to-day work gives them knowledge of the players, the processes, and the politics around relevant issues—as well as the status of existing efforts to find solutions [and] engage and extend campaign messages and communications channels” (13).

One major challenge to having a successful partnership is that groups are fated to be competitors for resources and attention. In this case, they state there was even “subtle underlying competition” (15) between the groups. But, in the case of this partnership in Minnesota, the groups managed to let go of their own agendas just enough to identify and work for a common purpose. And, the benefits were ample. They stated, “Without the collaboration, it is unlikely a solo partner would have embarked on such a large study or had the resources to disseminate the findings” (18). The findings from this case study report that the partners learned how to communicate better and how to use communication to “support individual efforts and advance broader

goals” (15). Increased funding, the ability to create new partnerships because of improved communication between organizations, and increased land protected were all positive outcomes of this campaign and partnership.

In another case study, conducted by the a University of Michigan program, *The Ecosystem Management Initiative*, the authors reported on The Conasauga River Alliance, a multi-partner group in Tennessee and Georgia. The group formed in 1996 and has 36 partners, including The Nature Conservancy. This partnership was formed out of the need to improve the management of the Conasauga River, as it is inhabited by about 125,000 humans, and is habitat for 90 species of fish and 25 species of freshwater mussels.

The USFAQ Natural Resources Conservation Service (NRCS) provided a grant to study the area, and from that the Alliance formed. The case study reports that key activities foster the progress of the Alliance, including: “monitoring and evaluation” of the Conasauga watershed, “information sharing” in order to share current scientific knowledge, “multiple small and large partnerships—the “Alliance works at many levels to establish a long-term presence and relationships in the watershed,” and “effective communication.” But, with the partnership come challenges the different groups face. Some of the most common challenges include: “Building an effective organizational structure,” “lack of paid staff,” “multiple groups with multiple objectives,” “managing growth in membership,” and “lack of trust and involvement.” And, from these issues, the partnership has learned they must: “Maintain focus on larger goals,” have “designated staff and organizational structure,” “build trust,” and realize that “partnerships benefit agencies” (<http://www.snre.umich.edu/ecomgt/cases/conasauga/description.htm>).

As is evident from these case studies, collaborative efforts can work and succeed, but there are numerous obstacles and challenges to overcome. Only a few case studies were chosen, but hundreds of case

studies of land trusts' involvement in collaborative projects (on all spectrums of intensity) exist. Reviewing these case studies has provided practical information and facts about how these partnerships have similar successes and challenges. In some cases those challenges are too much for a land trust to handle, and they may choose to end involvement in the partnership. Understanding other land trust's experiences can provide useful advice for land trusts involvement with other organizations and agencies. Researching Oregon land trusts' experiences and attitudes toward working with other organizations and agencies may add to the current literature that exists today.

CONCLUSION

Now that we understand what literature exists about land trusts and why or why they do not work with other organizations and agencies, we can see where gaps in the literature exist, and thus, why this research project is important for the advancement of understanding and improving land trusts missions. Again, the research questions include: *1) Why do land trusts work with other organizations and agencies; 2) To what extent and on what level of involvement are these relationships taking place; and, 3) How effective are these relationships between land trusts and other organizations and agencies perceived to be?* Little research and literature have been written about how effective partnerships are perceived to be from a land trust's perspective. In order to understand the answer to this question, the study of Oregon land trusts' perspectives is conducted. In the following chapters is a discussion of these questions and evidence is provided for support of the hypothesis that land trusts work with other organizations and agencies when it benefits the land trust.

CHAPTER 3

METHODS

This chapter discusses the methodology used to answer the questions: 1) Why do land trusts work with other organizations and agencies; 2) To what extent and on what level of involvement are these relationships taking place; and, 3) How effective are these relationships between land trusts and other organizations and agencies perceived to be?

In order to answer these questions, a multi-step procedure was used beginning with collecting original data through an online questionnaire designed for Oregon land trust executive directors to complete. Representatives of thirteen Oregon land trusts completed the online questionnaire. Additional original data was gathered through follow-up telephone interviews with six executive directors of Oregon land trusts who completed the online questionnaire.

Characteristics of these land trusts are described in Table 1 and Figure 1.

Table 1. Land Trusts Who Participated in Questionnaire¹

Name of Land Trust	Acres Protected	Year Established	Location	# of Staff (Full- & Part-Time)	# of Unpaid Staff	Mission Statements
Blue Mountain Land Trust	55	1999	Walla Walla, WA	2 PT	0	Helping the community to preserve working lands, river habitat & scenic areas forever
Central Coast Land Conservancy	80	N/A	Depoe Bay	0	N/A	To preserve lands in Tillamook, Lincoln, & Western Lane Counties
Columbia Land Trust	8,000	1990	Vancouver, WA	11 FT; 2 PT	3 PT	To conserve signature landscapes and vital habitat with the landowners & communities of the Columbia River region
Deschutes Basin Land Trust	6,703	1996	Bend	6 FT; 1PT	0	To protect special lands in the Deschutes Basin by working cooperatively with landowners and communities
Elk River Land Trust	163	2000	Port Orford	1 PT	0	To protect watershed health, habitat & natural beauty in North Curry County
Gorge Trust	N/A	1993	Hood River	0	2	To conserve and enhance the natural and cultural heritage of the Columbia Gorge while supporting sustainable development in its communities.
Greenbelt Land Trust	500+	1994	Corvallis	4 FT	0	To promote protection of and education about open space lands in the Mid-Willamette Valley.
McKenzie River Trust	2,000+	1989	Eugene	4 FT	0	To protect special lands for their fish & wildlife, water quality and other natural values
North Coast Land Conservancy	1,200	1986	Gearhart	2 FT; 1PT	1 PT	To serve as a resource for NW OR coastal communities & landowners to conserve & protect land in perpetuity for its ecological & cultural values
Southern Oregon Land Conservancy	4,200	1978	Ashland	1 FT; 3 PT	0	To protect special lands in the Rogue Basin and surrounding areas for this & future generations by working collaboratively with landowners and communities
The Wetlands Conservancy	1,500	1981	Portland	3 FT; 2 PT	0	Conservation of Oregon's Wetlands
Three Rivers Land Conservancy	367	1991	Portland	2 FT; 5 PT	0	To inspire & involve people in conserving the private land of the Clackamas, Tualitin & lower Willamette Rivers
Wallowa Land Trust	~1500	2004	Joseph	1 FT	1 FT; 2 PT	To protect the rural nature of the Wallowa country by working cooperatively with private landowners, Indian tribes, local communities & governmental entities

A handful more land trusts exist and operate in different contexts in Oregon that are not represented in this study. The questionnaire was initially sent to 16 Oregon land trust leaders, thus three land trust leaders did not respond. A few more land trusts in Oregon were not included in the study because the context in which those land trusts work did not fit into the category of “land conservation for flora and fauna habitat.”

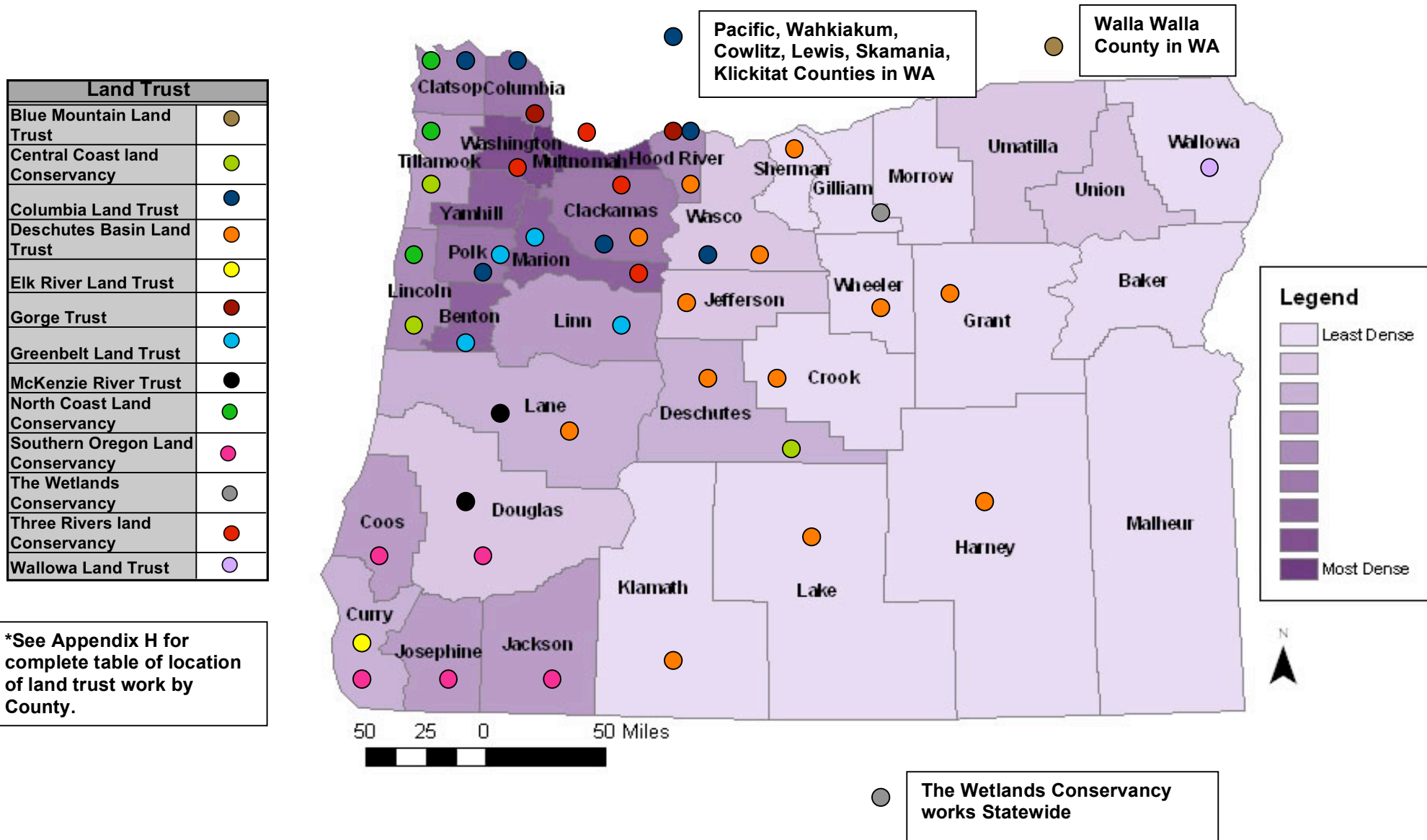
I chose to only focus on land trusts created and existing in the state of Oregon, although, as is evident from Table 1, two land trusts operate out of Southern Washington, working both in Washington and Oregon. More than 1,600 land trusts exist in the entire United States. This study focuses only on Oregon land trusts because these land trusts experience similar challenges specific to Oregon law. As well, these land

¹ Information in table provided by land trusts in online questionnaire and from land trust websites. Some information may have changed since creation in March 2007.

trusts are completely focused on protecting land in Oregon, as opposed to national land trusts that may work in Oregon, but also work in other states. National land trusts that work in Oregon have different avenues for raising money and support than land trusts that began in Oregon. Thus issues Oregon land trusts face concerning why they work with other organizations and how effective those efforts are may differ from the issues national land trusts face. Figure 1, below, displays the location of where each Oregon land trust is active (by county).

This study design involved collecting both qualitative and quantitative data from questionnaires and telephone interviews. Next, the collection of primary data was analyzed and conclusions and recommendations from these data were formulated. Below is an explanation of the participant-selection, questionnaire, and interview process. Following this section is a discussion of how the data were analyzed and the strengths and weaknesses of this study approach.

Figure 2. Oregon by County and Population Density and Land Trust Activity



Selection of Subjects

Online Questionnaire

The participants for the online questionnaire were selected by identifying the executive directors of land trusts in Oregon. These Oregon land trusts were identified through the Land Trust Alliance² (LTA) website and through contact information for the Coalition of Oregon Land Trusts (COLT). The questionnaire was sent to the 16 executive directors of local land trusts in Oregon. These subjects could best provide significant primary data about why and how land trusts work with other organizations and agencies. Most counties in Oregon (all but six eastern Oregon counties) have at least one active land trust working on protecting land from development, as can be seen in Figure 1.

Because the research parameters included searching for specific answers from a specific population, it made sense to use a purposive approach in selecting the subjects. Each Oregon land trust executive director was contracted by electronic mail, sending each person a letter with details about the research and asking him/her to complete the attached questionnaire. It is inherent to this research to understand the experiences, beliefs and attitudes of Oregon land trusts. By surveying and interviewing the land trust leaders and staff, the findings can better inform the recommendations and conclusions, as the leaders and staff are all people who can contribute greatly to the understanding of networking and partnerships between groups.

² The Land Trust Alliance is a national, non-profit organization, self-described as, "the convener, strategist and representative of land trusts across America."
<http://www.lta.org>

Telephone Interviews

From the responses of the questionnaires, six executive directors were selected for telephone interviews. The sample population for the telephone interviews is purposive. The six land trust executive directors were chosen based on three criteria: 1) their interest in being interviewed on the telephone (I sent an email letter, along with the information about completing the online questionnaire, that asked respondents to whether they were interested in following up with a telephone interview); 2) To create a representation of a diverse set of issues, concerns, successes, and failures in working with different organizations and agencies; and, 3) To include a diversity of locations of land trusts around Oregon. The population of each county in Oregon varies, thus, some land trusts work in more populated counties than others (see Figure 1). A higher populated county may have more organizations and agencies for land trusts to work with, thus it is important to take population density into consideration when looking at the responses of the land trust respondents.

The telephone interview questions were submitted to Human Subjects for clearance. The study proceeded after receiving clearance from Human Subjects.

Instrumentation

Questionnaire Design and Data Collection

An online, structured questionnaire was created using SurveyMonkey, an electronic survey and questionnaire-generating program. The purpose of the online questionnaire was to collect information from the executive directors of land trusts who are affected by the issues related to the research questions. The executive directors provided information about their first-hand experiences in working with other organizations and agencies.

The entire SurveyMonkey questionnaire is in Appendix A. The type of questions presented focus on answering: 1) if the land trust has ever worked with other organizations or agencies; 2) how often; 3) with which organizations or agencies; 4) how successful or unsuccessful did they perceive those relationships/partnerships to be; 5) what were the benefits and drawbacks to working with those organizations or agencies; 6) would the land trust work with other organizations or agencies again; 7) what they thought made the relationships successful or unsuccessful; and, 8) recommendations the land trust has for other land trusts when considering working with other organizations and/or agencies.

These themes relate to the three main thesis questions: 1) Why do land trusts work with other organizations and agencies; 2) To what extent and on what level of involvement are these relationships taking place; and, 3) How effective are these relationships between land trusts and other organizations and agencies perceived to be? Table 2 provides examples of survey questions related to each of the thesis questions.

Table 2. Correlation Between Research Questions and Survey Questions Asked in Online Questionnaire

RESEARCH QUESTION	QUESTIONNAIRE #S	EXAMPLES OF QUESTIONS FOR LAND TRUST EXECUTIVE DIRECTORS FROM ONLINE QUESTIONNAIRE
Why do Oregon land trusts work with other organizations/agencies?	2, 17, 18	Please explain, in general terms, WHY your land trust has chosen to engage in networking, collaborative planning and/or partnerships with other organizations and agencies. What have been the deciding factors that have led your land trust to participate in these projects or partnerships on any level, from networking to an involved partnership? Explain in as much detail as possible (<i>Question #2</i>).
To what extent and on what level of involvement are these relationships taking place?	12, 13, 14	On what level of working together has your land trust been involved with the following organizations/agencies? Choose: 1) Networking; 2) Coordination; 3) Partnership; 4) None; 5) Don't know. Answer for each of the following: a) Watershed Council; b) Local government departments; c) State agency; d) Federal Agency; e) Non-profit organization; f) For-profit organization (<i>Question #13</i>).
How effective are these relationships between land trusts and other organizations/agencies perceived to be?	15, 16, 19-30	Do you feel your networking and/or partnerships have been worth the time and effort they have required? Why or Why not? Please explain for each type of organization. With: Watershed Councils; Local Government Departments; State Agency; Non-Profit Organization; For-Profit Organization (<i>Question #20</i>). Please explain your answers to the previous question in more detail here (<i>Question #21</i>).

* Questions 1, 3-11, and 31 are all background informational questions that helped me analyze the responses

The online questionnaire was submitted to Human Subjects for clearance. The study proceeded after receiving clearance.

The responses to the online questionnaire were recorded and data electronically categorized and analyzed by SurveyMonkey.

Telephone Interview Questions and Data Collection

The telephone interviews were intended to follow-up with more in-depth questions the online questionnaire could not answer. As noted above, the purpose of this study is to understand why, how, and how effective working with other organizations and agencies is for land trusts. In order to properly answer these questions, it was necessary to collect a significant amount of qualitative information on personal experience and attitudes on the subject. A semi-structured interview script was created, which included a series of follow-up questions to the online questionnaire. The interview script was written after analyzing the responses from the questionnaires, thus, focusing the interview script on areas where it appeared respondents could elaborate more and where they indicated they wanted to discuss a specific question in more depth. The complete interview script can be found in Appendix B. The following is a sample of questions:

From your responses to the online survey, please elaborate on the following questions:

1. What are the main reasons your land trust decides to work with another organization or agency?
2. What do you find to be the biggest barrier to partnering with a watershed council or other agency/organization?
3. How effective do you perceive your partnerships to be, in general?
 - a. What is it that makes them successful? And how do you measure that success?
 - b. What is it that makes them unsuccessful?

4. Do you feel your Land Trust is educated and informed about all partnership opportunities available to you for increasing your funding and acres protected?
 - a. **If not**, what would be a helpful tool for informing your Land Trust on all opportunities available?
 - b. **If yes**, how are you kept informed?
5. Do you have more success with certain agencies/organizations over others? What makes those partnerships more successful?
6. Are there any changes you think must happen before you can partner with more organizations/agencies? What are they?

Six telephone interviews were conducted between February 2, 2007 and February 13, 2007. The interviews were semi-structured, using the interview script as a guide, but allowing the conversation to naturally flow. The interviews lasted 30 minutes to 1 hour each. The interviews were transcribed on a computer during the interview, then sent via electronic mail to the interviewees for review of accuracy of the conversation.

Analysis of Data

The answers from the questionnaires and telephone interviews provided qualitative and quantitative data. The data were analyzed by grouping similar written responses and finding key themes and similarities between responses. Data was also analyzed using SurveyMonkey's summarization tables, which calculated number of responses to certain questions. The questionnaire included many qualitative questions, asking for longer answers that were read through and grouped along with similar responses to create an actual number of participants responding in similar and different ways. Tables and bulleted lists were created that display the number of responses to the questions, giving a better understanding into the

opinions and activities of the respondents and the land trusts where they work. Chapter Four provides these findings.

Strengths and Weaknesses of Study Approach

This study tries to answer why land trusts work with other organizations and agencies, how involved are those relationships, and how effective are those relationships and partnerships. Answering these questions may provide useful recommendations and tools land trusts can use for improving its relationships in order to better fulfill its missions. In order to answer these questions, it was concluded that the most effective research methods are qualitative in nature. This was approached by using a questionnaire and telephone interviews. It is also helpful to have a certain amount of quantitative data, in terms of who land trusts have worked with and how often; how many acres protected; and how long the land trusts have existed. This information was also collected through the questionnaire and telephone interviews.

The research questions are specific to understanding the perspective of the land trust: Why do land trusts work with other organizations or agencies; How do land trusts work with other organizations or agencies; How effective are these collaborative efforts/partnerships for the land trusts? Given the focus of this research on understanding the perspective of the land trusts, the questionnaire and telephone interviews were specifically designed for land trust staff to answer, and subjects were deliberately chosen for their position at the Oregon land trusts and the information they could provide. This is a technique known as “purposeful sampling” (Patton, 1990, p.169). The reason for collecting the first-hand accounts of land trust experiences is to “identify and extrapolate lessons learned” (Patton, 1990, p.435). Oregon land trusts can thus use these “lessons learned” to improve or re-evaluate the effectiveness of their networks and/or partnerships with other organizations and agencies. Chapters Four and Five discuss these findings and recommendations.

The design of the online questionnaire was structured, with some opportunities for subjects to explain in more detail in designated text boxes. But, because the purpose of this study is to collect qualitative data, the structured questions may have been difficult for participants to answer in the rigid format. For this reason, six of the questionnaires were followed up with semi-structured telephone interviews. Although, it is noted that some of the answers from the online questionnaire may be hard to measure because of the large emphasis on qualitative questions in a quantitative format, such as the online questionnaire.

The design of the telephone interviews was less structured, thus providing opportunities for participants to speak freely and cover a broad range of issues. The telephone interviews provided the opportunity to expand on the online questionnaire of those specific participants. The drawback to this approach was not being able to speak with every Oregon land trust executive director. Although the sample of telephone interview participants used greatly enhanced the information recorded in the online questionnaire, it may have been beneficial to have telephone interviews with every Oregon land trust.

Finally, methodologically, an online questionnaire and telephone interviews were chosen. In this decision, it was assumed that respondents completed the questionnaire by putting a significant amount of time and thought into each question. But, this may not have been the case. Because many of the questions were highly qualitative, it may have been difficult for respondents to quantify their thoughts. For this reason, six of the questionnaires were followed up with telephone interviews, which could provide a longer dialogue and ability for respondents to expand on their online questionnaire answers.

Based on information gathered using this methodology, the findings are presented in the following chapter.

Chapter 4

Findings

The main purpose of this study is to answer the questions: Why do Oregon land trusts work with³ other organizations and agencies?; To what extent and on what level of involvement are these relationships taking place?; and, How effective are these relationships between land trusts and other organizations/agencies perceived to be? It was also intended that support for or against the hypothesis that land trusts collaborate with other organizations and agencies when it is beneficial to the land trust would be found. This chapter discusses the findings and responses from the research using the online questionnaire and selected telephone interviews.

To effectively address and answer these questions, Oregon land trust staff were surveyed and interviewed. Most respondents were the executive directors of the land trusts, with a few staff respondents to the online questionnaire. The executive directors and staff of these land trusts were asked to participate in the research, as they are the same organizations being affected by the results and conclusions from this research.

The data and findings presented below are based on the responses to the online questionnaire returned by 13 Oregon land trust staff and from the responses to the follow-up telephone interviews with six of those 13 Oregon land trust leaders. All six people spoken with are executive directors of their land trust.

First, information is provided about the questions asked of the study participants. An understanding, in general, of who land trusts are working with, to what degree are they involved with these other groups,

³ I use the phrase “work with” to mean working with other organizations or agencies on any level of involvement (networking, collaborating, partnering, etc).

how satisfied are the land trust leaders with their collaborative efforts, and what are respondents' suggestions for improving those relationships, was desired.

Many of the questions presented to the land trust leaders for the study asked them to answer questions in relation to the following categories:

Types of Organizations and Agencies:

- Watershed Councils
- Local Government Departments
- Regional or Council of Governments (COG's)
- State Agencies
- Federal Agencies
- Non-Profit Organizations
- For-Profit Organizations

Table 3 displays the number of different organizations and agencies within each category that Oregon land trust respondents indicated working with. Five land trusts have never worked with a regional agency or Council of Governments (COG's), and two land trusts reported never to have worked with for-profit organizations or federal agencies. As well, a few land trusts work with some of the same organizations and agencies, but the overlap is minimal. This may be because not all organizations and agencies were listed by respondents, for geographic reasons, or potentially because respondents could not recall all groups they work with. But, all land trusts have worked with at least five different organizations and agencies. A complete list of all organizations and agencies Oregon land trusts reported working with can be found in Appendix C.

Table 3. Number of Organizations and Agencies Land Trusts Work With

Organizations and Agencies	Number Land Trusts Work With	Range	Average
Non-Profit Organizations	62+	1 to 35	~5
Local Government Departments	32	1 to 6	~2.5
Regional or Council of Governments	31	0 to 10	~2.5
For-Profit Organizations	31	0 to 14	~2.5
Watershed Councils	27	1 to 8	~2
Federal Agencies	16	0 to 10	~1.2
State Agencies	14	1 to 10	~1

Table 3 indicates that Oregon land trusts work more with non-profit organizations than any other type of organization. As well, this table implies that land trusts are working with almost equal number of local government departments, COG's, for-profit groups and watershed councils. The respondents only reported working with 14 state agencies and 16 federal agencies. This is an interesting finding, as it may imply some Oregon land trusts are not utilizing or unaware of partnership opportunities with state and federal agencies. This issue is discussed in the recommendations (Chapter Five). Additionally, it is necessary to realize that generally, the larger staffed land trusts work with more agencies and organizations because of its capacity to handle the additional work.

Also important to note before analyzing the findings, is understanding when the Oregon land trust participants initiated their relationships with the above organizations and agencies. Most land trusts initiated its relationships between 10-20 years ago. Other relationships were established five-nine years ago. Except for one land trust, no relationships were reported to initiate less than one year ago. Thus, it is interesting to note that most of the relationships are long-standing, which may indicate that long-standing relationships are stronger than newer relationships. Two land trusts reported having no

relationship with federal agencies, for-profit organizations, nor regional or council of governments.

The rest of this chapter presents data and responses of participants that addresses each of the research questions. Following the discussion of the three research questions are suggestions for Oregon land trust respondents to improve relationships between their land trust and other organizations and agencies.

WHY DO OREGON LAND TRUSTS WORK WITH OTHER ORGANIZATIONS AND AGENCIES?

The land trust executive directors provided feedback as to the benefits they found in working with other organizations and agencies. Their responses provide first-hand experiences and reasons as to why land trusts in Oregon work with other groups. Interestingly, many of the benefits found in the literature are also the benefits reported by the respondents, thus, solidifying support and answers to the above thesis question.

Table 4 provides a sample of responses to the first of the three research questions. Although Table 4 includes only a sample of responses, the responses are representative of the majority of the land trust leaders. Evidence of this is displayed through the other results of this study.

Table 4. Selected Responses from Online Questionnaire and Telephone Interview that Answer Why Land Trust Organizations Work with Other Organizations and Agencies (First Research Question).

RESEARCH QUESTION	EXAMPLES OF QUESTIONS FOR OREGON LAND TRUST STAFF FROM ONLINE QUESTIONNAIRE AND TELEPHONE INTERVIEW	SAMPLE OF WRITTEN RESPONSES TO ONLINE QUESTIONS AND TELEPHONE INTERVIEWS
<p>Why do Oregon land trusts work with other organizations/agencies?</p>	<p><u>ONLINE QUESTIONNAIRE QUESTIONS:</u></p> <p>Please explain, in general terms, WHY your land trust has chosen to engage in networking, collaborative planning and/or partnerships with other organizations and agencies. What have been the deciding factors that have led your land trust to participate in these projects or partnerships on any level, from networking to an involved partnership? Explain in as much detail as possible (<i>Question #2</i>).</p> <p><u>TELEPHONE INTERVIEW QUESTIONS:</u></p> <p>What are the main reasons your land trust decides to work with another organization or agency?</p>	<p><u>ONLINE QUESTIONNAIRE RESPONSES:</u></p> <ul style="list-style-type: none"> • “Different organizations have different skill sets. Most projects benefit from multiple perspectives and skill sets. It is more efficient and the product is usually better and stronger.” • “These partnerships have led to better planning, more funding, and more creative approaches to many of our projects.” • “Partners can provide matching funds to make the project more effective. Partners can engage constituencies we don't currently reach, which can increase support for the project and potentially increase our membership. Working with partners can create a story that is more likely to be covered by the media. As well, grantors and funders often require or greatly favor groups that create partnerships.” • “If the work contributes to a planned large scale effort to protect and secure ecosystem services [we will partner]. Not an isolated postage stamp property, but in some way has connectivity and will advance a systems level effort.” <p><u>TELEPHONE INTERVIEW RESPONSES:</u></p> <ul style="list-style-type: none"> • Probably the ability to further our mission more exceedingly, including most often conserving more land and restoring more land. By partners that can bring funding or volunteer work or through other forms of resources. Also, partners that help through public relations and giving us a higher profile are useful. • Vested self-interest: there is something they have—funding, expertise, location, who they know, or who they work with.

First, it is relevant and important to mention that all 13 of the land trusts that responded have worked with other organizations or agencies on some level. Of the types of organizations and agencies listed in the survey, two of the 13 land trusts have not worked with a federal agency, and three land trusts have not worked with a for-profit organization, but all have worked with some organization. From the data collected in the online questionnaire and telephone interviews, tables were compiled to display the information. Table 5 shows participant responses, displaying the most frequently mentioned reasons for working with other groups.

Table 5. Reasons Why Land Trusts Work With Organizations & Agencies

What are the main reasons your land trust decides to work with another organization or agency?		
	Responses from Phone Interview	Responses from Online Questionnaire
Funding/Easier to raise money	5	5
Resources provided by other partners	6	2
Expertise	4	4
Outcome is usually better and stronger	1	6
Public Relations/increased profile for land trust	2	2
Other Resources Provided by partners	3	1
More Efficient	1	3
Connections (who the partners work with and who they know)	2	2
To Accomplish our Mission	2	0
Self-interest	2	0
Location	1	1
Volunteer Work	1	1

As is evident from the Table 5, funding sources is the main reason land trusts decide to work with other organizations. Increased funding from partnering signifies land trusts want to fulfill its mission and partner for self-interest, which are other reasons mentioned.

The following categories, collected from existing literature and discussed in Chapter Two, explain why land trusts work with other entities. Many of the same benefits found in the literature were also reported to be benefits to the Oregon land trusts. All 13 land trusts surveyed stated that *Increased Resources* are an important reason their land trusts works with other groups. Increased Resources, including: funding help, more capacity (staff time, expertise, experience), better service outcomes because of pooled resources, and the ability to address a shared problem were all found in the literature to be important reasons for forming partnerships. As well, four of 13 respondents stated *Publicity/Public Relations* to be a driving reason for partnering. This category includes: credibility, positive publicity, information-sharing in order to build understanding. Four of 13 participants stated *Social*

Networks/Building Relationships as a reason to partner. This category includes: opportunities for long-term partnerships. Lastly, 10 of 13 respondents reported that *To Fulfill Land Trust's Mission* is a very important criteria for partnering. This category, including: more effective and stable outcomes, increased land protection overall, self-interest, and to complete projects were all discussed in the literature. The findings above clearly reflect the tie between the literature and Oregon land trusts opinions.

As one participant stated,

We sometimes partner to expand and increase our ability to raise money. Many funders want to see partnerships...[We also partner] because we often share the general goals of our conservation partners and would like to see them succeed for the sake of a better community.

Delving a little deeper into the question of why land trusts decide to work with other organizations and agencies is the question of *what are the criteria that are most important to a land trust when considering a partnership*. Eleven people responded to the following questions. When considering whether or not to work with another group, the majority (eight of 11) of the land trusts stated it was very important to evaluate and ask: *Will the partnership help us increase our acres protected?* Seven of the 11 respondents to the following question reported that “Somewhat Important” issues to consider include: *1) will it be a burden on our finances; 2) will it be a burden on our staff time?*

From the online survey, one respondent noted:

If the other organization brings expertise and resources that we do not have in house, for example, in monitoring, we would like to partner with them.” Another respondent stated, “If the work contributes to a planned large-scale effort to protect and secure ecosystem services, we will partner.

Discussion

The findings from this section revealed that the participants have priorities and create a hierarchical system for what are the most important reasons for working with other groups on some level. They weigh the costs and benefits of each benefit and barrier to working together and decide if it is worth it, supporting the theory of rational choice. What these findings may imply is that so long as a collaboration/partnership can help a land trust accomplish its mission, bring in funding, or provide other resources, a land trust is much more likely to partner. If working with another organization or agency cannot meet the above criteria, most often a land trust will choose not to work with another group, or, as is sometimes the case, a land trust will attempt to partner, but that partnership may fail.

TO WHAT EXTENT AND ON WHAT LEVEL ARE THESE RELATIONSHIPS TAKING PLACE?

Land trusts reported working on all levels of involvement, including networking, coordination, and partnering. The respondents used the following definitions when answering the questionnaire:

*Levels of Involvement land trusts may have with other groups:
Continuum of Involvement*

- **Networking:** Communication or information exchange (e.g., attending regular watershed council or specific state agency meetings)
- **Coordination:** Slightly more involvement and discussion between groups (e.g., coordinating a joint river clean-up with another organization or agency)
- **Partnership:** The highest level of involvement with other organizations or agencies (e.g., A long-term project involving multiple groups; or a mitigation project with on land trust land with a state or federal agency)

Table 6 provides a sample of responses to the second of the three research questions.

Table 6. Responses to Second Research Question

RESEARCH QUESTION	EXAMPLES OF QUESTIONS FOR OREGON LAND TRUST STAFF FROM ONLINE QUESTIONNAIRE AND TELEPHONE INTERVIEW	SAMPLE OF WRITTEN RESPONSES TO ONLINE QUESTIONS AND TELEPHONE INTERVIEWS
<p>To what extent and on what level of involvement are these relationships taking place?</p>	<p><u>ONLINE QUESTIONNAIRE QUESTIONS:</u></p> <p>On what level of working together has your land trust been involved with the following organizations/agencies? And, In general, how did your land trust decide what level of formality (i.e. networking, partnering, etc.) your organization would interact with the other organizations and agencies? (<i>Questions #13 & #14</i>).</p> <p><u>TELEPHONE INTERVIEW QUESTIONS:</u></p> <p>Do you feel your land trust is educated and informed about all partnership opportunities available?; Would you like to partner with other groups more than you do at the present time? Why or why not?</p>	<p><u>ONLINE QUESTIONNAIRE RESPONSES:</u></p> <ul style="list-style-type: none"> • All levels, but networking is necessary to get most things done. • Not typically a simple decision—it is more the evolution of a relationship that begins with networking and then proceeds to either coordination or to a formal partnership depending on the complexity of the project, funding opportunities, and staff resources/ability. • It all depends on the project, the extent of the existing relationship between the groups, the time available to craft meaningful partnerships, the need for formal agreements, issue of legal liability, the nature of the goal (information sharing vs. on-the-ground conservation). • Depends on what opportunities arise and the level to which each wants to commit. <p><u>TELEPHONE INTERVIEW RESPONSES:</u></p> <ul style="list-style-type: none"> • We are eager to learn about more partnership opportunities that are out there. But, one challenge is we have so many potential opportunities for partnerships, so we have to figure out which ones to invest in as we don't have the time and energy to invest in all of them. • We don't fully know all the opportunities for partnering that exist. I know there are opportunities out there I am not well informed about. There is an information gap for us between what opportunities exist and what we know about.

In general, land trusts reported working with numerous other organizations on varying levels of involvement, ranging from one land trust leader who reported working with seven other organizations and agencies, to another land trust leader who reported working with over 65 other organizations and agencies on varying levels. The average number of other organizations and agencies a land trust reported working with is 25, and the mean number is 24. An important side-note to mention is land trust organization may want to evaluate how to manage and steward all of those relationships with other organizations and agencies if they currently are not doing that.

The least common level of involvement reported was networking with for-profit organizations and watershed councils, and coordinating and partnering with federal agencies. Table 7 displays the responses land trust leaders gave to the question posed, *At what level has your land trust been involved with the following organizations/agencies?*

Table 7. Level of Involvement with Other Organizations & Agencies

At what level has your Land Trust been involved with the following organizations/agencies?			
	<i>Networking</i>	<i>Coordination</i>	<i>Partnership</i>
Non-Profit organization	8	10	11
Watershed Council	6	7	11
State Agency	8	9	9
Local Government Departments	8	9	8
Federal Agency	8	6	6
For-profit organization	6	7	7

Eleven of the 13 respondents answered the question posed in Table 7. Land trust leaders reported working with the same group on varying levels (networking, as well as partnering on a specific project with the same agency or organization). For example, in Table 7, almost all 11 respondents reported working with non-profit organizations at the networking, coordination, and partnership levels. Only three respondents reported not networking with non-profit organizations, and only one respondent reported not coordinating with non-profit organizations.

Networking Level: *Benefits*

The majority of partnerships have some level of formal agreement, although most respondents noted only informal agreements with watershed councils. One person stated the importance of informal networks:

The camaraderie piece is important. If you can reduce burnout of staff, by having those informal networks and

relationships, you would have more camaraderie and less isolation, so when hard times hit, your land trust will be okay.

The quote above reflects many of the respondents' attitudes toward networking—it is important as a baseline for successful future partnerships and can lead to a greater array of partnering opportunities. It is also a way to exchange information and build personal relationships that will lead to successful formal projects with partners.

Networking Level: *Drawbacks*

As some land trust leaders saw the benefit to networking, others reported that certain drawbacks to networking exist, as well. One respondent stated:

The drawback that cuts across the board is simply the opportunity cost that is involved in being associated with a number of other organizations. Meeting for the sake of meeting becomes a habit, using up time and other resources, and reinforcing the idea that simply meeting is good enough. Perhaps another way to think of it is that it is easy to network, but more difficult to take that next step of collaboration and partnering on projects. This can be caused by a number of different factors, but it is always a challenge.

Another respondent mentioned the fact that when a group is trying to form, staying at the networking level proved difficult: “We used to have informal networking meetings, but not anymore because people don't want to organize it.” These responses may indicate that land trust organizations need to better understand what level of involvement will be most beneficial for its organization. If networking with a specific organization or agency is not being effective, the land trust should consider altering the relationship to be more effective. This suggestion will be further discussed in Chapter Five.

Partnership Level: *Benefits*

Table 7 indicates that many of the land trusts are partnering with non-profit organizations, watershed councils, and local and state agencies. Partnerships were reported to be crucial to the success of a land trust. Some responses from land trust leaders include:

Our small land trust sees partnering as a benefit because it allows us to be involved in complex projects, which is more likely to get our name out there and recognized... To be effective with non-profits, state, and federal agencies it generally takes some type of formal agreement to make the partnering work. If there are funds involved then this always demands a significant paper trail. Most of us are just now getting to the larger more formal "partnership" so we are still learning on the street how to do this.

As is evident, partnerships are important to a land trust organization's success. Another respondent stated:

Partners can provide matching funds to make the project more effective. Partners can engage constituencies we don't currently reach, which can increase support for the project and potentially increase our membership. Working with partners can create a story that is more likely to be covered by the media. Partners can be skilled in certain areas that we are not, thus leading to work being accomplished more efficiently/effectively. Grantors and funders often require or greatly favor groups that create partnerships.

The above quote nicely reflects the benefits this respondent and other respondents (who provided similar statements) find in partnering.

Lastly, respondents spoke about how partnering benefits its organization in relation to any type of organization or agency, not specifically to which type of organization or agency.

Partnership Level: *Drawbacks*

Interesting to note is that land trust leaders reported partnering the least with federal agencies. This may be an important finding, as it could imply land trust organizations find it difficult to partner with federal agencies for a variety of reasons. One of those reasons may be that there are less federal agencies to partner with. However, evidence to support this finding exists in many of the comments land trust leaders reported. For example, one respondent stated that it is sometimes difficult to partner with federal agencies because the agencies, in general, do not have a clear understanding of what the goals of a land trust are, and that agencies often want to see immediate results, not committing to long-term goals.

Discussion

The findings above clearly portray that issues exist surrounding the complexity of relationships and numerous decisions land trust organizations need to make when working with other organizations and agencies. These findings also may indicate that the clarity each land trust has regarding what other organizations and agencies the land trust is working with, and on what level, may be unclear to the land trust, as some land trust respondents noted there are other organizations and agencies they could not remember at the time of filling out the survey. One respondent noted, “there are probably a number of other [organizations] I’m forgetting.”

The literature indicates that many times land trusts begin by networking with another organization or agency, and it eventually moves up a continuum ladder, to a more formalized partnership. The findings here may indicate that many levels of involvement exist for the land trusts—networking, coordinating, partnering, etc. and it may be useful to specifically identify and clarify at what level of involvement each relationship should be functioning. For example, a land trust could be technically working on a collaborative project with five other organizations and agencies. The land trust spends time attending

meetings twice a month, and giving money to the project. But, has the land trust identified what benefit it is receiving, or will receive from this partnership? If it identifies no benefit, potentially the land trust should consider removing its organization from the partnership and return to a level of networking with the other organizations involved in the project. This evaluation may be useful for a land trust, as it will become clear if the land trust is wasting time and resources in a relationship that is not effective. This issue will be further addressed in Chapter Five.

HOW EFFECTIVE ARE THESE RELATIONSHIPS BETWEEN OREGON LAND TRUSTS AND OTHER ORGANIZATIONS AND AGENCIES PERCEIVED TO BE?

Oregon land trust leaders reported, generally, that their relationships with other organizations and agency were good. No respondent stated having excellent partnerships, but that some partnerships worked very well, and others were failures. Understanding the perceived effectiveness of these relationships and partnerships can help identify barriers to collaboration, and ultimately tools for overcoming those barriers. The literature suggests that partnerships are ultimately very helpful and sometimes necessary for completing projects. The literature also lists numerous barriers to collaboration, which was discussed in Chapter Two. Many similar barriers were reported by the participants.

Table 8 provides a sample of responses to the third of the three research questions.

Table 8. Responses to Third Research Question

RESEARCH QUESTION	EXAMPLES OF QUESTIONS FOR OREGON LAND TRUST STAFF FROM ONLINE QUESTIONNAIRE AND TELEPHONE INTERVIEWS	SAMPLE OF WRITTEN RESPONSES TO ONLINE QUESTIONS AND TELEPHONE INTERVIEWS
<p>How effective are these relationships between land trusts and other organizations/agencies perceived to be?</p>	<p><u>ONLINE QUESTIONNAIRE QUESTIONS:</u></p> <p>Do you feel your networking and/or partnerships have been worth the time and effort they have required? Why or Why not? Please explain for each type of organization. With: Watershed Councils; Local Government Departments; State Agency; Non-Profit Organization; For-Profit Organization (<i>Question #20</i>). Please explain your answers to the previous question in more detail here (<i>Question #21</i>).</p> <p><u>TELEPHONE INTERVIEW QUESTIONS:</u></p> <p>How effective do you perceive your partnerships to be, in general?; What is it that makes them successful or not successful?</p>	<p><u>ONLINE QUESTIONNAIRE RESPONSES:</u></p> <ul style="list-style-type: none"> • There are highs and lows to all of these relationships, but on the balance, our connections with all of these organizations are a big part of the network that enables us to carry out or work. It would be very difficult to do our work in isolation from these groups. not impossible, but certainly more difficult, and likely not as appreciated by the public/supporters if we were simply acting alone. • Occasionally a partner will prove to be unreliable, or more trouble to maintain than the benefit received. It is very important to closely evaluate the costs and benefits of each partnership before entering in to it, to monitor the effectiveness of the partnerships as we go, and to have effective "exit strategies" to leave the partnership should troubles arise. • Yes, but I'm strongly in the relationship category. Even if nothing comes out of it, at least the communication comes out of that. <p><u>TELEPHONE INTERVIEW RESPONSES:</u></p> <ul style="list-style-type: none"> • They are pretty effective. We screen which ones we get involved with and then we put a lot of effort into them. The partnerships that are effective have trust and honesty to delve deep into what the issues, problems, opportunities with the project are. We have a clear dialogue with groups and respectful conversations. We check in with our mission to see if we're achieving it. • I think it is a mixed bag. In general, I think the partnerships are effective when there is good communication. One of our partnerships failed probably because of bad planning & people not doing their job in a timely manner • The partnerships have been good, but not excellent. Humility makes them successful, and each partner has a common goal. All of our partnerships work because we don't let the process get to the partnership level if it is not going well (staff incompatibility, not seeing eye to eye, lack of absolute need, etc.)

All six of the telephone interview participants stated that their relationships and partnerships were effective to some degree. No one stated their partnerships were excellent. Language used by respondents included, “good, but not excellent; pretty effective; some very effective, other complete failures; good, but hard; a mixed bag.” Of the relationships Oregon land trust respondents have had with other entities, only one land trust leader felt their relationship with a watershed council was not worth the time and effort it required. Every

land trust leader felt all of their relationships were worth the time and effort required.

Table 9. Aspects of Successful Partnerships Identified by Telephone Interview Participants

For the partnerships you perceive to be effective, what is it that makes them successful?	
Successful Aspect	Number of Responses
Common Goal/mission	4
Communication	4
Relationship building/planning first	2
Respect	2
100% involved (resources, time, energy, etc.)	2
Humility/no ego	1
Trust	1
Property (piece of land everyone wants protected)	1
Leads to future projects	1

When asked how successful respondents believed their relationships and partnerships have been with the aforementioned organizations and agencies, all participants reported they were most often very successful, followed by somewhat successful. Only one land trust stated they did not have success working with a federal agency. But, according to one participant:

Our partnership with the USFWS has allowed us to achieve a level of analysis and planning for restoration that we would not have been able to do in-house, alone. The partnership has also allowed us to translate that into more restoration activity.

Another respondent focused on the success that can come out of an informal partnership, as well as sums up many of points that make a relationship successful. He/she states that their partnership's successes have stemmed from networking, which have led to formal partnerships. They formed a partnership with one particular group. He/she states:

We had a shared goal of clean water. Also, they needed to meet certain goals and we needed to protect acreage. We developed goals together and, at first, were informal

(sharing maps, etc.). We built the relationship from the informality. Once they had the money for a project, we were able to formalize the partnership.

This land trust's formal partnership helped make a change in the community through its joint project to improve the water quality in their area.

All six of the telephone interview participants reported to have more success working with certain agencies and organizations over others. Two respondents stated they had generally more success working with other non-profit organizations of middle size. They stated there was less bureaucracy because it was not a governmental organization. But, when the staff of the other non-profit was very small, that was also difficult because of limited resources.

Additionally, an interesting finding is that four of the respondents emphasized that the success of working with another organization or agency was less of a question about who the other *group* was, but more of a question of who the other *person* they were working with was. When personality conflicts arose between land trust staff and the other person they were attempting to work with, the partnership usually failed. But, when the personal relationships were strong and there was trust, common goals, and communication, the partnerships succeeded. This finding may have implications for how land trusts approach future partnerships.

When asked, "*From a land trust's perspective, what do you believe to be the smallest and biggest deterrent to working with an organization or agency,*" the biggest deterrent are time and money constraints, and egos and personal conflicts.

Table 10. Barriers to Working With Organizations & Agencies Identified by Participants

Describe what you believe have been the drawback (barriers) of working with these organizations/agencies for your land trust.		
	Responses from Phone Interview	Responses from Online Questionnaire
Time	6	7
Ego's, personal conflicts, negative attitudes	6	3
Lack of Funding	4	5
Communication issues	5	0
Don't establish common ground or common mission at beginning of partnership process	5	0
Bureacracy/regulations with state and federal agencies	4	0
Lack of Commitment from one group	3	1
Lack of absolute need	2	0
Control Issues	2	0
Competition for funding	2	0
Turf issues	2	0
Lack of Credibility	2	0
Lack of Board approval	2	0
Loss of Interest over time	2	0
Politics	1	1
Different levels of knowledge and skills between groups	1	1
NO NEGATIVE EFFECTS	0	2
Lack of leader taking next step past networking	0	1

One respondent stated,

The biggest barrier for us is people actually being able to find and create the time to really communicate. Everyone gets excited, but there are really different points of view and it requires time, and sometimes they don't make the priority of time and communication. There are many benefits to doing work collectively but it will only be better, more efficient and cheaper if up front you really spend time to establish relationships.

These findings are significant and useful to understand, as it is clear that communication and personal conflicts are a couple of the biggest barriers to partnership success. Thus communication issues are an area that should be addressed in order to improve the success of a partnership and fulfill the land trust's mission.

Discussion

Similar to the first thesis question, many similarities between the literature and what Oregon land trusts reported exist.

The main categories of barriers to collaborative efforts implied in the literature include: *Limited Resources*; *Publicity/Public Relations Issues*; *Social Networks/Issues with Building Relationships*; *Unable to Fulfill Land Trust's Mission*; and, *Internal Stress*. Cleary, Table 10 shows *limited resources* to be a major barrier. Six telephone interview respondents and seven online questionnaire respondents⁴ reported “time” to be a major barrier. As well, four telephone interview respondents and five online questionnaire respondents noted “lack of funding” to be an issue. Both of these barriers are related to limited resources.

As well, the literature mentions building relationships as one of the biggest barriers to partnering. This directly relates to the respondents belief that the most successful partnerships are those that have good communication. “Egos, personal conflicts, and negative attitudes” as well as “communication issues” were commonly reported from respondents to be barriers to collaboration. As noted above, respondents reported not having particular problems with specific organizations and agencies, but more with specific people. If the relationships are strong, the partnership is likely to succeed. Overcoming issues of communication is addressed in Chapter Five.

LAND TRUSTS' SUGGESTIONS FOR POSITIVE CHANGE

I asked a series of questions in both the online questionnaire and telephone interviews regarding what suggestions they have for

⁴ The six telephone interviewees also completed the online questionnaire, thus their responses were counted once under the online questionnaire section and once under the telephone interview section of Table 10. Because telephone interview participants reiterated what they stated in the online questionnaire, it reaffirms the fact that “time” is a major barrier to working with other organizations and agencies.

improving the success rates of working with other groups, which ultimately leads to each group fulfilling that mission—the most common reason land trusts work with others.

First, it should be mentioned that when asked in the telephone interviews if the land trust would like to partner more than they do at the present time, only one of the six land trusts said “yes.” Three land trusts said “no,” and two said “maybe.” The land trust leaders who said “no” reported that they currently are partnering to their capacity and are too busy to initiate new partnerships. One respondent stated, “We can learn from other groups about more partnership opportunities but we need to make sure we don’t sacrifice a good partnership for more.”

But, when asked if their land trust will continue networking and working on projects with other organizations and agencies, all respondents but three said they would. Two respondents said they might work with federal agencies in the future and the other land trust reported they might work with for-profit organizations in the future, but were not positive. Additionally, when asked if they felt their land trust was educated and informed about all partnership opportunities available in order to help them fulfill that mission, all six telephone interviewees stated they probably did not know every opportunity available to them.

This information may suggest that land trusts feel they do not presently have the ability to partner with more groups due to lack of capacity, but that potentially, with the correct tools and knowledge, they can actually find more success for their land trust, as the desire to work with other groups does exist.

Before beginning a partnership, improvements to the way these partnerships are approached need to happen in order to increase the success of land trust work and help them fulfill that mission. Below are seven issues identified by the Oregon land trusts that participated in this research and their suggestions for overcoming some of these issues:

1) ISSUE: *Need Better Communication Amongst all Partners*

SUGGESTION: Respondents reported each partner needs to be clear and honest about their goals, interests, limitations, and capacity. They also must find common goals and focus on the relationship-building aspect of the partnership.

Collectively, their suggestions for overcoming communication issues include, holding a preliminary orientation with all partners in order to get to know them; outline and understand the project before beginning work; and, hold regular meetings with partners in order to check-in.

2) ISSUE: *Need More Commitment and Time Invested into partnership*

SUGGESTION: Respondents stated that all partners involved need to create long-term goals. Some stated that partners too often want to see immediate results (i.e. trees planted) but that the partnership would probably be more successful, if partners realized time needs to be invested before quality results can occur.

In order to overcome some of these issues, participants suggested creating more formal agreements, including: consensus agreements, written agreements (i.e. Memorandum of Understanding (MOU) documents), or contracts. As well, all parties involved in the partnership need to commit to the idea and practice of investing in long-term results.

3) ISSUE: *Need Better Education*

SUGGESTION: Participants stated that education needs to improve in three specific areas: 1) there needs to be an increase in the capacity and understanding of state and federal agency employees' knowledge about land trust work and needs; 2) All groups involved in a partnership need to build their understanding of how partnerships

work; and, 3) Land trust staff must have the knowledge of potential partners, the community, and the local and regional economy.

Suggestions include creating and using a How-to Guidebook on successful partnerships. The Guidebook would include questions land trusts ask themselves before entering a partnership. One respondent suggested creating a chart for the land trust that displays all potential partners and types projects available to work with.

4) ISSUE: *Need More Money*

SUGGESTION: Money, respondents reported, is needed for many reasons: 1) for staff time; 2) to increase land trust staff; 3) for more stable budgets for land trusts; and, 4) more money for agencies to provide funding to land trusts for projects.

Respondents suggested that potentially land trusts can work with funders to restructure funding to be allocated for most important aspects of a partnership—Relationship-Building and Monitoring. Another suggestion included creating a land trust policy that outlines a solid exit plan in case a partnership fails. This will help reduce costs and staff time spent on exiting a failed partnership. And lastly, it was suggested to use volunteers for incorporating some of these suggestions (i.e. to create chart of potential partners) and free time up for staff to engage more in partnerships.

5) ISSUE: *Need to Improve Turf Problems*

SUGGESTION: Some respondents noted concern about severing potential relationships or creating conflict over land trusts working in areas where another land trust is already working.

One respondent stated that each land trust needs to respect political territories and traditional rivalries in order to avoid conflict over turf.

6) ISSUE: *Need to Make a Movement Toward Limited, More Focused Partnerships in order to decrease complexity issues of a project*

SUGGESTION: Respondents reported that often a land trust will have too many undefined partnerships with little focus. They see this as a problem as each partnership takes time and resources, thus, having too many partnerships that do not provide beneficial results is a loss of the land trust's time, money, and other resources.

Participants suggested that each land trust should figure out a way to only partner with projects that have a high possibility of success.

7) ISSUE: *Need to Increase Credibility of Land Trust*

SUGGESTION: Some respondents felt their lack of experience and projects made it difficult to entice other groups to work with their land trust. Because the land trust has difficulty partnering, fewer projects are completed.

One person suggested trying to establish partnerships with well respected, successful groups, like The Nature Conservancy, in order to build credibility and network for future partnerships.

Discussion

The above issues and suggestions were identified and compiled solely from the respondents. As is evident, land trusts know quite well what the issues of partnering are, and they also have ideas for overcoming those issues in order to make their relationships more effective. As well, the literature stated many of the same issues identified by the respondents. Thus, it is more evident that the barriers identified by the respondents are true difficulties in overcoming. Land trusts rarely partner when the costs outweigh the benefits (as was discussed earlier as rational choice theory). Therefore, if land trusts cannot overcome these barriers, they may not partner. But, each barrier can be met with suggestions for overcoming them, as is clear

above. The land trust leaders' suggestions are expanded on in Chapter Five.

CONCLUSION

The data explain what needs to happen for a land trust to collaborate successfully and why they can improve their organizations' financial situation and acres protected (i.e. fulfill that mission) if they do collaborate effectively.

When asked if the land trust's relationships with other groups have been worth the time and resources invested, many of the respondents stated that some of the relationships and partnerships were worth it, and others were not. One respondent clearly stated:

There are highs and lows to all of these relationships. But, our connections with all of these organizations are a big part of the network that enables us to carry out our work. It would be very difficult to do our work in isolation from these groups, and would most likely not be as appreciated by the public and supporters if we were simply acting alone.

The above response indicates that land trusts are generally interested in partnering. And, if they had the tools to work with other groups more effectively, the success of their land trust and other organizations and agencies involved may increase. The majority of respondents reported that they would like to see an improvement in the ease and understanding of working with other organizations and agencies, especially with local government departments and federal agencies. Chapter Five will address these issues.

As mentioned in the introduction and throughout this chapter, the findings conclude that land trusts have priorities. Land trust create a hierarchical system for which of the four categories identified in the literature are most important for partnering: *1) Fulfill Land Trust's Mission; 2) Increased Resources; 3) Social Networks/Relationship*

Building; 4) Publicity/Public Relations. The land trusts weigh the costs and benefits (rational choice theory) of each barrier and decide if the partnership will be worth the resources necessary to invest in order to ultimately help fulfill that mission. If the benefits outweigh the costs (barriers and other issues) the land trust will partner. But, as has become evident through this research, a significant number of barriers do currently exist to successfully partner, thus Chapter Five addresses ways to overcome those barriers, because it has become clear that partnerships can improve the work of a land trust working alone.

Chapter 5

Conclusions, Recommendations & Tools

The purpose of this study was to contribute to the existing body of knowledge exploring the reasons land trusts work with other organizations and what issues arise surrounding those relationships. Through the review of the literature, primary data collection and analysis of the data, this research was intended to answer three primary questions:

- 1) Why do land trusts work with other organizations and agencies;
- 2) To what extent and on what level of involvement are these relationships taking place; and
- 3) How effective are these relationships between land trusts and other organizations and agencies perceived to be?

I attempted to answer these questions through a review of the literature and primary data from Oregon land trust staff. The intended outcome of answering the above questions is to provide useful tools and recommendations for land trusts to overcome the issues they identified as barriers to working with other organizations and barriers.

I learned, through the literature and from the land trust participants' responses, that partnerships are key to the success of land trusts, but only if they are done effectively. Some respondents stated their land trust would not be able to accomplish that mission without the help of other organizations and agencies. Clearly, then, addressing the main concerns of the land trusts through recommendations and tools may be useful for the land trusts.

After gathering and analyzing land trust participant responses to the questionnaire and telephone interviews, it was concluded that, in general, land trusts are interested in partnering and will continue to do work with other groups, but with each partnership comes many challenges to overcome for the collaborative effort to be successful. Therefore, a list of recommendations and tools were compiled that may assist land trusts in overcoming those barriers more easily, leading to a smoother partnering process. Ultimately, these recommendations and tools may help a land trust fulfill that mission more thoroughly. Here are the issues and recommendations offered to address each issue:

Issue 1: Threat of Disorganized and Uncoordinated Partnerships
Recommendation 1: *Assess Each Potential Partnership Before Partnering*

Issue 2: Lack of Communication Among all Partners
Recommendation 2: *Address and Improve Communication Issues*

Issue 3: Lack of Knowledge of All Past, Current, and Potential Partners
Recommendation 3: *Know all Past, Current, & Potential Partners*

Issue 4: Lack of Well-Organized, Cohesive, and Defined Relationships
Recommendation 4: *Evaluate & Assess Each Existing Relationship on Networking-Partnership Continuum Ladder*

Issue 5: Lack of Commitment and Time Invested into Partnership
Recommendation 5: *Invest in an Appropriate Level of Commitment For Each Specific Collaborative Project and with Each Partner*

Issue 6: Lack of Money to Invest in Partnerships
Recommendation 6: *Save & Reduce Costs in order to Partner More Easily*

Issue 7: Lack of Education Amongst Other Agencies and Organizations About Land Trust Work
Recommendation 7: *Help Increase the Education & Knowledge of Partners*

Following the Conclusions section, Recommendations and Tools are discussed in more detail. More work can still be done to further this research. Suggestions for further research are discussed following the Recommendations and Tools section.

CONCLUSIONS

Conclusions can be drawn from this research regarding the reasons land trusts work with other organizations and agencies, and if those relationships are helping Oregon land trusts fulfill its missions. From these conclusions, recommendations and tools for approaches to improved collaboration between Oregon land trusts and other groups can be made which is discussed below. Potential outcomes from using these recommendations and tools are also discussed.

In response to the first research question, and as hypothesized, land trusts work with other groups when it will provide benefit to their land trust. This is based on rational choice theory, which states that people weigh the costs and benefits of their decision to conclude if their choice is worth the costs they will incur. Land trusts clearly follow this theory intuitively, which is important in understanding that land trusts need more incentives and benefits in order to partner.

Additionally, the second research question—*to what extent, and on what level are these relationships taking place*—was answered. Land trusts work on all different levels of involvement, from networking to partnering. According to the findings, in order for land trusts to partner, they must be educated about all possible partnerships that exist and also they must assess if the potential partnership will be beneficial to their land trust and succeed. A land trust must have the resources necessary for involvement in the partnership, as well. The question that needs to be asked now is: are land trusts clear about what their involvement is with each of the

groups they work with and what level of commitment needs to be dedicated to make those relationships (and projects) successful?

Lastly, the following question was asked: *how effective are these relationships between land trusts and other groups perceived to be?* The findings indicate that by partnering more effectively, land trusts will better be able to accomplish their missions and help protect important lands from development. The findings also imply that land trusts have successful, effective collaborative projects when all members of the group spend time up-front building relationships, communicating, and understanding each other's goals and objectives for the partnership. An effective partnership also has a clear outline of the project, including the roles and responsibilities of each member involved. Each member of the partnership needs to be 100 percent committed to the project and agrees to provide specified resources at the beginning of the process. If the partnership does not have these attributes, it is likely to be somewhat ineffective or completely fail.

The majority of respondents reported wanting greater ease and understanding of working with other organizations and agencies, especially with local government departments and federal agencies. Therefore, recommendations and useful tools are provided which land trusts can implement in order to overcome the identified barriers.

SEVEN RECOMMENDATIONS AND TOOLS FOR LAND TRUSTS

Two main areas of concern exist when discussing collaboration and partnerships: 1) pre-partnership barriers that hinder a land trust from beginning a partnership; and 2) barriers during the partnership process that diminish the potential effectiveness of the group's efforts and may lead to the disbandment of a partnership, wasting much of a land trust's resources.

Improvements to the way these partnerships are approached may help increase the success of land trust work and help them fulfill its missions. Below are issues, suggestions, and tools for overcoming barriers before a partnership is formed and improving existing partnerships.⁵

Issue 1 Threat of Disorganized and In-cohesive Partnerships

Recommendation 1: *Assess Each Potential Partnership Before Partnering*

Tool 1: Evaluate the Potential Partnership:

- Ask yourself and land trust staff, What questions do you and your organization ask when assessing if your organization should join a partnership or collaborate on a project? Does your organization do an assessment at all?
- Use Evaluation Assessment Document:
http://snre.umich.edu/ecomgt/lessons/stages/getting_started/index.htm
Click on “Summary of the Assessment Stage of collaboration.” This document provides clear questions a land trust should ask itself before beginning a partnership.

Potential Outcome: More focused and organized partnerships may develop. There may be a more limited number of partnerships, but the extra money and resources can now be concentrated into better refined partnerships for improved results.

Issue 2 Lack of Communication Amongst all Partners

Recommendation 2: *Address and Improve Communication Issues*

⁵ Appendix D provides a list of helpful resources for collaboration issues

Tool 2: Hold a *preliminary orientation* and *outline and agree on project details*⁶ before beginning work in order to agree on:

- Common goals & mission
- Expected outcomes
- Roles & responsibilities
- Agree on how to define your group (i.e. “partnership,” “coalition,” etc)

Tool 3: Invest significant up-front time getting to know other people involved in partnership. Do this by being honest about land trust’s limitations, capacity, interests, and expectations. Ask, “Why are we partnering?” Consider spending time with partners outside of the work environment

Tool 4: Use a facilitator when beginning new joint project

Tool 5: Hold regularly scheduled meetings, phone call check-ins

Potential Outcome: Improving communication through these tools may lead to a more organized, clearer project outline and improved trust of all members and open communication that can prevent problems from occurring. New relationships may lead to future projects with same members and improve ease and organizational issues of future partnerships and projects.

Issue 3 Lack of Knowledge of All Past, Current, and Potential Partners

Recommendation 3: *Know all Past, Current, & Potential Partners*

Tool 6: Create Chart for Your land trust of partners, types of projects, and funders.⁷ Regularly Update Chart.

⁶ Use project outline format like Community Toolbox’s, “Outline for Creating and Maintaining a Coalition or Partnership”(Appendix E).

⁷ Appendix F is an example of a partner chart created by Jayne Cronlund of Three Rivers Conservancy in Portland, Oregon.

Tool 7: Use Compiled list of all types of groups OR land Trusts have worked with (Appendix C).

Potential Outcome: By having a visual chart, identifying partners may become easier, decreasing staff time and resources into forming new partnerships, identifying potential specific projects (i.e. wetlands project), and securing more funding. One respondent stated, “We just learned of other groups in our area who already have established partnerships. We met with them. We didn’t even know they were protecting land where we live until we talked to them. It was so helpful for us to see what they are doing so we can work together.” Avoiding situations like the previous respondents by knowing all potential partners can help tremendously to help a land trust fulfill its mission.

Issue 4: Lack of Well-Organized, Cohesive, and Defined Relationships

Recommendation 4: *Evaluate & Assess Each Existing Relationship on Networking-Partnership Continuum Ladder*

Tool 8: Use *Networking--Partnership Continuum Ladder* Form (Appendix G) to:

- Identify and mark where each relationship is on the ladder
- Assess if relationship is currently effective or if it needs to move up or down the continuum ladder
- For each project ask which level of commitment is appropriate for the project

Potential Outcome: A clear understanding of each relationship a land trust has can help identify if the relationship is effective.

Potentially a land trust can identify a current “partnership” that is ineffective and thus help the land trust decide if they need to disband from the partnership and put more resources into another partnership, or become more involved in that “partnership.” This exercise may also help land trusts better define their relationships with each group, thus

better understanding their roles and responsibilities to that other group and/or partnership.

Issue 5 Lack of Commitment and Time Invested into Partnership

Recommendation 5: *Invest in an Appropriate Level of Commitment For Each Specific Collaborative Project and with Each Partner*

Tool 9: Create more formal agreements between partners, like:

- Consensus Agreements
- Written Agreements (MOU)
- Formal Contracts

Tool 10: For each project ask which level of commitment is appropriate for the project

Tool 11: Focus on long-term relationships. Commit to the idea and practice of long-term results (not immediate).

Tool 12: Evaluate all partnerships for effectiveness, satisfaction and success. If the partnership/relationship cannot resolve commitment issues, consider ending it and committing more time and money to different partnerships and relationships.

Potential Outcome: A land trust may increased its commitment and communication. A better understanding of each partners roles and responsibilities could occur. As well, a land trust may make a better use of its time and money. An increased effectiveness of the partnership and successful execution of project may also occur. This may also lead to ease and understanding of organizational aspects of a partnership, thus improving the effectiveness of future partnerships and projects.

Issue 6 Lack of Money to Invest in Partnerships

Recommendation 6: *Save & Reduce Costs In order to Partner More Easily*

Tool 13: Use volunteers or interns to help incorporate these tools. Volunteers can complete work that may be taking away from land trust staff time that could be used towards exploring more partnerships and investing time in existing partnerships.

Tool 14: Create solid “Exit Plan” if partnership fails. By having a policy in place, staff time and money can be saved on the exiting procedures and process. Also, recognize when a partnership is not effective and exit it in order to put that time and money going to an ineffective partnership, into an effective partnership.

Tool 15: Work with funders to restructure funding allocations, specifically for relationship –building amongst partners and long-term costs of the project (i.e. monitoring).

Potential Outcome: Land trusts may improve its financial situation and capacity to partner more effectively. Time and resources would be used in order to maximize the benefits a land trust can receive from a partnership, thus helping the land trust fulfill its mission.

Issue 7 Lack of Education Amongst Other Agencies and Organizations About Land Trust Work

Recommendation 7: *Help Increase the Education & Knowledge of Partners*

Tool 16: Provide Current & Future Partners (especially State & Federal Agencies) with Educational Information about Your Land Trust. Increase outreach to these groups through brochures, newsletter mailings, etc.

Tool 17: Hold Meeting/Conference with State & Federal Agencies to Educate about Work of Land Trusts

Potential Outcome: By providing information to other organizations and agencies, a land trust can be proactive in overcoming misconceptions of its work and informing others about how they could potentially work together. Potentially other agencies and organizations will realize the similarities in goals between its agency and a land trust's, thus be more open to creating common goals and missions for a partnership. Educating other organizations and agencies may also help increase a network for a land trust, as the agencies and organizations may pass information onto its other partners about the land trust. Communication may improve, as well.

Further Research

Additional research of Oregon land trust partnership activity may be useful to increasing the capacity of land trust's ability to partner. A follow-up study (interviews, etc.) of government agencies (who offer grants) and funders would be helpful to understand what these agencies and organization think about partnering with land trusts.

Understanding better why agencies choose to partner with land trusts and what agencies believe are the barriers to working with land trusts may help land trusts address the agencies' issues and concerns, thus improving chances for the partnership to succeed. As well, understanding better what aspects of a partnership funders are looking for may make funding more likely to occur.

Furthermore, a common point made by the land trusts was that agencies sometimes only grant money to organizations that are in a formal partnership. It would be helpful to know if the agencies agree this is true. If it is true, perhaps land trusts will recognize the value

they can receive from creating more formal partnerships in certain situations.

It could also be useful to also conduct a follow-up study comparing Oregon land trusts to all land trusts in the United States. By looking at national land trusts, Oregon may be able to learn more about collaborating and partnering from those other land trusts. From the literature review and case studies, it became evident that it is important and useful to understand more thoroughly what other agencies and funders believe and what tools other land trusts in the United States are using to have effective partnerships. Thus, it is evident further study would be useful.

Another opportunity for further research is to investigate obligatory partnerships—the issues and concerns groups have when they must partner, rather than when they choose to partner. For example, certain grants require a land trust to partner with other organizations and agencies. Thus, potentially different (and more complex) issues may occur between the organizations and agencies involved. How does a land trust most effectively work with those other groups?

Lastly, it could be useful to analyze the areas in Oregon where no land trusts are currently working (identified in Figure 1 and Appendix H). Potentially there is a high priority for protecting land in these identified areas. Could collaboration between land trusts and other organizations and agencies help begin protecting land in these counties? By studying this issue further, more land could potentially be protected.

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Appendix A

SurveyMonkey Questionnaire

Dear [LAND TRUST EXECUTIVE DIRECTOR],

My name is Jessica Neff, and I am a graduate student at the University of Oregon in Planning and Public Policy Management. I am writing my master's research paper on collaboration between Oregon land trusts and other organizations and agencies. Specifically, my research is exploring why and how do Oregon land trusts work with other organizations and agencies. My hope is that this research will help Oregon land trusts learn from each other and better understand how to improve its effectiveness, from obtaining funding sources to acres protected. –In short, my hope is that this work will help Oregon land trusts fulfill its missions through learning from each other.

A key component of my research is an online survey of land trust staff. This survey is designed for executive directors or other staff from Oregon land trusts who can answer the questions. I need your help to understand the opinions of land trusts regarding how easy or difficult it is to work with other agencies and organizations, what are the benefits and drawbacks, how effective are these partnerships, and what are the deciding factors to whether you partnered with these different groups or not.

Please click on (or paste in your browser) the following link to complete the questionnaire: _____

The survey should take about 30-40 minutes to complete. Please respond by Thursday, February 1st. Your participation in this survey is completely voluntary and all responses will remain confidential. This survey is for research purposes only.

Your participation in this survey will help tremendously with my work, by informing me as to with whom, why, and how effective your land trust's collaborative efforts and partnerships have been. As well, I will be happy to provide you with a copy of my finished paper in April.

Let me know if you would like a copy, and if you have any other questions or comments, please feel free to e-mail or call me (my telephone numbers are below).

Thank you!

Oregon Land Trusts and Collaboration: SurveyMonkey Questionnaire

I. INTRODUCTION

Thank you for your interest and participation with this questionnaire, as your responses will help tremendously with my work. Your participation on this questionnaire is completely voluntary, and your responses are confidential. Thank you.

For the purposes of this questionnaire, think about the type and level of involvement your land trust has had with different organizations and agencies. Your answers to the following questions will help me understand with whom, why, and how effective have those efforts been for your land trust.

II. BACKGROUND

Working with other organizations and agencies exists on many different levels. In general terms, working with another organization or agency means any group of individuals, organizations, and/or governmental entities that come to consensus on the need to, in this case, protect land. Typically, these partners have differing missions and goals, but work together on some level for the purposes of fulfilling the mission of its organization or agency. For the purposes of my study, I have created a spectrum of levels your land trust can be involved with an organization or agency. They are defined as the following:

A "Partnership," as defined for the purposes of my study, is any group of individuals, organizations, and/or governmental entities that come to consensus on the need to, in this case, protect land. Consider the words "partnership" and "collaboration" as having the same meaning. Partnership projects range in level of involvement. For this survey, think of organizations and agencies working together on a spectrum of intensity:

1) Networking: Communication or information exchange (e.g., attending regular watershed council or specific state agency meetings)

2) Coordination: Slightly more involvement and discussion between groups (e.g., coordinating a joint river clean-up with another organization or agency)

3) Partnership: The highest level of involvement with other organizations or agencies (e.g., A long-term project involving multiple groups; or a mitigation project with on land trust land with a state or federal agency)

When filling out this questionnaire, think about the type and level of involvement your land trust has had with different organizations.

Please provide me with some background information about your land trust and its involvement with working with organizations and agencies.

Has your Land Trust ever worked with other organizations or agencies on any level (i.e., networking, formal partnerships, etc.)?

YES

NO

III. Part 1

2. Please explain, in general terms, WHY your land trust has chosen to engage in networking, collaborative planning and/or partnerships with other organizations and agencies. What have been the deciding factors that have led your land trust to participate in these projects or partnerships on any level, from networking to an involved partnership? Explain in as much detail as possible.

3. Has your Land Trust ever worked with the following organizations and/or agencies?

Watershed Council
Local Gov. Depts. (i.e. planning dept., etc.)
State Agency
Federal Agency
Non-Profit Organization
For-Profit Organization

4. Which WATERSHED COUNCILS has your Land Trust worked with on any level--from networking to partnerships? (List all here or type "DON'T KNOW" or "NONE")

5. Which LOCAL GOVERNMENT DEPARTMENTS has your Land Trust worked with on any level--from networking to partnerships? (List all here or type "DON'T KNOW" or "NONE")

6. Which REGIONAL OR COUNCIL OF GOVERNMENTS (COGs) has your Land Trust worked with on any level--from networking to partnerships? (Mark all that apply)

PORTLAND METRO
CENTRAL OREGON INTERGOVERNMENTAL COUNCIL
LANE COG
MID-COLUMBIA COG
MID-WILLAMETTE VALLEY COG
OREGON CASCADES WEST COG
ROGUE VALLEY COG
UMPQUA REGIONAL COG
NONE
OTHER (PLEASE SPECIFY)

7. Which STATE AGENCIES has your Land Trust worked with on any level--from networking to partnerships? (Mark all that apply)

DIVISION OF STATE LANDS (DSL)
OREGON DEPARTMENT OF AGRICULTURE (ODA)
OREGON DEPARTMENT OF FISH & WILDLIFE (ODFW)
OREGON DEPARTMENT OF FORESTRY (ODF)
OREGON WATERSHED ENHANCEMENT BOARD (OWEB)
OREGON WATER TRUST (OWT)
NONE
OTHER (PLEASE SPECIFY HERE)

8. Which FEDERAL AGENCIES has your Land Trust worked with on any level--from networking to partnerships? (Mark all that apply)

BONNEVILLE POWER ADMINISTRATION (BPA)
BUREAU OF RECLAMATION

DEPARTMENT OF ENVIRONMENTAL QUALITY (DEQ)
ENVIRONMENTAL PROTECTION AGENCY (EPA)
U.S. DEPARTMENT OF AGRICULTURE (USDA)
U.S. FISH & WILDLIFE SERVICE (USFWS)
U.S. FOREST SERVICE
NONE
OTHER (PLEASE SPECIFY)

9. Which NON-PROFIT ORGANIZATIONS has your Land Trust worked with on any level--from networking to partnerships? (Mark all that apply)

DEFENDERS OR WILDLIFE
SIERRA CLUB
THE AUDUBON SOCIETY
THE NATURE CONSERVANCY
TRUST FOR PUBLIC LANDS (TPL)
DUCKS UNLIMITED
OTHER LAND TRUSTS
NONE
OTHER (PLEASE SPECIFY)

10. In general which types of FOR-PROFIT companies has your land trust worked with on any level--from networking to partnerships? (Mark all that apply)

RETAIL OUTFITTERS (e.g. REI)
MECHANICAL EQUIPMENT COMPANIES
PLANT AND SEED COMPANIES
NONE
UNSURE
OTHER (PLEASE SPECIFY)

11. When did you initiate your relationship with the following organizations/agencies?

Years Ago:(<1) (1-4) (5-9) (10-20) (>20) (No Relationship) (Unknown)

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

12. In terms of the agreements your Land Trust has made with other organizations/agencies, please describe all levels of formality your Land Trust has engaged in with organizations and agencies (i.e., formal signed document, verbal agreement, etc.)

FORMAL INFORMAL NEITHER BOTH UNSURE

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

13. On what level of working together has your Land Trust been involved with the following organizations/agencies? Refer to my definitions above, under BACKGROUND. (Mark all that apply)

NETWORKING/COORDINATION/PARTNERSHIP/NONE/UNKNOWN

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

14. In general, how did your land trust decide what level of formality (i.e. networking, partnering, etc.) your organization would interact with the other organizations and agencies?

IV. PART 2 Please provide me with details about your Land Trust's networking/partnering activities.

15. Describe what you believe have been the beneficial (positive) effects for your Land Trust of working with the following organizations/agencies. (Mark all that apply)

INCREASED ACRES PROTECTED / INCREASED FUNDING (NOT FROM GRANTS) / HELPS US ACCOMPLISH OUR MISSION / VOLUNTEER LABOR / MITIGATION PROJECTS / IMPROVED RELATIONSHIP WITH ORG/AGENCY / MORE INFORMED DECISION-MAKING / MORE EFFECTIVE & STABLE PROJECTS / IMPROVED CONSERVATION/ ENVIRONMENTAL OUTCOMES / OVERALL POSITIVE EXPERIENCES / OTHER BENEFITS / NONE

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

16. If you marked "OTHER BENEFITS" in the previous question, please explain here.

17. When your Land Trust has an opportunity to work with another organization or agency, how important are the following criteria your Land Trust uses to make its decision on whether to work with that particular organization or agency?

Importance of Criteria: Not Somewhat Very N/A

INCREASES FUNDING
INCREASES PUBLIC AWARENESS OF OUR LAND TRUST
LEADS TO OTHER NETWORKING/PARTNERSHIP OPPORTUNITIES
HELPS ACCOMPLISH OUR MISSION
INCREASES OUR ACRES PROTECTED
NOT A BURDEN ON OUR STAFF TIME
NOT A BURDEN ON OUR FINANCES
OTHER

18. If you marked, "OTHER" above, please describe what those other criteria are and how important they are.

19. Of the relationships (on any level from networking to partnering) your Land Trust has had with other organizations/agencies, please describe the most beneficial relationship (networking relationship, partnership project, etc) to your Land Trust, and why it was beneficial. If unsure, leave blank.

20. Do you feel your networking and/or partnerships have been worth the time and effort they have required? Why or Why not? Please explain in the text box following this question.

YES NO BOTH N/A
WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

21. Please explain your answer to the previous question in more detail here.

22. Describe what you believe have been the drawbacks (negative effects) of working with these organizations/agencies for your Land Trust. Mark all answers that apply. Also, describe in the space provided specific details regarding the drawbacks and costs to your Land Trust and why.

NO CHANGE IN FUNDING / LOSS OF FUNDING / NO CHANGE IN ACRES PROTECTED / LOSS OF ACRES PROTECTED / LOSS OF OUR STAFF TIME / INCREASED DEMAND ON MONETARY RESOURCES / DOESN'T HELP US ACCOMPLISH OUR MISSION / STRAINED OR SEVERED RELATIONSHIP WITH PARTNER GROUP / OTHER NEGATIVE OUTCOME

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

23. If you marked "OTHER" in the previous question, please explain here.

24. From a Land Trust's perspective, what do you believe to be the smallest and biggest deterrents to working with an organization or agency?

Deterrent?: NO SOMEWHAT BIGGEST N/A
TIME CONSTRAINTS
MONEY CONSTRAINTS
PERSONAL CONFLICT
ONE OR BOTH GROUPS HAVE LACK OF UNDERSTANDING
COLLABORATIVE PROCESS
ONE OR BOTH GROUPS HAVE LACK OF INTEREST IN COLLABORATING
OTHER

25. If you marked, "OTHER" above, what are those other deterrents?

26. What would need to change in order to persuade your Land Trust to work together (if not already working together on any level) or improve the relationship (if already working together on some level) with the following organizations/agencies? Leave blank if you have no comment.

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY

NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

27. Rate how successful you believe your land trust has been with working with the following organizations and agencies?

Success level: Not Somewhat Very N/A

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

28. Will your Land Trust continue networking and/or work on projects with the following organizations/agencies in the future?

Level: NETWORKING COORDINATION PARTNERSHIP

WATERSHED COUNCIL
LOCAL GOVERNMENT DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

29. Would you like to see an improvement in the ease and understanding of working with the following organizations/agencies?

YES NO N/A

WATERSHED COUNCIL
LOCAL GOVERNMENTS DEPARTMENTS
STATE AGENCY
FEDERAL AGENCY
NON-PROFIT ORGANIZATION
FOR-PROFIT ORGANIZATION

30. From a land trust perspective, what (if any) suggestions do you have to improve the process of working together with other organizations/agencies? (You may be as specific or general as you would like).

V. Land Trust Information

The following information will help me create a more thorough analysis of my study. Your answers will be kept confidential.

31. Please answer in the blanks provided.

Name of Land Trust:

Your Name:

Your Position at Land Trust:

Email Address:

Phone Number:

Mission of your Land Trust:

Year Land Trust was Established:

Number of Paid Full-time Staff Members:

Number of Unpaid Full-time Staff Members:

Number of Paid Part-time Staff Members:

Number of Unpaid Part-time Staff Members:

Which Watersheds do you work in:

Acres Protected to Date:

6. Thanks!

I appreciate your participation in my questionnaire. Your answers will benefit land trust leaders in Oregon by improving their knowledge of partnerships. Please feel free to contact me anytime with questions or comments. You can reach me at:

I am interested in conducting follow-up telephone interviews with a select number of Oregon land trusts. Please send me an email if you would be interested in participating in this follow-up discussion.

Thanks, again!

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Appendix B

Telephone Interview Script

For Oregon Land Trust

Executive Directors

Interview with _____ Date: _____ 2007
Time: _____

Hello. I have chosen 5 of the surveys returned to do follow-up telephone interviews with, as I would like to expand on some of the responses—it's a little easier over the phone than through the online survey format. The purpose of expanding on these questions is to delve a little deeper into some of the barriers to working with other organizations and agencies, and even more specifically to issues pertaining to Oregon. This, hopefully, will provide me with land trusts issues, ideas, thoughts, etc. regarding how collaboration works now and how it may be more effective in the future—a sort of lessons learned from each land trust leader regarding their experiences, that I can then provide a document that shares the information, so you can learn from each other. All comments will be kept anonymous.

1. What are the main reasons your land trust decides to work with another organization or agency?
2. What do you find to be the biggest barrier to partnering with a watershed council or other agency/organization?
3. How effective do you perceive your partnerships to be, in general?
4. Specifically, for the ones you perceive to be effective, what is it that makes them successful? And how do you measure that success?
5. For the ones you perceive to not be effective, what is it that makes them not successful?
6. If you could change the ways partnerships are set-up (rules, regulations, etc.) in order to make it easier to partner, what would you do?
7. Do you feel your Land Trust is educated and informed about all partnership opportunities available to you for increasing your funding and acres protected?
 - a. **If not**, what would be a helpful tool for informing your Land Trust on all opportunities available?
 - b. **If yes**, how are you kept informed?

8. Do you have more success with certain agencies/organizations over others? What makes those partnerships more successful?
9. Would you like to partner with agencies/organizations more than you do at the present time? Why or why not?
10. What changes do you think must happen before you can partner with more organizations/agencies?
11. Is there anything else you would like to add?

Thank you so much for your time and responses. This information will be very helpful to my research. I will send you a copy of my thesis when it is completed. If you have any questions or any more comments to add, please feel free to email or call me. Thank you!

Appendix C

Partners of Oregon Land Trusts

Here is a list of all organizations and agencies the Oregon land trusts respondents reported working with to some degree. This list may be a useful resource for land trusts considering new partnerships.

WATERSHED COUNCILS

1. Mid Coast: 2 land trusts
2. Upper Deschutes: 2 land trusts
3. Crooked River: 2 land trusts
4. Grand Ronde Model: 2 land trusts
5. North Coast Watershed Association
6. South Coast
7. Scappoose Bay
8. McKenzie
9. Siuslaw
10. Long Tom
11. Middle Fork Willamette
12. Coast Fork Willamette
13. Mosier
14. Williams Creek
15. Applegate
16. Little Butte Creek
17. Lower Rogue Bear Creek
18. Walla Walla Basin
19. Young's Bay
20. Necanicum
21. Ecola Creek
22. Skipanon
23. Gearhart
24. Lower Nehalem
25. Tualatin,
26. Clackamus,
27. Johnson Creek

LOCAL GOVERNMENT DEPARTMENTS

1. City of Portland: 2 land trusts
2. City of Mosier
3. City of Tualatin
4. City of Astoria
5. City of Eugene-Natural Resources (Parks)
6. East and West Lane Soil and Water Conservation Districts (SWCDs)
7. 6. Wasco Soil and Water

8. City of Ashland City of Jacksonville City of Bandon City of Central Point
9. Bend Metro Parks
10. City of Sisters
11. Confederated Tribes of the Umatilla Indian Reservation
12. City of Seaside Council and Planning Comm.
13. City of Gearhart Planning Commission
14. City of Cannon Beach Council
15. City of Warrenton Planning Department
16. City of Wheeler City Manager
17. Lake Oswego
18. Joseph City Council,
19. City of Corvallis
20. City of Philomath
21. City of Vancouver (WA)
22. City of Camas (WA)
23. City of Washougal (WA)
24. City of Ridgefield (WA)
25. City of Battle Ground (WA)
26. Port of Longview
27. Port of Portland
28. Port of Vancouver
29. Port of Ridgefield
30. Many school districts

REGIONAL GOVERNMENTS OR COUNCIL OF GOVERNMENTS (COGs)

1. Portland Metro: 5 land trusts
2. Lane Council of Governments (LCOG): 2 land trusts
3. Lincoln County: 2 land trusts
4. Columbia River Estuary Study Taskforce
5. Clackamas County
6. Cascade West COG
7. Central Oregon Intergovernmental Council
8. Mid-Willamette Valley COG
9. Deschutes County (Commissioners, Planning)
10. Jefferson County (Commissioners)
11. Crook County (Court)
12. Rogue Valley COG
13. Walla Walla County Watershed Planning
14. Clatsop County Commission and Planning Department
15. Wallowa County Board of Commissioners
16. Wallowa County Planning Department
17. Benton County
18. Polk County
19. Linn County
20. Marion County
21. SWCD in Benton County
22. SWCD in Polk County

23. Curry County
24. Pacific County (WA)
25. Wahkiakum County (WA)
26. Cowlitz County (WA)
27. Clark County (WA)
28. Klickitat County (WA)
29. Hood River County
30. Lane County Planning

STATE AGENCIES

1. Division of State Lands (DSL): 5 land trusts
2. OR Dept. of Agriculture (ODA): 2 land trusts
3. OR Dept. of Fish and Wildlife (ODFW): 12 land trusts
4. OR Dept. of Forestry (ODF): 6 land trusts
5. OR Watershed Enhancement Board (OWEB): 9 land trusts
6. OR Department of Transportation (ODOT) 1 land trust
7. OR Dept. of Environmental Quality (ODEQ) 6 land trusts
8. OR Parks and Recreation Dept 3 land trusts
9. OR Dept of Land Conservation and Development (ODLCD) 1 land trust
10. OR Legislators and Legislatures 1 land trust
11. WA Dept. of Natural Resources 1 land trust
12. WA Department of Fish and Wildlife 1 land trust
13. WA State Parks Recreation Commission 2 land trusts
14. WA Legislators and Legislatures 1 land trust

FEDERAL AGENCIES

1. U.S. Fish & Wildlife Service (USFWS): 9 land trusts
2. U.S. Forest Service: 8 land trusts
3. U.S. Department of Agriculture (USDA): 6 land trusts
4. Environmental Protection Agency (EPA): 5 land trusts
5. Bonneville Power Administration (BPA): 5 land trusts
6. Bureau of Reclamation 3 land trusts
7. Bureau of Land Management (BLM): 3 land trusts
8. Gorge Commission (National Scenic Area): 2 land trusts
9. NONE: 2 land trusts
10. Corps of Engineers: 1 land trust
11. National Park Service: 1 land trust
12. Yakima Indian Nation: 1 land trust
13. Warm Springs Nation: 1 land trust
14. Confederated Tribes of Umatilla: 1 land trust
15. Confederated Tribes of Nez Perce: 1 land trust
16. U.S. Congress people: 1 land trust

NON-PROFIT ORGANIZATIONS

1. The Nature Conservancy: 11 land trusts
2. Defenders of Wildlife: 9 land trusts

3. Trust for Public Lands (TPL): 9 land trusts
4. OTHER LAND TRUSTS: 9 land trusts
5. The Audubon Society: 8 land trusts
6. OR Water Trust (OWT): 5 land trusts
7. Ducks Unlimited: 5 land trusts
8. Sierra Club: 3 land trusts
9. Trout Unlimited Oregon: 2 land trusts
10. Land Trust Alliance: 2 of 13
11. 1000 Friends of Oregon 2 of 13
12. Columbia Hills Partners
13. Friends of Multnomah Falls
14. Columbia Water Keeper
15. Friends of the Greensprings
16. Friends of the Cascade-Siskiyou National Monument
17. Soda Mt. Wilderness Council
18. East Cascade Bird Conservancy
19. Deschutes River Conservancy
20. Wolfree Oregon Water Trust
21. Trout Heart of Oregon
22. Many schools, both public and private, local and Willamette Valley.
23. Tri State Steelheaders Kooskooskie Commons
24. Oregon Shores Conservation Coalition
25. Friends of Forest Park
26. Rocky Mountain Elk Foundation
27. American Farmland Trust
28. Corvallis Neighborhood Housing
29. Corvallis Environmental Center
30. Good Samaritan Hospital
31. Ecotrust
32. The Conservation Fund
33. Coldsprings Conservancy
34. World Stewards
35. American Bird Conservancy
36. Trumpeter Swan Society
37. Pheasants Forever
38. International Crane Foundation
39. West Coast Working Group
40. Columbia Springs Environmental Education Center
41. Oregon Community Foundation
42. Community Foundation for Southwest Washington
43. Columbia River Intertribal Fish Commission
44. Lower Columbia Fish Recovery Board
45. The Center for Whole Communities
46. Columbia River Estuary Study Team
47. Sustainable Northwest
48. Gifford Pinchot Task Force
49. Friends of the Columbia Gorge
50. Friends of Clark County
51. Hood River Resident's Committee

52. American Rivers
53. Western Rivers Conservancy
54. Conservation Groups in El Salvador, Guatemala, and Mexico
55. Pacific Coast Joint Venture
56. Washington Trout
57. Oregon Trout
58. Various Rotary Clubs
59. Washington Association of Businesses
60. Washington Farm Forestry Association
61. Fish First Habitat Partners
62. Others

For-Profit Companies

1. Retail Outfitters (i.e. REI): 6 land trusts
2. Mechanical Equipment companies: 2 land trusts
3. Plant and Seed Companies: 6 land trusts
4. NONE: 2 land trusts
5. Consulting firms: 1 land trust
6. Restoration services (labor and mechanical)
7. Bear Creek Corp
8. Harry and David
9. Timber Company
10. Land Developers
11. Volunteer work—business and fiscal
12. Real Estate firms
13. Law firms
14. PG & E
15. Steel Blue Lodge
16. Pacificorp
17. Portland General Electric
18. Foss Maritime Quadrant Homes
19. Weyerhaeuser
20. Olympic Resources
21. US Forest Capital
22. Maul Foster and Alongi
23. PGP Evaluations
24. West Coast Bank
25. Shorebank Pacific
26. Cranberry Farmers
27. Oyster Growers
28. Ranchers
29. Farmers
30. Orchardists
31. Wind Power Companies

Appendix D

List of Resources

Below is a list of useful resources for land trusts starting partnerships are currently involved in partnerships. These resources include guidebooks for overcoming barriers while in a partnership, assessing in a land trust should get involved in a partnership, and many other useful guides.

RESOURCES

- 1) “Assessing Whether to Participate in a Collaborative Process.” This .pdf, named “Summary of the Assessment Stage of Collaboration” can be found at:
http://snre.umich.edu/ecomgt/lessons/stages/getting_started/index.htm
- 2) A Guide to the Stages of a Collaborative Process, can be found at:
<http://snre.umich.edu/ecomgt/lessons/stages/index.htm>
- 3) Conservationregistry.org
- 4) From the Land Trust Alliance (LTA) website is a page of resources for land trusts: <http://www.lta.org/resources/index.html>
This webpage includes information on grants, loans, and awards, advocacy information, useful books, guides, events and training, reports, videos, services, computer and technology, other websites and listserves
- 5) The Community Toolbox Website:
http://ctb.ku.edu/tools/tk/en/tools_tk_1.jsp includes many useful excersizes for a land trust to address:

Available support includes:

- Outline for Creating and Maintaining a Coalition or Partnership
- Narrative Outline for Creating a Coalition or Partnership (with links to how-to sections of the Community Tool Box)
- Example(s) of Creating Coalitions and Partnerships
- How-to Information on Creating Coalitions and Partnerships
- Learning Community on "Creating Coalitions and Partnerships" - Learning through online exchanges with others doing this work

- Other resources and links related to Creating Coalitions and Partnerships
 - Quick Tips and Tools for doing this work
- 5) The Bureau for Land Management (BLM) provides, “A Desktop Reference Guide to Collaborative, Community-Based Planning.” This publication summarizes important principles of successful collaboration. It is designed for BLM employees, but also useful for land trusts and other organizations. It includes case studies and contact information for agency personnel who can provide advice about collaborative approaches. Find the pdf file at: <http://www.blm.gov/partnerships/references.htm>
 - 6) “The Collaboration Handbook” prepared by Carol Daly-Flathead Economic Policy Center The Collaboration Handbook provides common sense and practical advice about putting a collaborative effort together and making it work. Download the .pdf file at: www.redlodgeclearinghouse.org/pdfs/handbook-full.pdf
 - 7) The Red Lodge Clearinghouse is a user-friendly website with a great quantity of helpful information. You can read about collaboration case studies, as well. The Resources page: (<http://www.redlodgeclearinghouse.org/resources/index.html>) provides the following information:
 - Funding – Fundraising:** Our site features a searchable database of funding sources (new sources are regularly added) and our collaboration handbook discusses other fundraising ideas.
 - Grantwriting:** Grantwriting is a combination of science, art and politics. Read our quick guide on how to approach a funding source.
 - Collaboration Handbook** (See 6 above): A common sense guide to why, when, and how to collaborate.
 - Facilitation:** Assistance provided to a group by an impartial party that helps the group to meet productively.
 - Working Partners:** Agencies and organizations that have chosen collaboration as the “preferred alternative” for resolving conservation and resource issues.
 - Training:** An annotated listing of training opportunities specific to the needs of collaborative groups.
 - Technical Assistance:** A listing of sources of technical assistance relevant to collaborative natural resource management and the needs of collaborative groups.
 - 8) The American Lands Alliance website has an incredible list of resources. They state: “To help meet the needs of individuals or organizations that are already involved in collaborative processes or contemplating how and if to engage in collaboration, we have compiled a list of comprehensive

web links that include a breadth of resources and tools, including technical assistance, project case studies, publications and research. To view the links, see the left side menu or scroll down.” They provide links to: 1) Collaboration Toolkit; 2) Comprehensive Collaboration Websites; 3) Guidebooks; 4) Collaboration at the U.S. Forest Service; 5) Trainings & Technical Assistance; and 6) Research & Analysis. Go to:

<http://www.americanlands.org/issues.php?subsubNo=1148069142&articleNo=1148333000&page=archive.php?search=collaboration>

- 9) Basic Principles of Agency Engagement in Environmental Conflict Resolution & Collaborative Problem Solving:
http://www.ecr.gov/ecrpolicy/basic_principles.htm
- 10) The University of Virginia’s Institute for Environmental Negotiation, The Wilderness Society and the National Audubon Society created a guide called, “Collaboration: A Guide for Environmental Advocates” in 2001.

Download a copy at:

www.virginia.edu/ien/docs/collaboration_part1.pdf

www.virginia.edu/ien/docs/collaboration_part2.pdf

www.virginia.edu/ien/docs/collaboration_part3.pdf

Appendix E

Guide For Creating & Maintaining Coalitions & Partnerships

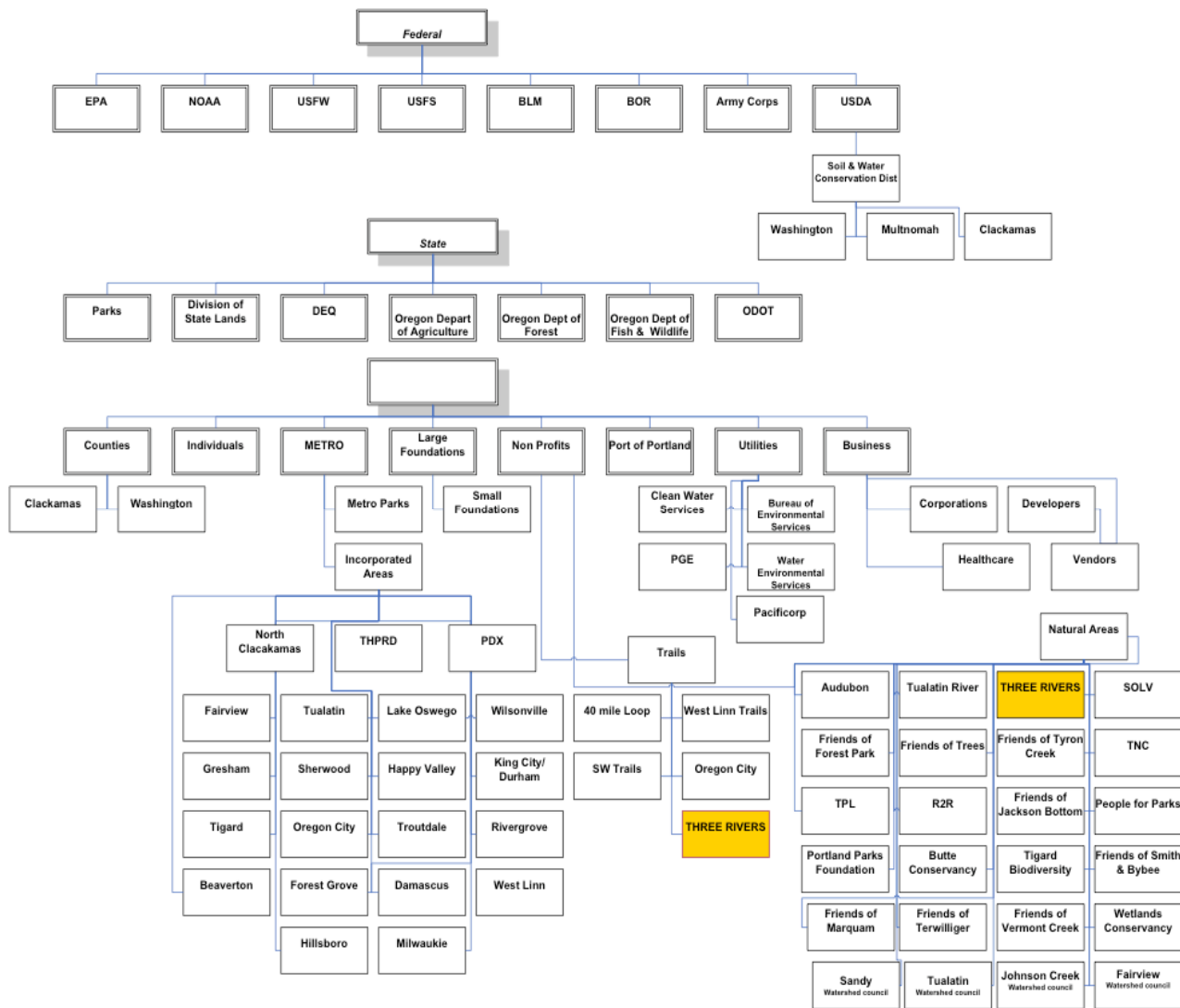
The “**Outline for Creating and Maintaining a Coalition or Partnership**” can help a newly formed group of organizations and agencies form a strong partnership. Below are the main questions in the outline. The website provides a more in-depth series of questions. See website link for the full-length outline: From *The Community Toolbox* website: http://ctb.ku.edu/tools/tk/en/tools_tk_content_page_71.jsp

1. Describe the multiple organizations that have come together in common purpose - Who are you and why is a coalition needed to accomplish your purpose?
2. Keeping your broad goals in mind, assemble the coalition's membership:
3. With the assistance of your newly assembled partners and community members affected by the issue or problem, outline your partnership's vision and mission
4. State the objectives or goals, needed resources and relationships to accomplish your objectives, and key agents of change in the partnership.
5. Re-examine the group's membership in light of your vision, mission, and objectives. Who else needs to be at the table? How can they contribute to the collaborative partnership's success and help it reach its goals? Reconsider the questions for number 2 (above).
6. Describe potential barriers or opposition to your partnership's success and strategies to overcome them.
7. Anticipate what resources, both financial and personal, will be needed to support the group's activities and infrastructure.
8. Describe how the coalition will function as an organization and how responsibilities will be shared among partner organizations.
9. Describe the structure your collaborative partnership will take as an organization. Structure will allow your partnership to function more efficiently and effectively.
10. Outline how you will maintain your coalition's momentum and foster renewal in order to accomplish your goals or transform your coalition as your goals or resources change.
11. If your coalition is beginning to lose momentum in achieving its goals or member numbers are diminishing, review current barriers to your success.
12. If necessary, revisit your plan to identify and recruit new or additional members (Step #2)
13. When maintaining the coalition at its current level is no longer appropriate or feasible, consider other alternatives
14. Is your coalition functioning most effectively at its current level or do you anticipate need for change? What kinds of change would be appropriate?

Appendix F

Example of Partnership Chart

A chart of all past, current, and potential partners may assist a land trust in better identifying partners and funding sources. Below is an example of a chart from Three Rivers Conservancy in Portland, Oregon.



Appendix G

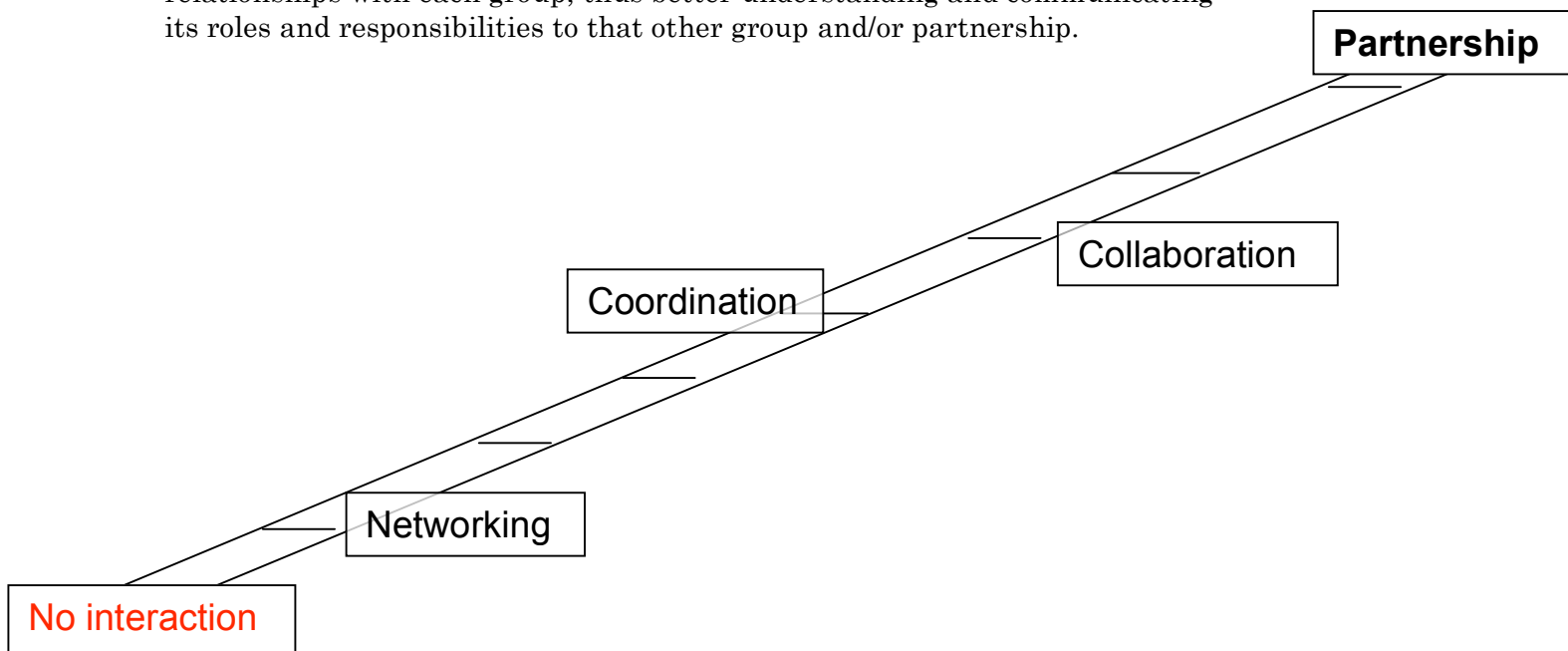
Networking—Partnership Continuum Ladder

It may be helpful to identify where on the continuum ladder each relationship with other organizations and agencies exist. By identifying the current level of involvement a land trust has with each group, the land trust can more easily assess if the relationship is currently effective or if it needs to move up or down the continuum ladder.

For each project (i.e. coordination, partnership, etc) the land trust should ask which level of commitment is appropriate for each project. Should the land trust be more involved (move up the ladder towards a partnership) or less involved (move down the ladder towards networking)?

As well, the land trust and other group(s) must agree on a definition for what they are calling their joint project. For example, if the two or more groups agree it is a “partnership” it will be necessary that everyone agree on the same definition for “partnership.” Additionally, other words may be used, such as “coalition.” If all groups involved agree on a shared definition, the process will run more smoothly.

Potential Outcome: A clear understanding of each relationship a land trust has with other groups can help identify if the relationship is effective. Potentially a land trust can identify a current “partnership” that is ineffective and thus help the land trust decide if they need to disband from the partnership and put more resources into another partnership, or become more involved in that “partnership.” This exercise may also help land trusts better define its relationships with each group, thus better understanding and communicating its roles and responsibilities to that other group and/or partnership.



Appendix H: Land Trust Activity by County, 2007

Counties	Land Trust Name													Total Number of land Trusts Working in County*
	Blue Mountain Land Trust (Walla Walla, WA)	Central Coast Land Conservancy (Depoe Bay)	Columbia Land Trust (Vancouver, WA)	Deschutes Basin Land Trust (Bend)	Elk River Land Trust (Port Orford)	Gorge Trust (Hood River)	Greenbelt Land Trust (Corvallis)	McKenzie River Trust (Eugene)	North Coast Land Conservancy (Gearhart)	Southern Oregon Land Conservancy (Ashland)	The Wetlands Conservancy (Portland)	Three Rivers Land Conservancy (Portland)	Walla Walla Land Trust (Joseph)	
Baker														0
Benton						X								1
Clackamas			X	X								X		2
Clatsop			X					X						2
Columbia			X			X								2
Coos									X (Coast Chptr)					1
Crook				X										1
Curry					X				X (Coast Chptr)					2
Deschutes				X										1
Douglas							X		X					2
Gilliam														0
Grant				X										1
Harney				X										1
Hood River			X	X		X								3
Jackson									X					1
Jefferson				X										1
Josephine									X					1
Klamath				X										1
Lake				X										1
Lane		X		X			X							3
Lincoln		X						X						2
Linn							X							1
Malheur														0
Marion							X					X		2
Morrow														0
Multnomah			X									X		2
Polk							X							1
Sherman				X										1
Tillamook		X						X						2
Umatilla														0
Union														0
Walla Walla													X	1
Wasco			X	X										2
Washington												X		1
Wheeler				X										1
Yamhill														0
(WA) Walla Walla	X													1
(WA) Pacific, Wahkiakum, Cowlitz, Lewis, Skamania, Klickitat			X X X X X X											
TOTAL	1	3	12	13	1	2	4	2	3	5	STATEWIDE	4	1	

*Not Including The Wetlands Conservancy that works statewide.

**Information in table gathered from land trust leader responses and land trust websites. Current activity may differ slightly from table because of lack of reporting from respondents and websites.