

## VI. FINAL RECOMMENDATIONS OF THE 4 C's WORKING GROUP

Based on the proposed mission, goal and objectives of the 4 C's Initiative, the suggested guidance elements, special focus operating criteria and identified barriers and barrier solutions, the Working Group offers the following principal recommendations for establishment and full implementation of the 4 C's Initiative:

**(1) The 4 C's Initiative should be implemented on a systemic basis; its purpose should be to institutionalize, not test, the collaborative and partnership tools of the 4 C's that are already in various stages of implementation within various field offices of the bureau.**

**(2) The 4 C's Initiative in its formal implementation should have a definite sunset provision; its measure of success should be the declining need among BLM managers for its services, the adoption of its principles and tools as the operating condition for business as usual in the bureau, and the institutionalization of its essential functions in agency culture, among agency personnel and within already existing agency offices. Acceptance and broad application of the principles of the initiative should be part of the overall monitoring of program implementation and success, and should determine the need for continuation of the program.**

**(3) Resource Advisory Councils should be an integral component of the 4 C's Initiative, giving advice and oversight in project implementations and providing critical channels for public participation, transparency and reporting.**

**(4) A Coordinator position should be established and filled on a term-appointed basis for overall direction and support of the initiative, and for ongoing coordination with the 4 C's Working Group. The Working Group should be continued for the life of the initiative. Sufficient funding should be budgeted for the Coordinator and the 4 C's Working Group.**

**(5) The Department and the BLM should identify internal funding sources to support implementation of prioritized 4 C's projects and activities at the Field Office level. This could include targeting portions of CCS or CCI funds to 4 C's initiatives.**

**(6) The agency should work with other partner organizations to establish an annual recognition award, starting in 2003, to highlight and acknowledge superior innovation and outstanding achievement among staff and partners in the implementation and advancement of the 4 C's Initiative through collaboration, partnerships, citizen conservation and full community participation in the shared management and stewardship of public lands.**

**(7) Initial focus in the implementation of the 4 C's Initiative should be to identify,**

develop and provide collaborative and community-based training opportunities to partners. Particular attention should be given to the National Training Center Partnership Series. A review should be conducted of the Series for sufficiency in regard to 4 C's related training, and support should be provided to new courses if identified. BLM should work with other organizations who offer 4 C's-type training to complement and augment the Series.

**(8) The agency should take immediate and appropriate actions to ensure the strategic filling of vacating or open field manager positions with candidates having knowledge, skills and abilities in 4 C's related areas as specified in this report.**