Exhibit 1

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MEMORANDUM

Date: **May 13, 2008**

To: **Ocean Protection Council Staff**

From: **John Gamman and Eric Poncelet, CONCUR, Inc.**

Re: **Summary of the Collaborative Fisheries Research Workshop**

I. Introduction – Workshop Purpose and Organization

This memorandum summarizes key outcomes from the Collaborative Fisheries Research Workshop that took place April 29-30, 2008 in Oakland, California. The focus of the workshop was collaborative fisheries research (CFR) in California and along the west coast. This memorandum represents our efforts to synthesize the views and guidance offered by individual workshop participants during workshop plenary discussions as well as the results of smaller breakout groups. It is not intended to serve as a transcript of all issues discussed or points made; nor is it intended to represent agreement among all workshop participants.

The workshop was convened by the Ocean Protection Council (OPC) with support from the Resources Legacy Fund Foundation. Nearly 70 invited stakeholders participated in the workshop. Participants represented a cross-section of interests and perspectives, including those of commercial and recreational fishermen, researchers and scientists, state and federal resource managers, conservation groups, and funders. The roster of workshop participants is attached as Attachment 1.

The workshop had three main purposes:

1) To assess if CFR can strengthen marine resources management.
2) To draw upon past CFR projects to determine how future CFR projects should be designed and evaluated.
3) To determine, if a CFR research program is established, how it should be institutionalized, sustainably funded, and evaluated and adaptively managed.

To ensure clarity in the workshop discussions, the workshop conveners defined CFR as:

- *A partnership between all stakeholders* (including commercial and recreational fishermen, academic scientists, coastal managers, tribes, non-governmental organizations, and funders)

- *Who participate in all key elements of development* (including setting goals and priorities, formulation of research questions, research design, and implementation)
- *To gather data for better management of the resource*.

The workshop consisted of a mix of plenary overview presentations, discussion panel deliberations, plenary discussions, and breakout group discussions. The discussion panels were organized to elicit thoughtful reflection on past experiences in CFR from the perspectives of resource managers, fishermen, researchers, and CFR program managers and participants. The workshop agenda is attached as Attachment 2. The agenda lists the questions used to organize the discussion panel and breakout session discussions.

II. Strong support expressed for CFR and establishing a formal CFR program

A. Strong support for CFR

At the workshop, participating stakeholders expressed strong support for increased use of CFR as a key tool to help inform and ensure improved resource management decisions in the future.

During plenary and breakout group discussions, participants identified a number of important *benefits* that come with CFR, including:

- Increased awareness of fisheries data and management issues and challenges.
- Increased communication, collaboration, and relationships between resource managers, fishermen/communities, and researchers.
- Mutual education.
- Economic opportunities for fishermen.
- Improved access to fisherman knowledge/experience and vessels for conducting research.
- Increased levels of trust between resource managers, fishermen, and researchers
- Increases buy-in to research results and resulting management decisions.
- Increased funding available to support fisheries research.

B. Strong support for establishing a CFR program

Workshop participants also expressed strong support for establishing a formal CFR program in California and, in the future, on the west coast more broadly. Specific suggestions on how the program should be structured and governed are outlined in section IV below.

III. Input on the Design of Future CFR Projects

To help inform their discussions of a possible CFR *program*, workshop participants first discussed the status of current CFR *projects*. In particular, participants discussed some of the challenges presently facing CFR projects and suggested ways to make CFR projects more successful.

A. Challenges facing CFR projects

Workshop participant discussions on how to improve current CFR projects centered on overcoming some of the difficulties faced by CFR in the past. Key challenges discussed included:

- There is a lack of long-term, consistent funding.
- Data generated are not always pertinent to priority resource management questions.
- Many projects suffer from a lack of standardized survey methods and protocols.
- In many cases, distrust between fishing community and scientists and resource managers exists over the purpose and use of data.
- Poor communications often exist between fishermen, researchers, and resource managers.
- Obtaining permits and insurance for CFR projects can be very difficult and time-consuming.

B. Key design features for successful CFR projects

Workshop participants discussed a suite of design features that were viewed as key to ensuring the success of future CFR projects. These included:

1. The design of CFR projects should be driven by a clear understanding of their intended use (i.e., what is needed and why?); this includes a clear statement of how data and results will be used for each project.
2. Successful CFR projects require upfront co-design of both project goals and research design. This can be done with the involvement of fishermen/communities, researchers, and resource managers as co-equals. Upfront co-design needs to set clear expectations and is critical to encouraging ownership and buy-in on the part of all parties. Possible project goals include:
    a. Better knowledge of the resource
    b. Improved management of the resource
    c. Improved quality and/or marketing of the resource
    d. Projects should advance management priorities (current and future). Note: workshop participants identified stock assessments and MPA monitoring as current priorities.
    e. Projects should have community support. Fishermen should be empowered and supported.

    Workshop participants also recognized that a continuum exists between collaborative research based on an equal partnership and what some participants described as "cooperative" research, where fishermen might provide assistance (e.g., in the form of a vessel or equipment) but would not be involved in project co-design. Workshop participants recognized that not all research projects require equal partnerships as described above.
3. All partners and their roles need to be clearly identified.
4. CFR projects should include a formal communication plan with specific protocols for how and when the parties will communicate during the project (i.e., face-to-face, teleconference and email).

5. CFR projects should include a funding plan. Workshop participants saw this as key to establishing consistent and long-term funding and to making the case to potential funders. The funding plan should include details on incentivizing long-term commitment for all partners involved. It should also pursue multiple funding mechanisms.
6. CFR projects should include a plan for disseminating and publishing data to directly inform interested parties. The plan should delineate data ownership issues, including timelines for academic publications and the public release of raw data. The plan should also include provisions for maintaining the confidentiality of certain data. Fishermen should be included, as appropriate, as co-authors of final reports and related publications, and involved in the back-end of projects to help present findings to decision makers.
7. CFR projects must be based on sound science and methods and the use of consistent (i.e., standardized) research protocols and policy procedures.
8. CFR projects should be designed at the appropriate spatial and temporal scale for the research questions. At the same time, CFR projects should promote local, sustainable fisheries.
9. Steps should be taken to ensure that all partners are committed to the project. Fishermen may need incentives to conduct research during fishing season and to stay committed to a project over the long term.

C. Other keys to ensuring successful CFR projects.

Workshop participants also suggested several other ways to help ensure successful CFR projects in the future. These included:

1. CFR project proposals should be reviewed (e.g., by a multistakeholder advisory committee) to help ensure use of sound science, application of good fishing practices, and utility to resource managers.
2. A process should be established to review and evaluate funded/ongoing CFR projects at periodic intervals.
3. Senior managers and policymakers need to evaluate existing fisheries research methodologies and decide if and how they fit with CFR. This should include an analysis of how stock assessments are done, including how they are spatially organized, and if these factors need to change to support community-based resource management.
4. It is important that CFR partners recognize the staffing limitations of state agencies. CFR partners should identify when the State needs to delegate specific tasks to its partners/surrogates.
5. It is critical that CFR partners take the time to establish strong personal relationships and trust. This requires that all parties spend some time dockside where the research is taking place. Fishermen expressed respect for managers and researchers who "are willing to get into the muck on a boat."
6. When designing CFR projects, it is important to find a balance between a top-down approach to CFR (driven by management needs, funding requirements, research requirements) and a bottom-up approach (where the project has support and interest from local fishing communities and researchers). Regional assessments should be developed so that they can feed in to larger scale statewide data needs.

7. Expertise needs to be developed to navigate the permitting process, the insurance process (i.e., obtaining liability insurance), and related issues (i.e., catch limits, by-catch restrictions, endangered species limitations, etc.).
8. Projects should be accompanied by efforts to identify leaders in the fishing community who can be trained to work as a member of a CFR team.
9. Industry collaborators may need to be willing to modify fishing practices to accommodate CFR design. This may include fishing in unproductive areas as well as good areas, not always trying to optimize catch rate, and adopting standardized approaches to fishing (e.g., standard bait, standard soak times), as appropriate.
10. The selection of CFR projects should be transparent and competitive.

IV. Stakeholder Input on CFR Program Design

A key objective of the workshop was to discuss elements of a successful CFR program. In their discussions on the topic, workshop participants repeatedly expressed two main pieces of advice. First they stressed the importance of creating "clear expectations" for the program in terms of its goals, how it would operate, and how the results would be used. Second, they emphasized that any program needs to have significant "buy-in" from affected stakeholders, and that the program needs to be developed with input from fishermen, researchers, resource managers, and other concerned stakeholders.

During the plenary and breakout session discussions, participants offered specific guidance on key elements of a possible program, including: A) organizational structure, responsibilities, and governance, B) funding, C) adaptive management, D) scale, and E) outreach. A summary of the guidance offered is presented below.

A. Organizational structure, responsibilities, and governance

Workshop participants expressed broad support for a program structure centered on the creation of a new "institute." Many workshop participants supported organizing the institute as a non-profit organization, but some suggested that other models be explored as well (e.g., business, venture capital, franchise model, or a hybrid of these models). Participants emphasized that the institute should be non-advocacy-oriented and expressed a general preference for establishing a new organization rather than using an existing organization (i.e., such as an existing non-profit organization or university-based consortium) to house the CFR program. Some participants noted that, pragmatically, it might make sense to use an existing organization to get the program off the ground, and then establish a new organization. Others suggested conducting a thorough needs assessment before deciding on the structure of a new program.

1. Key elements of a new institute

Workshop participants offered the following guidance on key program elements:

a. *Structure the institute to meet its purpose*. Workshop participants emphasized that institutional structure and governance should be designed around the program's key

functions. The institute should have a definite purpose and scope that should be developed with input from stakeholders.

Workshop participants described the following *key functions* as influencing the institutional structure and organization:

- Identify and encourage valuable CFR projects.
- Conduct outreach to fishing and research communities.
- Attract funds and serve as a fiscal agent.
- Oversee the disbursement of research funds.
- Provide central infrastructure for main institute and research partners (i.e., facilitate permits, liability insurance, act as fiscal agent, etc.).
- Carry out education and training programs.
- Develop uniform CFR protocols to facilitate local research participation.
- Communicate results of research to policy makers and resource managers.
- Coordinate regional and local projects and programs, and take part in national CFR network.

b. *Establish an Executive Director position to direct the institute.* Some participants also suggested establishing an Executive Committee to work alongside the Executive Director to assist in program governance. The Executive Committee would be made up of key partners and stakeholders.

c. *Establish an Advisory Committee*. Workshop participants described the Advisory Committee as a critical element of the institute. The Advisory Committee would be larger than the Executive Committee and would be comprised of the full range of partners and stakeholders.

Workshop participants identified several possible duties for the Advisory Committee, including:

- Help set research priorities.
- Assist in performing scientific review of collaborative fisheries research projects. Some participants suggested establishing a Project Review Subcommittee to review and rank research proposals. Membership could rotate among Advisory Committee members.
- Ensure adaptive management of the CFR program.
- Work with the Executive Director to ensure that there is core funding for long-term data collection that is relevant to state management priorities, as well as some discretionary funds for issues as they arise.
- Provide input to the Executive Director and the Executive Committee on key aspects and functions of the program, as needed.
- Serve as a conduit to local fishing communities.

Several participants suggested that guidelines and duties for Advisory Committee governance could be derived from the guidelines used by the Northeast Consortium's Advisory Committee.

d. *Establish a central office*. Based on the institute functions described above, many participants thought it made sense to establish and maintain a central (or home) office for the new institute. The central office would act as a regional coordinating body and be responsible for providing the centralized infrastructure needed to implement many of the above functions.

e. *Consider establishing local offices*. Based on the above functions, several participants also recommended establishing and maintaining local offices, or 'distributed centers', in the communities where CFR is taking place. These distributed centers would serve as dedicated liaisons between the home office and local CFR communities, and would be responsible for helping to develop, implement, and manage local CFR projects, conducting outreach and taking part in training, and communicating research results to policy makers and resource managers.

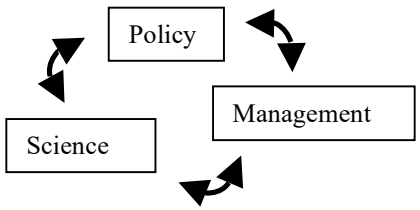
   There was strong agreement among workshop participants that a successful CFR program requires a dockside presence to maintain clear communication between fishermen, researchers, and program managers; the establishment of local distributive centers could meet this need. It is also expected that local distributed centers would help provide local matching resources, such as office space, time on research vessels, and part-time administrative support. Local partnering institutions and program participants could provide these matching resources.

   Many workshop participants expressed support for past work done by Sea Grant and the Pacific States Marine Fisheries Commission in terms of establishing relationships and communications with local communities. These participants recommended that the new institute should continue to partner with these existing organizations to make use of these existing relationships.

2. Other design considerations for the new institutional structure and governance

Workshop participants offered additional guidance for designing a new CFR program, including:

a. The program should take advantage of the capabilities of existing fishery organizations and should build on past CFR successes wherever possible.
b. The program needs to be structured to ensure effective linkages and coordination between policy, management, and science.



c. The program should be structured to effectively influence management decisions on priority issues.

d. The institute needs to address potential disconnects between large-scale and local-scale research needs, and between traditional management needs and alternative management (e.g., co-management) needs.
e. The institute should consider if it should provide funds for both directed and RFP-based research projects. Directed projects could be a more effective way to collaboratively develop central research questions that CFR could address, while RFP-generated projects could be a way to promote innovation and bring new partners into the program.
f. The governance structure needs to be open and transparent.
g. The institute needs to have an entrepreneurial capacity.
h. The institute needs to develop a streamlined process to help fishermen obtain research permits and liability insurance.

B. Funding

Workshop participants offered the following guidance with regard to funding a new CFR program:

1. Build an endowment (e.g., a trust fund) with multiple funding sources. Workshop participants expressed broad support for this approach. Participants also noted that it is critical to have strong stakeholder support for the program in order to receive funding.
2. Share assets wherever possible.
3. Avoid becoming overly dependant on any one funding source. Pursue a wide variety of funding sources (e.g., capital campaigns, fees/taxes, mitigation funding) and consider how to create a resource pool from both public and private funds.
4. Many participants also noted that involvement of fishermen in research projects tends to attract funding; these participants suggested including specific in-kind contributions of fishing communities in grant proposals.

C. Adaptive management

Workshop participants held the general view that a new CFR program needs to be flexible enough to adapt to changing conditions. Participants offered the following guidance regarding adaptive management of the program:

1. Build processes for adaptively managing the program into the program's design, and link these to the program goals.
2. Require periodic, objective, external assessments of the program. Some participants recommended annual review of program goals and accomplishments.
3. Review composition and functioning of the Advisory Committee.
4. Adaptively respond to changes in the environment (e.g., climate change) and in management priorities.
5. Prepare an annual report.

D. Geographic focus

Workshop participants offered the following guidance for the scale at which the program should operate.

1. The geographic focus of the program should be tailored to its goals.
2. Workshop participants suggested taking a pragmatic approach to initiating a CFR program. There was strong support for focusing the program on California at first. There was also strong support for expanding the program over time to encompass a west coast wide focus. Participants noted that a west coast focus is consistent with the scale of the Pacific Fisheries Management Council, the Pacific Fisheries Legislative Task Force, stock assessments, and the West Coast Governor's Agreement. Participants also pointed out that a west coast focus might facilitate the leveraging of federal funds.
3. The program needs to coordinate with other CFR programs within the U.S. and internationally. Participants noted that it is better if the various CFR consortia around the U.S. are working together as a network rather than independently as competitors.

E. Communication and outreach

Workshop participants strongly agreed that the new CFR program would need to develop effective communications and outreach processes in order to be successful. Participants offered the following additional guidance:

1. Communications and outreach needs to be focused on multiple audiences, including: ports/communities (distributed centers), researches, resource managers, policy makers, funders, institute staff, and the general public.
2. The institute should establish a clearinghouse that would support the development of new projects and track ongoing projects (i.e., who's doing what and where and for how long).
3. The institute should take steps to ensure that program and project websites remain current and adequately funded (i.e., to avoid the problem of a "dead website").

V. Next Steps

Sam Schuchat (California State Coastal Conservancy Executive Officer and OPC Council Secretary) closed the workshop by thanking the participants for their contributions. He described the following next steps as stemming from the workshop:

- OPC staff will brief the Council on the outcomes of the April 29-30, 2008 CFR workshop at the OPC's May 15, 2008 meeting.
- OPC staff will follow up with individual stakeholders in the upcoming weeks and months to help form a path forward.
- The OPC will discuss fisheries issues at their September 2008 meeting and what the state might do to support collaborative fisheries research into the future. Staff will likely present a proposal for consideration by the OPC to provide funding for a CFR program in California.

Workshop participants were invited to forward any additional ideas on the topic of CFR to Cina Loarie (OPC staff) at cloarie@scc.ca.gov.

ATTACHMENT 1

Collaborative Fisheries Research Workshop Roster (April 29-30, 2008)

Name	Title	Affiliation
Jim Anderson	Chairman	California Salmon Council
Debbie Aseltine-Neilson	Senior Marine Biologist Specialist	California Department of Fish and Game
Tom Barnes	State Managed Marine Species Program Manager	California Department of Fish and Game
Sarah Bates	Commercial Fisherman	Commercial fisherman
Christine Blackburn	Program Manager	Ocean Protection Council
Jennifer Bloeser	Science Director	Pacific Marine Conservation Council
Drew Bohan	Executive Policy Officer	Ocean Protection Council
Mark Carr	Associate Professor	UCSC - Long Marine Laboratory
Jenn Caselle	Assistant Research Biologist	Marine Science Institute
Liz Clarke	Director	Fishery Resource Analysis and Monitoring Division, NOAA Fisheries
Leesa Cobb	Executive Director	Port Orford Ocean Resource Team
Larry Collins	President	Crab Boat Owners Association
Dave Colpo	Fisheries Economics Program Manager	Pacific States Marine Fisheries Commission
Flaxen Conway	Associate Prof; Ext. Community Outreach Specialist	Oregon Sea Grant Extension
Roger Cullen	Fisherman; Board member	Morro Bay Commercial Fishermen's Organization
Carrie Culver	Marine Advisor	CA Sea Grant
Penny Dalton	Director	Washington Sea Grant
Tim Duff	Project Manager	State Coastal Conservancy
Barbara Emley	Member	Crab Boat Owners Association
Laura Engeman	Project Manager	State Coastal Conservancy
Neal Fishman	Deputy EO; Ocean Program Manager	Ocean Protection Council
Bob Fletcher	President	Sportfishing Association of CA
Rod Fujita	Marine Ecologist	Environmental Defense
John Gamman	Facilitator	CONCUR, Inc
Christopher Glass	Director	Northeast Consortium
Mary Gleason	Chief Marine Scientist	The Nature Conservancy
Zeke Grader	Executive Director	PCFFA; IFR
Joel Greenberg	Chairman, Southern California Chapter	Recreational Fishing Alliance
Tom Hafer	Fisherman; Board member	Morro Bay Commercial Fishermen's Organization
Peter Halmay	Member	San Diego Waterman's Association
Doyle Hanan	President; Chief Scientist	Hanan & Associates, Inc.
Brad Hunt	Program Associate	California Ocean Science Trust
Bill James	Nearshore Fisherman; Consultant	Fisherman
Matt Kay	Biologist; Collaborative Lobster Research Project	UCSB - Bren School
Hunter Lenihan	Marine Ecologist	UCSB - Bren School

ATTACHMENT 1

Name	Title	Affiliation
Cina Loarie	Sea Grant Policy Fellow	Ocean Protection Council
Alec MacCall	Senior Scientist	Southwest Fisheries Science Center
Amber Mace	Executive Director; Science Advisor	California Ocean Science Trust; OPC
Duncan MacLean	Fisherman; President	Half Moon Bay Fishermen's Market Association
Tim Maricich	Commecial Fisherman	Commercial fisherman
Jim Martin	West Coast Regional Director	Recreational Fishing Alliance
Don Maruska	Strategic Advisor; Facilitator	California Collaborative Fisheries Research Program
Sonke Mastrup	Deputy Director	California Department of Fish and Game
Tom Mattusch	CPFV Fisherman	F/V Huli Cat
Mike McCorkle	Senior Representative	Southern California Trawlers Association
Toni Mizerek	Sea Grant Policy Fellow	California Resources Agency
Jed Moore	Master's Graduate	OSU Marine Resource Management
Mel de la Motte	Recreational fisherman; President	Central Coast Fisheries Conservation Coalition
Paul Olin	Director	University of California Sea Grant Extension Program
Bob Osborn	Fisheries Specialist	United Anglers of Southern California
Pietro Parravano	President	Institute for Fisheries Resources
Diane Pleschner-Steele	Executive Director	CA Wetfish Producers Assoc
Eric Poncelet	Facilitator	CONCUR, Inc
Cheri Recchia	Director MPA Monitoring Enterprise	California Ocean Science Trust
John Richards	Marine Advisor Emeritus	Sea Grant Extension Program - UCSB/MSI
Hannah Russell	Intern	Environmental Defense
Melissa Sanderson	Program Manager	Cape Cod Commercial Hook Fishermen's Association
Susan Schlosser	Marine Advisor	Sea Grant Extension Program
Sam Schuchat	EO; Council Secretary	SCC; OPC
Sheila Semans	Project Manager	Ocean Protection Council
Paul Siri	Executive Director	Ocean Science Applications
Ben Sleeter	Geographer, Fisherman, Political Advocate	USGS; Coastside Fishing Club
Margaret Spring	Director	The Nature Conservancy's CA Marine Program
Rick Starr	Marine Advisor	University of California Sea Grant Extension Program
Bruce Steele	Commercial Sea Urchin Diver	Commercial Sea Urchin Diver
Valerie Termini	Project Manager	Ocean Protection Council
Roger Thomas	President	Golden Gate Fishermen's Association
Mark Tognazzini	Vice President; Fisherman	Morro Bay Commercial Fishermen's Organization
John Ugoretz	Habitat Conservation Program Manager	California Department of Fish and Game
Carina Uraiqat	Sea Grant Policy Fellow	California Ocean Science Trust
Chris Voss	President	California Abablone Association
Dean Wendt	Associate Professor	CalPOLY
Kate Wing	Senior Ocean Policy Analyst	NRDC
Noelle Yochum	Research Technician	Moss Landing Marine Labs

ATTACHMENT 2

Agenda
Collaborative Fisheries Research (CFR) Workshop

Tuesday, April 29, 2008 10:00 am - 5:30 pm
Wednesday, April 30, 2008 9:00 am - 2:00 pm
Preservation Park, Nile Hall
1233 Preservation Park Way
Oakland, CA 94612

DAY 1: TUESDAY, APRIL 29, 2008

9:15 am Continental Breakfast (provided on-site for invited participants)

10:00 am Welcome, Introductions, and Workshop Objectives
Drew Bohan, Executive Policy Officer, Ocean Protection Council

1. Present working definition of "collaborative fisheries research"
2. Summarize workshop objectives:
   a. To assess if CFR can strengthen marine resource management.
   b. To draw upon past CFR projects to determine how future CFR projects should be designed and evaluated.
   c. To determine, if a CFR research program is established, how would it be:
      i. Institutionalized
      ii. Sustainably funded
      iii. Evaluated and adaptively managed

10:25 am Brief Review of Workshop Agenda
CONCUR

10:30 am Overview Presentations: Setting the Context for Collaborative Fisheries Research in California and Along the West Coast

Role of CFR in Ocean Policy and Management
Sam Schuchat, Executive Officer, State Coastal Conservancy; Council Secretary, Ocean Protection Council

Overview of CFR
Elizabeth Clarke, Director, Fishery Resource Analysis and Monitoring Division, NOAA Fisheries

11:00 am Clarifying Questions

11:20 am Discussion Panel #1: How Can Collaborative Fisheries Research Support Coastal Management Needs – Applying Lessons Learned

Sonke Mastrup, California Department of Fish and Game
Alec MacCall, Senior Scientist, Southwest Fisheries Science Center

Moderator: CONCUR

Overarching questions:

1. Which regional and statewide fisheries management needs can be satisfied through CFR and why (e.g., informing stock assessment models, improving general/MPA environmental monitoring, improving gear choices, etc.)?
2. Why does some CFR data get collected and incorporated in management decisions while other CFR data do not?
3. How can CFR be more efficiently integrated into management?
4. What are key CFR design features that would provide robust and compatible data sets to managers (e.g., regional and statewide sampling protocols, long-term data sets, etc.)? Which features are incompatible?

11:50 am Clarifying Questions

12:15 pm Lunch (Beverages and sandwiches will be provided)

1:00 pm Discussion Panel #2: Past Experience and Future Needs: Fishing and Research Perspectives

Bill James, Nearshore Fisherman, Consultant
Tom Mattusch, Commercial Passenger Fishing Vessel (CPFV) Fisherman
Susan Schlosser, Marine Advisor, Sea Grant Extension Program
Rick Starr, University of California Sea Grant Extension Program, and
Dean Wendt, Associate Professor, California Polytechnic State University

Moderator: CONCUR

Overarching questions:

1. Based on your experience with CFR projects, what has worked and why? Conversely, what has not worked and why?
2. What are the major challenges to planning and conducting CFR projects? How can they be overcome?
3. How can multi-stakeholder communication be improved?

2:15 pm Clarifying Questions

2:45 pm Break

3:00 pm Outline Structure and Objectives of Breakout Session
CONCUR

1. Objective for this breakout session: How to improve project design, execution and evaluation
2. Group composition: 3 assigned groups
3. Present the organizing questions

3:15 pm Breakout Session #1

Each breakout group is charged with addressing the following questions:
1. What lessons learned can we distill from *past* CFR experiences to help make *future* CFR projects successful? Discuss from your perspective.
2. Which key principles and criteria should serve as the basis for the design and evaluation of future CFR projects?
3. How do we foster ongoing communication and cooperation amongst stakeholders (i.e., coastal managers, fishermen, academia, NGOs, etc.) to help develop future CFR projects?

5:00 pm Breakout Groups Report Back to Plenary
CONCUR

1. A representative from each breakout group will summarize the group discussion
2. Plenary discussion on priority lessons and advice for project design and evaluation

5:30pm Adjourn Day 1

5:30-7:30pm Reception at Pacific Coast Brewing Company
906 Washington Street
Oakland, CA 94607

DAY 2: WEDNESDAY, APRIL 30, 2008

8:15 am Hearty breakfast (provided on-site for invited participants)

9:00 am Review Previous Day's Results and Today's Objectives
Mike Weber, Program Officer - Oceans, Coasts, and Fisheries, Resources Law Group
1. Review highlights and lessons from Day 1
2. Day 2 objectives: investigate pros and cons of CFR programs and attributes of how programs should be designed

9:10 am Discussion Panel #3: Programmatic Perspectives – Key Elements and Attributes of a Successful CFR Program

Zeke Grader, Executive Director, Pacific Coast Federation of Fishermen's Associations; Executive Director, Institute for Fisheries Resources
Christopher Glass, Director, Northeast Consortium
Jennifer Bloeser, Science Director, Pacific Marine Conservation Council
Margaret Spring, Director, The Nature Conservancy's California Marine Program

Moderator: CONCUR

Overarching questions:
1. Drawing on your past experience with CFR programs, what are the critical design elements for a successful CFR program (i.e., objectives, program and project features, and protocols)?
2. How can multi-stakeholder support of CFR (i.e., stakeholder buy-in) be secured and maintained? How can avenues of communication be maintained? How can funding be maintained?
3. What have you learned from your organization's structure and what would you change? What would be the ideal organizational structure for a new CFR program?

10:20 am Clarifying Questions

10:40 am Presentation of Different Possible Organizational Structures for a New CFR Program
Christine Blackburn, Program Manager, Ocean Protection Council

10:55 am Outline Structure and Objectives of Breakout Session
CONCUR

1. Objective for this breakout session: How to improve program design, execution, and evaluation
2. Group composition: 3 assigned groups
3. Present the organizing questions

11:05 am Breakout Session #2

Each group should discuss the ideal configuration of the following key program elements:

- Governance structure, institutional arrangements, and stakeholder involvement
- Adaptive management protocols
- Funding mechanism
- California vs. regional focus

12:25pm Lunch (beverages and sandwiches will be provided)

1:05 pm Breakout groups report back to plenary

1. A representative from each breakout group will summarize the group discussion
2. Plenary discussion

1:35 pm Wrap Up and Next Steps
Drew Bohan, Executive Policy Officer, Ocean Protection Council

2:00 pm Adjourn